

## PORTFOLIO AREA: Promoting Carlisle

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**Date of Meeting:** 22nd December 2010

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**Public**

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**Key Decision:** Yes

**Recorded in Forward Plan:** Yes

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**Title:** Carlisle Community Plan (Sustainable Community Strategy)  
2011-16

**Report of:** Assistant Director Community Engagement

**Report reference:** PPP 42-10

The existing Community Plan (Sustainable Community Strategy) for Carlisle expires in 2010. At the last meeting of the Carlisle Partnership Executive a process for developing a new Community Plan (Sustainable Community Strategy) for Carlisle was agreed.

This process has seen the content of the Community Plan developed directly by partners from across the LSP within the Partnership's Working Groups and a draft Community Plan 2011 – 2016 has been developed for Carlisle.

This Plan appeared before the Carlisle Partnership's Executive on the 15<sup>th</sup> November. The Partnership Executive agreed that the plan should be recommended to the City Council's Executive, with a request that they endorse and recommend the plan to full council for adoption onto Carlisle City Council's Policy Framework.

The plan appeared before Carlisle City Council's Executive on the 22<sup>nd</sup> November where it was agreed the feedback of the Community Overview and Scrutiny Panel should be sought. The Plan appeared before the Community O&S Panel on 25<sup>th</sup> November.

To varying degrees Carlisle Partnership Executive Members, Carlisle City Council Executive Members and Community Overview and Scrutiny Members have all suggested changes and amendments to the draft Community Plan. A summary of the changes requested is included on page 4 of this report (within the 'Background' section). The draft Community Plan has been updated to reflect these requests and is attached at Appendix A.

**Recommendations:**

It is recommended that Carlisle City Council's Executive:

- Consider and comment on the revised draft Carlisle Community Plan 2011-16, which has been updated to reflect feedback from Carlisle City Council Executive and the Community Overview and Scrutiny Panel.
- Suggest further revisions to the draft Carlisle Community Plan 2011-16 as appropriate.
- Delegate further changes to the draft Carlisle Community Plan 2011-16 to the Assistant Director, Community Engagement in consultation with the Leader of Carlisle City Council and the Chair of the Carlisle Partnership.
- Recommend the draft Carlisle Community Plan 2011-16 to Carlisle City Council for formal adoption onto the City Council's Policy Framework.

**Contact Officer:** Gavin Capstick

**Ext:** 7030

## 1. **Background**

- 1.1 The existing Community Plan (Sustainable Community Strategy) for Carlisle expires in 2010. This fact was noted at the Carlisle Partnership Executive Meeting and the Executive resolved to lead on developing a new Community Plan. It was also recommended that the new plan should focus more on mid-term planning – and subsequently a rolling five year plan reviewed on an annual basis was proposed. The Partnership’s Executive also proposed that the new plan should be underpinned by much more specific and measurable action plans owned by the Partnership’s Priority Working Groups.
- 1.2 At the May meeting of the Carlisle Partnership Executive a process for developing a new Community Plan for Carlisle was agreed. Initially this process was intended to fulfil two purposes, firstly to facilitate the drafting of a new Community Plan for Carlisle, but at the same time it was intended to shape Carlisle’s input to a Single Community Strategy for Cumbria. Since then proposals for a Single Community Strategy for Cumbria have been put on hold (due to concerns about clarity on the capacity to deliver a countywide strategy during the coming years). However, Local Authorities currently still have a statutory obligation to prepare a Sustainable Community Strategy and both the City Council and the Carlisle Partnership have remained committed to developing a new plan for Carlisle.
- 1.3 Following the May Partnership Executive, all the Partnership’s Priority Working Groups and the Rural Support Group were asked to consider a range of quantitative statistical evidence and projections for the district and identify the key challenges they believed Carlisle faced in the coming years. The Partnership’s Conveners group collated these into a single document and set of challenges on behalf of the Partnership. This document was then used (alongside further statistical analysis and presentations) as the backdrop for two workshop sessions aimed at identifying the priorities and outcomes the Carlisle Partnership would like to see expressed within the new Community Plan.
- 1.4 The first of these sessions was held at the Carlisle Partnership AGM in June, the second was a follow up workshop held at the Civic Centre in July. Both events were well attended by all elements of the Carlisle Partnership and representatives from all sectors. These workshops identified a range of priorities and outcomes which the Carlisle Partnership Manager, under the guidance of the Chair of the Partnership, collated and distilled into a number of stated aims and a series of supporting headline measures which formed the basis of a first draft Carlisle Community Plan 2011-16.
- 1.5 This draft was tabled at an extended meeting of the Conveners Group (with an invite extended to all members of the Partnership Executive) in September. The group recommended a series of changes and then referred the document to the

Partnership's Priority Working Groups along with the request that these groups commence work on delivery plans to support the developing Community Plan immediately.

1.6 All the Priority Groups of the Partnership have also now considered and amended the draft Community Plan and have begun work on delivery plans to support the Community Plans aims.

1.7 The draft plan has now been approved by the Carlisle Partnership's Executive and reviewed by Carlisle City Council's Executive and Community Overview and Scrutiny Panels. The following changes have been recommended:

- That greater reference is made throughout the document to "Carlisle and District" (the current emphasis on 'Carlisle' could be perceived to refer to the urban area of the district only and by that nature be considered exclusive of rural communities).
- Reinforce the language to ensure that the focus we wish to place on Rural Communities is reflected within the document.
- Ensure that the document links to, and is supported by the developing core strategy – this will ensure that issues around housing and development (which will be crucial to the delivery of many of the Community Plan's aims) are reference and taken account of.
- Ensure that the document is updated to accurately reflect the evolving priorities and headline measures of the Carlisle and Eden CDRP.
- That the images throughout the design draft be reviewed in liaison with the Carlisle Partnership Chair.
- That the high numbers of young carers in certain wards within Carlisle and District is referenced and that this is picked up within the emerging action plans of the priority working groups.
- That the emerging action plans be brought back to the Community Overview and Scrutiny Panel for their consideration in early 2011.

## 2. **Delivering and Measuring the Plan**

2.1 The proposed Carlisle Community Plan 2011 – 16 would effectively be a live document as soon as the City Council adopted it onto their Policy Framework in the new-year. A formal launch is proposed for March 2011.

2.2 The Plan would be reviewed on an annual basis at the Carlisle Partnership AGM (June each year). A performance report detailing progress against the headline measures contained within the plan would also be produced for the Partnership AGM.

2.3 Whilst these headline measures will be used to assess the progress made towards delivering the Community Plan on an annual basis. The Carlisle Partnership's Executive remains keen to instil a more focussed and performance orientated culture within the Partnership. As previously stated, all the Priority Working Groups are in the process of developing delivery plans to support and deliver the Community Plans aims. These will express the specific activity being undertaken to help deliver the aims of the Community Plan and influence the headline measures it contains. These would also have their own performance framework attached including specific activity measures which will be reported to Executive on a quarterly basis.

3. **Recommendations:**

It is recommended that Carlisle City Council's Executive:

- Consider and comment on the revised draft Carlisle Community Plan 2011-16, which has been updated to reflect feedback from Carlisle City Council Executive and the Community Overview and Scrutiny Panel.
- Suggest further revisions to the draft Carlisle Community Plan 2011-16 as appropriate.
- Delegate further changes to the draft Carlisle Community Plan 2011-16 to the Assistant Director, Community Engagement in consultation with the Leader of Carlisle City Council and the Chair of the Carlisle Partnership.
- Recommend the draft Carlisle Community Plan 2011-16 to Carlisle City Council for formal adoption onto the City Council's Policy Framework.

**Contact Officer:** Gavin Capstick Carlisle Partnership Manager Ext 7030

#### 4. **Implications**

- 4.1 **Staffing:** The production of the Community Plan will be undertaken by Carlisle City Council, Carlisle Partnership and Communications Teams.
- 4.2 **Finance:** There will be modest budgetary implications with regard to publishing the Plan, which can be met from within existing budgets.
- 4.3 **Legal:** The production of a Sustainable Community Plan for Carlisle is a statutory obligation for the City Council. (Local Government Act 2000).
- 4.4 **Corporate:** The City Councils new corporate plan will be an element in the network of plans co-ordinated with the Community Plan.
- 4.5 **Risk Management:** Risks will continue to be managed in accordance with the Risk Management Policy.
- 4.6 **Equality & Diversity:** The Sustainable Community Plan is designed to have positive effects on Equality and Diversity within the area and the plan will be impact assessed in accordance with City Council scheme.
- 4.7 **Environment:** The Sustainable Community Plan is designed to have positive effects on the Environment within the area and the plan will be delivered inline with existing Council Policy.
- 4.8 **Crime and Disorder:** The perceptions and confidence of citizens concerning crime and disorder continues are a key element of the community strategy for Carlisle.
- 4.9 **Rural issues:** Rurality has been identified as a key within the Community Plan and the Rural Support Group has a key role in its delivery.
- 4.10 **Impact on Customers:** – The purpose of the Plan is to describe the partnership vision for the area and how it can deliver that vision through its sub groups.

#### **Equalities Impact:**

Assessment	Impact Yes/No?	Is the impact positive or negative?
<b>Equality Impact Screening</b> Does the policy/service impact on the following?		
Age	<b>Yes</b>	<b>Positive</b>
Disability	<b>Yes</b>	<b>Positive</b>
Race	<b>Yes</b>	<b>Positive</b>
Gender/ Transgender	<b>No</b>	
Sexual Orientation	<b>No</b>	
Religion or belief	<b>No</b>	
Human Rights	<b>No</b>	
Health inequalities	<b>Yes</b>	<b>Positive</b>
Rurality	<b>Yes</b>	<b>Positive</b>

**If you consider there is either no impact or no negative impact, please give reasons:  
If an equality Impact is necessary, please contact the P&P team.**

*This screening will trigger a review of the EqIA 10 Partnerships, Policy, Performance*

**DRAFT**

**Carlisle Partnership  
Community Plan**

**2011 - 2016**

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## **Chairman's Foreword:**

This is the new Community Plan which has been driven by, and which is very much for, the people of Carlisle.

For many Carlisle is a great place in which to live and work; and it has an untapped wealth of attractions for the visitor too! However, for some who live in our rural and urban neighbourhoods, the socio-economic picture is not so good; as in other areas of the UK, there are pockets of deprivation which are unacceptable in today's society and in respect of which we must all seek to do much more notwithstanding the changing and demanding financial environment in which we now find ourselves.

Indeed, bridging the inequality gap is what the Carlisle Partnership is all about; by working together in genuine partnership, by being radical in our thinking and by challenging the current way we do things, we can make a real difference in those communities where unemployment is high, educational achievement is low, crime is a concern and health issues are prevalent.

Our communities are our greatest asset; and our engagement with them and their involvement are critical if we are to deliver on the priorities set out within this new Community Plan. Underpinning our plan are a number of agreed actions which are to be overseen by our priority working groups; these actions are achievable and measurable within realistic but challenging timeframes.

With everyone's encouragement, help and support we really can make a difference!

**Trevor Hebdon**  
**Chair of the Carlisle Partnership**

# About Carlisle and District

Carlisle and District is a mixture of rural and urban communities. The historic city of Carlisle is the largest settlement, with a number of smaller market towns and large villages spread across the district, including Brampton, Dalston, Longtown and Wetheral. The remaining area is rural with smaller dispersed settlements.

The population of the district is currently estimated at 104,700. It has experienced steady growth since the turn of the century and this trend is predicted to continue over the next 20 years. The Office for National Statistics predicts that Carlisle's population will grow by 14.3% by 2033. We are expecting a population growth across all demographic age groups but most notably (and in-line with national trends) we expect to see a 69.3% increase in the number of older people living in the district by 2032. Approximately 68% of the population live in the city of Carlisle itself, whilst in the surrounding rural areas, there are on average only 97 people per square kilometre (compared to 477 regionally and 378 nationally).

Across the district there is a wealth of assets making it a great place to live, work and visit. Carlisle is set within some of the country's most spectacular natural scenery and the city is the final stop for three of the country's scenic railway lines. Landmark buildings and heritage sites such as Carlisle Castle, Carlisle Cathedral, Lanercost Priory and Hadrian's Wall draw visitors from around the world.

Carlisle is also home to many nationally and internationally renowned companies and the local economy has proved resilient during the difficulties that have faced the global economy in recent years.

Most importantly Carlisle is also home to a diverse range of people and communities, each with unique characters but often sharing similar strengths. Both the city of Carlisle and the wider district have faced significant setbacks over the last decade, from the foot and mouth outbreak of 2001 to the devastating floods of 2005. However, where these events have presented challenges, they have also shown the resilience and strength of residents. Local people supported each other and worked tirelessly to ensure their communities recovered and developed. These independent, but supportive, communities are perhaps our greatest asset.

Carlisle is a unique and incredible place but it is not without its challenges. In delivering our Community Plan we will aim to continually improve the district for everyone.

Carlisle is the 122nd most deprived district out of 354 nationally, with 65% of our wards in the 50% most deprived nationally, and four inner city wards featuring in the 25% most deprived nationally. A key characteristic of Carlisle is the differences between wards across a range of deprivation and health indicators which reveal, at times, considerable inequalities.

At 2.9%, unemployment across the district is lower than the national and regional averages (3.6% and 4.0% respectively). However, wage levels are also low. Average gross weekly earnings in the district are £46.10 less than the regional average and £76.10 less than the national average. Employment levels in non-service industries, such as agriculture, manufacturing and construction are all higher than the national average.

Educational achievement in Carlisle is lower than the national average. Only 29% of local people have a recognised qualification, compared to 32% nationally. There is also a pattern of low take up of post-16 education and training amongst young people. Pre-16 educational attainment varies across the district. In the best performing wards, over 80% of young people achieve five or more GCSEs at grades A-C, in the worst performing wards this drops to just above 20%.

In terms of house price / earnings ratios, housing affordability is better in Carlisle than the national average. However, this again masks significant discrepancy across the district. In Carlisle's urban areas, affordability is amongst the best in the UK. But, in rural areas, affordability is comparable to other 'honey pot' areas across Cumbria and average house prices can be in excess of ten times the average annual income in some places. Generally, owner occupation levels, at 66.1%, are lower than the national and regional average of 69.6% and there is a strong social rented sector.

In the 2008 Place Survey, Carlisle's residents identified Health Services, Affordable Decent Housing, Job Prospects and Clean Streets as their most important quality of life factors. The survey also suggested that Activities for Teenagers and Roads and Pavements were most in need of improvement.

# The Carlisle Partnership

The Carlisle Partnership is made up of over 80 organisations, all of which have a clear interest improving the area and the quality of life of residents. We have included organisations from the public, private, voluntary and community sectors. All our partners are members of the Carlisle Partnership Forum which, including the Annual General Meeting meets, in public, at least twice a year. At the AGM the partnership elects a Chair and Vice Chair and reviews the progress we are making towards our aims. The Partnership has an Executive tasked with making sure we deliver our aims and providing direction and decision making across the partnership.

Carlisle City Council is responsible for providing support to allow the Partnership to meet, discuss community issues and develop plans to make changes in the city. The partnership has a number of sub-groups (four priority working groups and two supporting groups). Each one is helping to place the partnership's activities in priority order and to make sure all the important aspects of life get their share of attention.

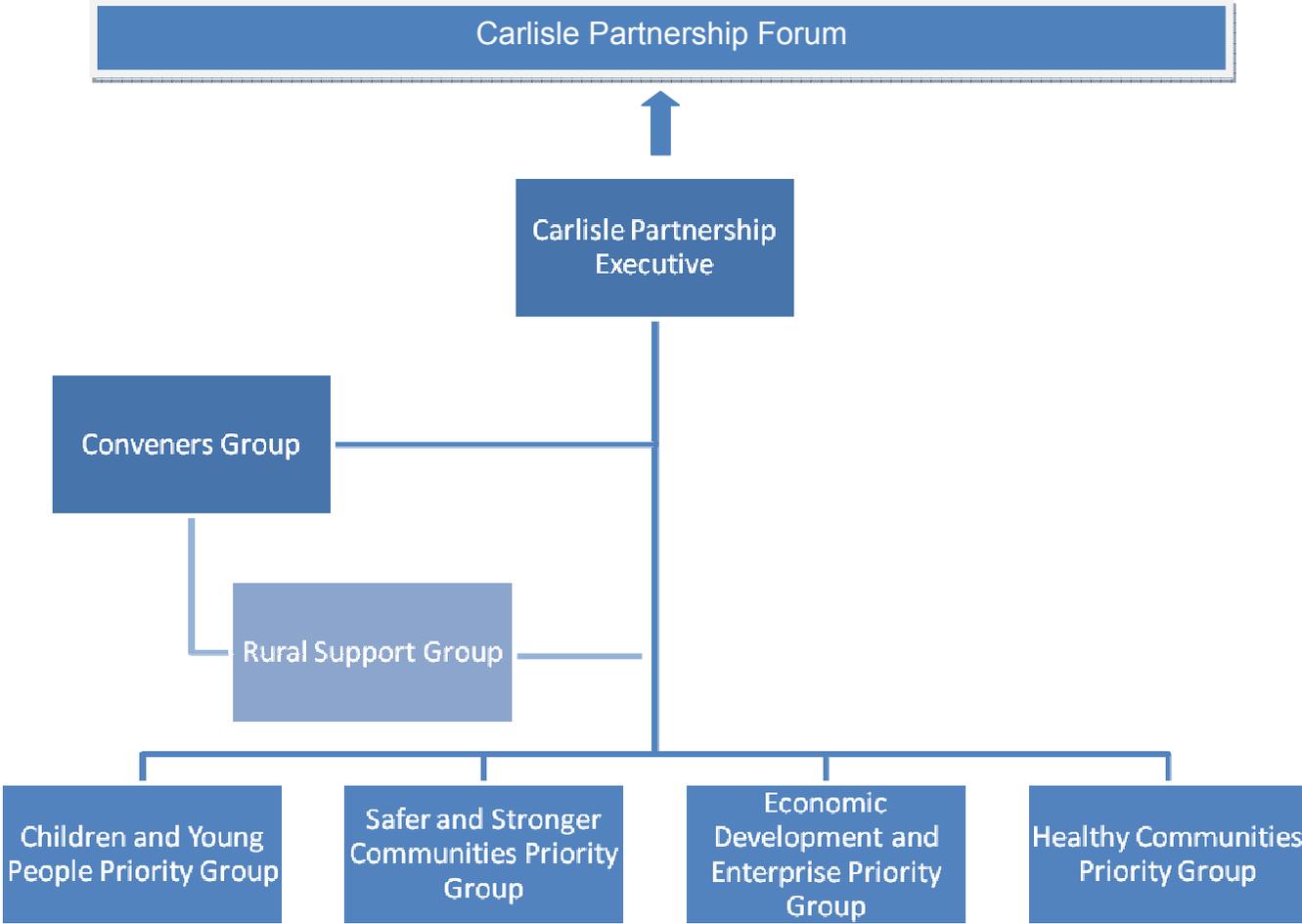
These groups are:

- **Children and Young People Priority Working Group** (Carlisle Locality Planning Group of the Cumbria Children's Trust)
- **Healthy Communities Priority Working Group**
- **Safer Stronger Communities** (Carlisle and Eden Crime and Disorder Partnership)
- **Economic Development and Enterprise Priority Working Group**
  
- **Rural Support Group**
- **Conveners Group**

The priority groups have developed into '**communities of interest**' which have researched and prioritised the needs of local communities in Carlisle and have helped inform this Community Plan. The Conveners Group is tasked with coordinating the activities of

the other groups and making sure they work together effectively to deliver our aims in the most effective and efficient ways. The Rural Support Group aims to make sure that rural issues and concerns are reflected in our decision making and in all our activities. It also works to make sure that the right solutions are used to deliver our aims in rural areas, where the challenges communities face are often very different to those in urban areas.

# Our Structure



# Our Vision

The Carlisle Partnership aims to improve the general quality of life, environment and opportunity for people across the district.

We want to make sure that the district enjoys a strong and growing economy providing positive and progressive employment opportunities for local people. We want Carlisle to be a healthy place where people enjoy long, happy and healthy lives and are able to contribute fully and support Carlisle's growth. We want to continuously raise the aspirations of our young people and allow them to look forward to a positive future. We want to make sure that Carlisle is a safe place to live where people feel part of their community and are able to influence the decisions that affect them. We want to ensure that people can access the services that are important to them and afford decent homes across the district.

In short we want to reduce the health and socio-economic inequalities that too often exist across our district by narrowing the gaps between best and worst.

Above all, we want to realise the strengths of our greatest asset – the people that live here. Carlisle and district has a resourceful, resilient and responsive population, people who we want to bring together into communities that can help shape and deliver their own future.

# Our Challenge

The next few years present new and significant challenges for the Carlisle Partnership. At a national level, during the time of this Community Plan (2011-2016), the Government aims to remove the structural deficit within the UK budget. As a result all public sector bodies need to make significant savings over the next four years.

The scale of the task means that looking for traditional efficiencies, or simply reducing budgets and service levels, and trying to manage the decline, while maintaining our historical approaches, simply won't work. All public sector partners need to reassess what services they deliver and how they deliver them. The status quo, for better or worse, will simply not be affordable in the coming years.

At the same time, the Government have promised to remove the ring fencing around funding streams, reduce bureaucracy and wants the public sector to be more accountable to local residents and not to central government. They have made a commitment to putting people at the heart of communities and in control of the decisions that affect them. They have promised to support local organisations, volunteers, charities and residents who want to take control of their communities. While the prospect of public spending cuts is difficult, the Government's commitment to building a 'big society' could offer an opportunity and an environment for new ideas in tackling these financial circumstances.

The public sector needs to lead and identify new, innovative approaches to delivering services, but only those that are understood and supported by our private sector and third sector partners and the wider community.

The key challenge for the Carlisle Partnership will be to deliver our priorities with limited financial resources, in many cases that will mean finding new solutions to familiar problems. The need for true partnership working is perhaps greater than ever.

# Delivering Healthy Communities

Improving people's health and wellbeing delivers personal benefit for individuals and families and is central to driving economic and social growth. The health of the local population is a crucial concern in any area but is particularly important in Carlisle.

In 2004, Carlisle was one of 70 local authorities within the Department for Health's 'Spearhead Group'. This group identified local authorities who were in the bottom 20% in England for at least three of key health indicators. Carlisle was in the bottom 20% for four such measures. The Department for Health expected Spearhead areas to deliver improvement against these measures and reduce the health inequalities they revealed by 2010.

Through our Healthy Communities Group, we have worked hard to deliver real health improvement across Carlisle. In 2009 the district was awarded World Health Organisation 'Healthy City' status in recognition of our approach to address the serious health challenges we face. We are also expecting to be one of the local authority areas that have moved out of Spearhead designation by the 2010 deadline.

While this shows a successful journey for Carlisle as a whole, there are still significant health inequalities within the district. A number of individual wards are still in the bottom 20% across the Spearhead indicators (in essence they have been left behind as Carlisle as moved away from Spearhead designation). So we have chosen to maintain these Spearhead Indicators as our headline measures, partly to continue to drive improvement across the whole district but also to allow us to measure, and try and reduce the performance gaps between the best and worst districts. So, from 2011, we are aiming to improve public health across the district while at the same time specifically reducing the health inequalities we still have around the Spearhead definition.

Our Health Improvement Action Plan shows the specific measures we are taking to deliver our aims and to advance our Healthy City Status.

Aim:	Improve health and wellbeing across Carlisle’s communities and reduce health inequalities within our district.
Headline Measures:	<ul style="list-style-type: none"> <li>• Male life expectancy at birth</li> <li>• Female life expectancy at birth</li> <li>• Cancer mortality rate in the under 75s</li> <li>• Cardio vascular disease mortality rate in the under 75s</li> </ul>
Targets:	<ul style="list-style-type: none"> <li>• Year on year improvement for Carlisle as a whole across all headline measures.</li> <li>• Reduce the gap between the best and worst ward level performance across all headline indicators*</li> </ul>
Lead Group:	Healthy Communities

\* Life expectancy cannot always be disaggregated to ward level – so all, age, all cause, mortality rates will be used as a proxy measure and we will aim to reduce the gap between the best and worst wards on this.

# Delivering Economic Growth

All cities and districts regularly need to take stock of their economic circumstances and think how the future is to be shaped and how their prospects will be improved. Our intention is to be bold, ambitious and confident about Carlisle's prospects. We will aim to maximise the opportunities the significant population growth over the next two decades can offer. We believe that growth is needed to make the district's economy stronger and to support the range and choice of services and facilities expected in a dynamic, growing local economy.

Through our Economic Development and Enterprise Group, we are aiming for measured and sustained economic growth and performance across the district in the coming years. We want to make sure people in Carlisle have secure, diverse and progressive employment opportunities in both rural and urban areas and that we move collectively towards a higher wage economy. We also want to make sure that employers have access to the skills and staff they need to grow and develop.

Our Economic Development and Enterprise Group will work with the Chamber of Commerce and their Large Employers Affinity Group and the developing Cumbria Local Enterprise Partnership to identify an action plan. This plan will include realistic and achievable projects to support and drive the desired growth in Carlisle's Economy.

However, the strength and sustainability of an economy cannot be measured by growth alone. Our Economic Development and Enterprise Group will also monitor the makeup of Carlisle's economy and make sure it has a diverse and balanced mix across all our rural and urban areas. Finally they will work with our Healthy Communities Group to monitor housing provision and development across the district to ensure that we have the housing we need to safeguard people's health and drive economic growth.

Aim:	Deliver measured and long term economic growth and performance.
Headline Measures:	<ul style="list-style-type: none"> <li>• GVA</li> <li>• Overall employment rate</li> <li>• Total number of full-time jobs</li> <li>• Average weekly earnings</li> <li>• Proportion of people with no qualifications</li> <li>• Number of businesses reporting skills gaps</li> <li>• New business start-ups and new business survival rates</li> </ul>
Targets:	Year on year improvement for Carlisle across all headline measures.
Further monitoring:	Each year, we will review the makeup of the local economy and the local housing market to try and assess the balance of our economy and the housing provision needed to support it.
Lead Group:	Economic Development and Enterprise

# Delivering Safer and Stronger Communities

For Carlisle to become a more attractive and flourishing district, we need to make sure we continue to work towards supporting safer and stronger communities. We must make our district an ever safer place to live, work and visit and ensure our communities feel engaged and involved with each other, with their area, and with public and private sector service providers.

Although the chances of being a victim of crime are low in many parts of our district, work still needs to be done to remove inequalities, improve levels of confidence and reassure communities that effective action is being taken. We will continue to support and work with the Carlisle and Eden Crime and Disorder Reduction Partnership (CDRP) to make sure that we achieve our aims.

The CDRP produces an annual strategic assessment which provides a detailed picture of crime, disorder and substance misuse in Carlisle. It also highlights the issues that are most important to our communities. Based on this assessment, the CDRP put together a detailed annual action plan showing how they will address these priority areas and target resources most effectively. In particular, the CDRP will continue to look to tackle violent crime (including alcohol related violent crime), acquisitive crime; anti-social behaviour, domestic violence and prolific and priority offenders.

Aim:	Keep Carlisle as a safe place to live, work and visit.
Headline Measures:	<ul style="list-style-type: none"> <li>• Overall crime levels (number of incidents)</li> <li>• Anti-social behaviour levels (number of incidents)</li> <li>• Violent Crime (including alcohol related) levels</li> <li>• Acquisitive crime levels</li> <li>• Priority Offender re-offending rate</li> <li>• Repeat Incidents of domestic violence</li> <li>• Criminal Damage</li> </ul>
Targets:	Year on year improvement for Carlisle across all headline measures.
Lead Group:	CDRP

# Supporting Children and Young People

We want to make sure Carlisle is a safe, supportive and inspiring place to grow up in. We want children and young people to believe they have good social and economic prospects and help them to maximise their potential. We want to maximise academic achievement and reduce inequalities in attainment to make sure that our children and young people get a fair and equal start in life. We want to make sure that all young people have aspirations and opportunities at school leaving age and have positive and healthy activities to take part in minimising risk taking behaviours.

Families should be able to get appropriate support services, regardless of their level of need or changing circumstances. Agencies and providers should be responsive to local communities and service users and deliver accessible services which meet local requirements. There should also be a focus on prevention, and identifying and responding to additional needs at the earliest possible opportunity. Through the Children's Trust Locality Planning Group, we will help to transform services and develop high quality provision for children, young people and families across the district.

In their action plan for the coming years the Locality Planning Group of the Children's Trust will aim to improve academic attainment and provide positive activities for young people across the district. We will work closely across the partnership to reduce the number of young people not in education or training and provide suitable accommodation for young people in need. We will aim to tackle the inequalities that exist across the district, particularly around teenage pregnancies, childhood obesity, and high levels of young carers in certain areas. Finally we will continue to try and reduce childhood poverty levels across Carlisle.

Aim:	Raise aspirations and attainment, reduce inequalities in attainment and ensure progressive and positive social and economic opportunities for children and young people.
Headline Measures:	<ul style="list-style-type: none"> <li>• GCSE grade A-C attainment</li> <li>• 16-18 NEET</li> <li>• Number of young people going into Higher or Further Education</li> <li>• Teenage conception rates</li> <li>• Child poverty levels</li> <li>• Youth homelessness and numbers of young people living in unsuitable accommodation</li> </ul>
Targets:	Year on year improvement and ensuring no individual wards are in the lowest 10% nationally across three or more of the headline measures.
Lead Group:	Carlisle Locality Planning Group of the Children's Trust

# Our Approach

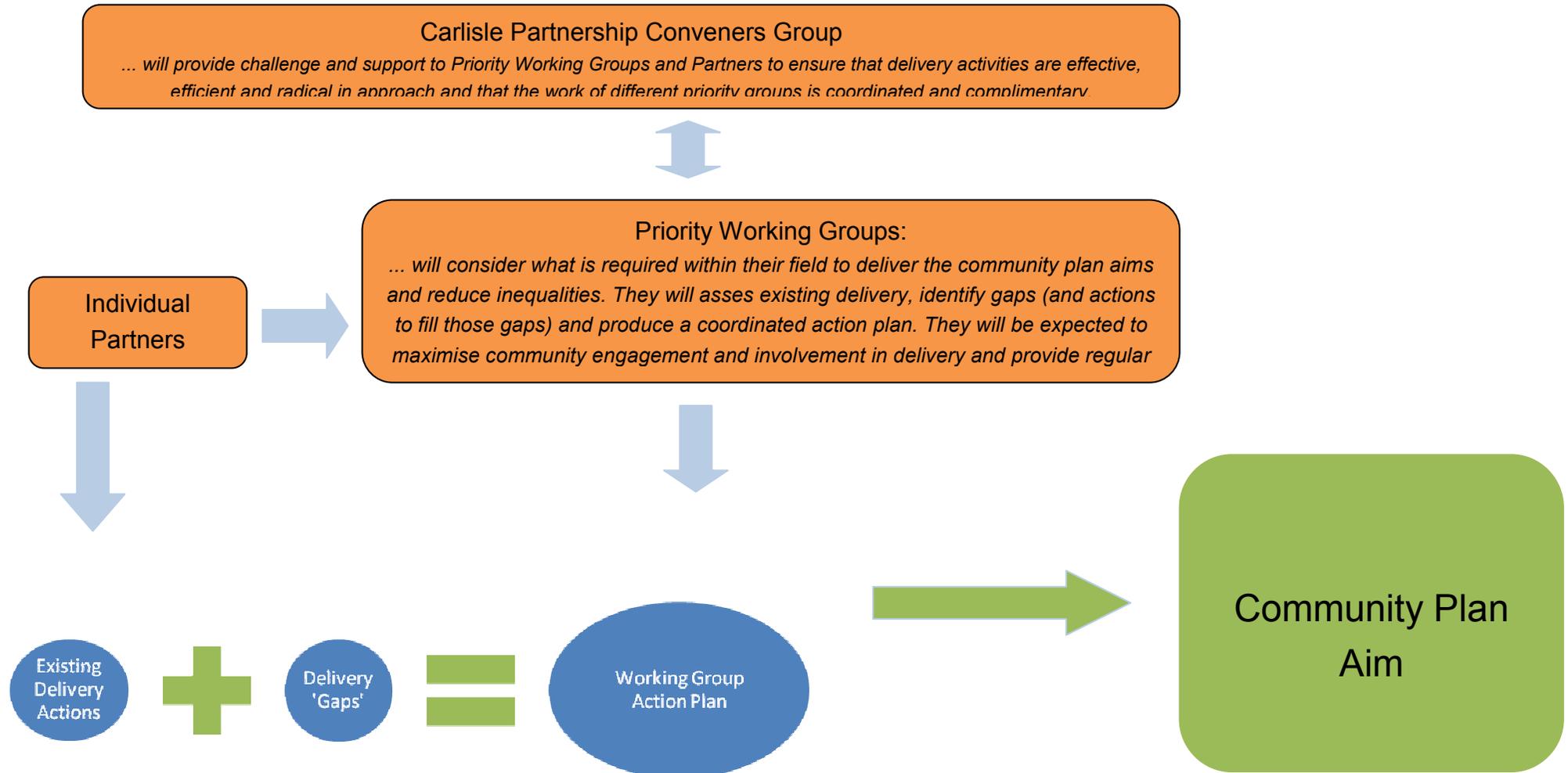
This Community Plan expresses our key aims and is a five year plan but, will be reviewed each year. Some of our aims are relatively new, while others are extensions or developments of existing aspirations. In pulling together our aims, we have tried to follow a number of guiding principles. Our aims have all been chosen in the belief that they are realistically achievable in the next five years. They are all measurable and supported by delivery plans; and nothing has been included that could be achieved by one organisation in isolation.

As partners, we have achieved a great deal over the last five years and much good work continues to be done to improve quality of life across Carlisle. To make sure we continue to make progress, we are asking our priority working groups to develop individual action plans designed to deliver our. These plans take into account our partners many projects and services which are already in place, but also identify gaps and make sure there are new activities to fill these gaps.

Throughout our delivery plans, we will follow a number of guiding principles. Most importantly, we will aim to be radically efficient in our delivery. Priority working groups will be steered by the Conveners' Group and will be asked to consider how existing and new services can be delivered in the most innovative and effective ways. As part of this drive for efficient delivery, we will make sure there is no duplication of effort or activity. Finally, an emphasis will be placed on making sure our communities are involved and engaged in designing, and, where possible, delivering the projects and services within our action plans.

Progress towards our aims is measured by a limited number of broad headline measures published within this document. But the action plans of the priority working groups are supported by a range of more detailed and specific performance indicators which are reported to our Executive every three months.

# Delivering Our Aims



## Community Plan Data and Performance Appendix:

The following tables give a detailed break down and description of our headline measures as well as giving baseline and comparator data across these indicators.

Aim:	Improve health and wellbeing across our communities and reduce health inequalities within Carlisle.					
Headline Measures:	Indicator	Carlisle Baseline Position (Current Information will be updated and replaced to reflect 2010 baseline as and when available)	Comparator Data			Targets and Performance Gap (based on baseline position)
			Cumbria	North West	England	
	CP1 - Male life expectancy at birth	77.1 *	77.8	TBC	77.9	Year on year improvement (2010 – 16)
	CP2 - Female life expectancy at birth	81.4 *	81.4	TBC	82	Year on year improvement (2010 – 16)
	CP3 - Cancer mortality rate in the under 75s	128 (per 100,000) DSR*	164 DSR	TBC	126 DSR	Year on year improvement (2010 – 16)
	CP4 - Cardio vascular disease mortality rate in the under 75s	103 (per 100,000) DSR*	100 DSR	TBC	100 DSR	Year on year improvement (2010 – 16)
	CP5 - Local authority average score on the index of multiple deprivation	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)
CP6 - Number of individual wards in the bottom 20% nationally for three or more of the headline measures above (CP1 – CP5)	TBC	N/A	N/A	N/A	No individual wards in the bottom 20% nationally for three or more of the headline measures (CP1 – CP5)	
Targets:	<ul style="list-style-type: none"> <li>Year on year improvement for Carlisle as a whole across all headline measures.</li> <li>Making sure that no individual wards are in the bottom 20% nationally for three or more of the headline measures</li> </ul>					
Lead Group:	Healthy Communities					
Data Source	* NHS – Carlisle Health Profile 2010					

Aim:	Deliver measured and long term economic growth and performance.					
Headline Measures:	Indicator	Carlisle Baseline Position (Current Information will be updated and replaced to reflect 2010 baseline as and when available)	Comparator Data			Targets and Performance Gap (based on baseline position)
			Cumbria	North West	England	
	CP7 - GVA	£16,374 <sup>1</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP8 - Overall employment rate	75.2% <sup>2</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP9 - Total number of FTE jobs	48,900 <sup>2</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP10 - Average weekly earnings	£414.10 <sup>3</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP11 - Proportion of people with no qualifications	11.3% <sup>4</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP12 - Number of businesses reporting skills gaps	10% <sup>6</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP13 - New business start-ups	265 <sup>7</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
CP14 - New business survival rates	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)	
Targets:	<p>Year on year improvement (2010 – 16)</p> <p>Each year, we will also review the makeup of our local economy and our local housing market to try and assess the balance of our economy and the housing provision needed to support it.</p>					
Lead Group:	Economic Development and Enterprise					
Data Source	<sup>1</sup> ONS (2007 Data); <sup>2</sup> APS (Year to Mar 2010); <sup>3</sup> ASHE (FT weekly gross pay, resident, 2009); <sup>4</sup> APS (Year to Dec 2009); <sup>5</sup> Cumbria Business Survey 2010; <sup>6</sup> New VAT Registrations (2007)					

Aim:	Keep Carlisle as a safe place to live, work and visit.					
Headline Measures:	Indicator	Carlisle Baseline Position (Current Information will be updated and replaced to reflect 2010 baseline as and when available)	Comparator Data			Targets and Performance Gap (based on baseline position)
			Cumbria	North West	England	
	CP15 - Overall crime levels (number of incidents)	7,846	28,239	TBC	TBC	Year on year improvement (2010 – 16)
	CP16 - Anti-social behaviour levels (number of incidents)	10,551	37,156	TBC	TBC	Year on year improvement (2010 – 16)
	CP17 - Serious violent crime levels	56	200	TBC	TBC	Year on year improvement (2010 – 16)
	CP18 - Serious acquisitive crime levels	660	2,614	TBC	TBC	Year on year improvement (2010 – 16)
	CP19 - Adult re-offending rate	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP20 - Assault with injury rate	724	2,791	TBC	TBC	Year on year improvement (2010 – 16)
	CP21 - Priority Offender re-offending rate	TBC		TBC	TBC	Year on year improvement (2010 – 16)
CP22 - Repeat Incidents of domestic violence	30%	37%	TBC	TBC	Year on year improvement (2010 – 16)	
Targets:	Year on year improvement (2010 – 16)					
Lead Group:	Carlisle and Eden CDRP					
Data Source	Carlisle and Eden Strategic Assessment 2009					

Aim:	Raise aspirations and attainment, reduce inequalities in attainment and make sure there are progressive and positive social and economic opportunities for children and young people.					
Headline Measures:	Indicator	Carlisle Baseline Position - 2010	Comparator Data			Targets and Performance Gap (based on baseline position)
			Cumbria	North West	England	
	GCSE grade A-C attainment	60.7	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	16-18 NEET	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	Number of young people going into Higher or Further Education	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	Youth homelessness and numbers of young people living in unsuitable accommodation	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	Teenage conception rates (per 1,000 population)	51*	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	Child poverty levels	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)
Targets:	Year on Year Improvement					
Lead Group:	Children and Young People					
Data Source	** NHS – Carlisle Health Profile 2010					