

A Community Plan for Carlisle and District 2011 – 2016



CARLISLE
CITY COUNCIL



www.carlisle.gov.uk

English

If you would like a copy of this document in another format such as large print, Braille, audio or in a different language please call **01228 817200** or email **customerservices@carlisle.gov.uk**

Bengali

আপনি যদি এই নথির একটি কপি অন্য কোন মাধ্যমে যেমন, বড় ছাপা, ব্রেইল, ওডিও বা অন্য কোন ভাষায় চান তবে দয়া করে **01228 817200** এ নাম্বারে ফোন করুন অথবা ইমেইল করুন এ ঠিকানায়: **customerservices@carlisle.gov.uk**

Lithuanian

Norėdami gauti vertimą kuria nors kita kalba ar kitu formatu (pvz. audio), Brailio ar dideliu šriftu, prašau susisiekti su mumis telefonu **01228 817200** ar elektoriniu paštu **customerservices@carlisle.gov.uk**

Polish

Jeśli życzą sobie Państwo kopię tego dokumentu w odmiennym formacie takim jak pisany dużym drukiem, brajlem, jako audio albo w innym języku proszę zadzwonić pod numer **01228 817200** albo e-mail **customerservices@carlisle.gov.uk**

Portuguese

Se desejar uma cópia deste documento num outro formato, tal como em letras grandes, Braille, áudio ou num idioma diferente, contacte-nos pelo telefone **01228 817200** ou pelo endereço de correio electrónico **customerservices@carlisle.gov.uk**

Turkish

Eğer bu belgeyi başka bir biçimde, örneğin büyük punto baskı, kabartma yazı, ses kaseti ya da başka bir dilde istiyorsanız lütfen **01228 817200**'ı arayın ya da **customerservices@carlisle.gov.uk** adresine e-posta gönderin.

Cantonese

如果您需要这个文件用其他格式，比如大印刷字体，盲人识字系统，音像或用另外一种语言，请联系我们：电话：**01228 817200**

电子邮件地址：**customerservices@carlisle.gov.uk**

Produced by
Carlisle City Council, April 2011

Photographs courtesy of
Cumbria Constabulary, Jason Friend
D&H Photographers, Charlie Hedley and
www.sjstudios.co.uk

contents

Chairman's Foreword	5
About Carlisle and District	6
The Carlisle Partnership	8
Our Structure	9
Our Vision	10
Our Challenge	11
Delivering Healthy Communities	12
Delivering Economic Growth	14
Delivering Safer and Stronger Communities	17
Supporting Children and Young People	18
Our Approach	20
Delivering Our Aims	21
Annual Performance Update	22





Chairman's Foreword

This is the Carlisle Partnership's 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 with a 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. We must all seek to address these inequalities despite the changing and demanding financial environment in which we now find ourselves.

Indeed, bridging these inequality gaps is what the Carlisle Partnership is all about. By working together in genuine partnership, by being radical in our thinking and challenging the current way we do things, we can make a real difference; particularly in 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 we must engage with them, and ensure their involvement, 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

Trevor Hebdon

Chairman of the Carlisle Partnership

About Carlisle and District (April 2011)

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 and beyond. The Office for National Statistics predicts that Carlisle's population will grow by 14.3% by 2032. We are expecting a population growth across all demographic age groups. Most notably (and inline 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; while, 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 are 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 nationally and internationally renowned companies and the local economy has proved resilient during the difficulties that have faced the global economy since 2008.

Most importantly, Carlisle is home to a diverse range of people and communities, each with a unique character 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.

All in all, 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, construction and manufacturing 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 and 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 averages 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 an interest in 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 Partnership Forum which meets in public at least twice a year (including our Annual General Meeting). 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.

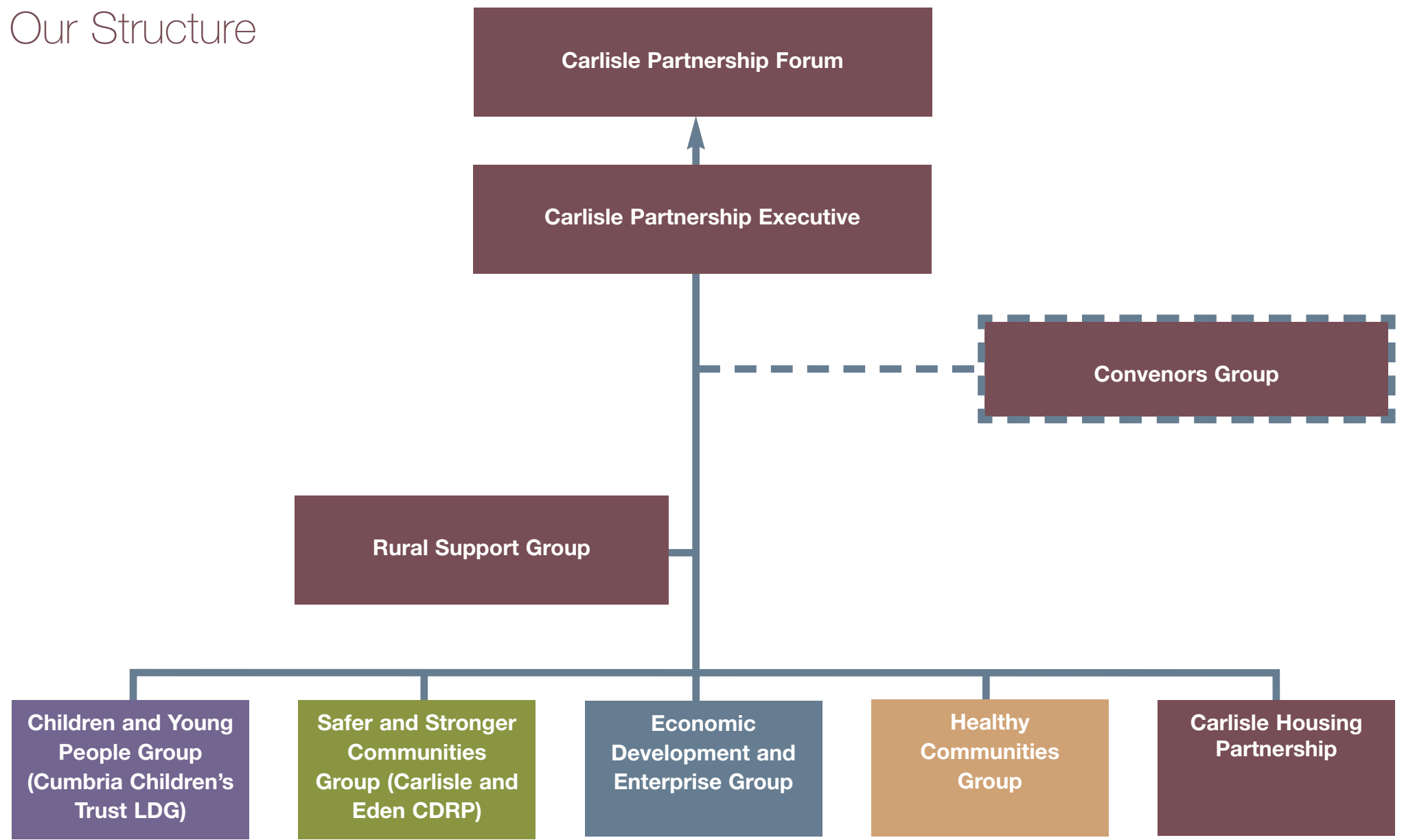
Carlisle City Council is responsible for providing support to allow the Partnership to meet, discuss community issues and develop plans to make changes in the district. The Partnership has a number of sub-groups (four priority working groups and two supporting groups). Each one is helping to place the 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 (Cumbria Children's Trust Local Delivery Group)
- Healthy Communities Priority Working Group
- Safer and Stronger Communities (Carlisle and Eden Crime and Disorder Reduction Partnership)
- Economic Development and Enterprise Priority Working Group
- Rural Support Group
- Convenors 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 Executive 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 will not work. All public sector partners need to reassess what services they deliver and how they deliver them. The status quo will simply not be affordable in the coming years.

At the same time, the Government has 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 across at least three of five key health indicators. Carlisle was in the bottom 20% for four such measures. The Department for Health expected Spearhead areas to deliver improvements against these measures and reduce the health inequalities they revealed by 2010.

Through our Healthy Communities Priority 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.

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 has 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"> • Male life expectancy at birth • Female life expectancy at birth • Cancer mortality rate in the under 75s • Cardiovascular disease mortality rate in the under 75s.
Targets:	<ul style="list-style-type: none"> • Year on year improvement for Carlisle as a whole across all headline measures • Reduce the gap between the best and worst ward level performance across all headline indicators.*
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 Priority 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 Priority 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 Priority 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 Priority 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"> • Gross Value Added • Overall employment rate • Total number of full-time jobs • Average weekly earnings • Proportion of people with no qualifications • Number of businesses reporting skills gaps • New business start-ups and new business survival rates.
Targets:	Year on year improvement for Carlisle across all headline measures.
Further monitoring:	Each year, we will review the make-up 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"> • Overall crime levels (number of incidents) • Anti-social behaviour levels (number of incidents) • Violent crime (including alcohol related) levels • Acquisitive crime levels • Priority offender re-offending rate • Repeat incidents of domestic violence • Criminal damage.
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"> • GCSE grade A*-C attainment • 16-18 NEET (Not in Employment, Education or Training) • Number of young people going into Higher or Further Education • Teenage conception rates • Child poverty levels • Youth homelessness and numbers of young people living in unsuitable accommodation.
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:	Cumbria Children’s Trust Local Delivery Group.





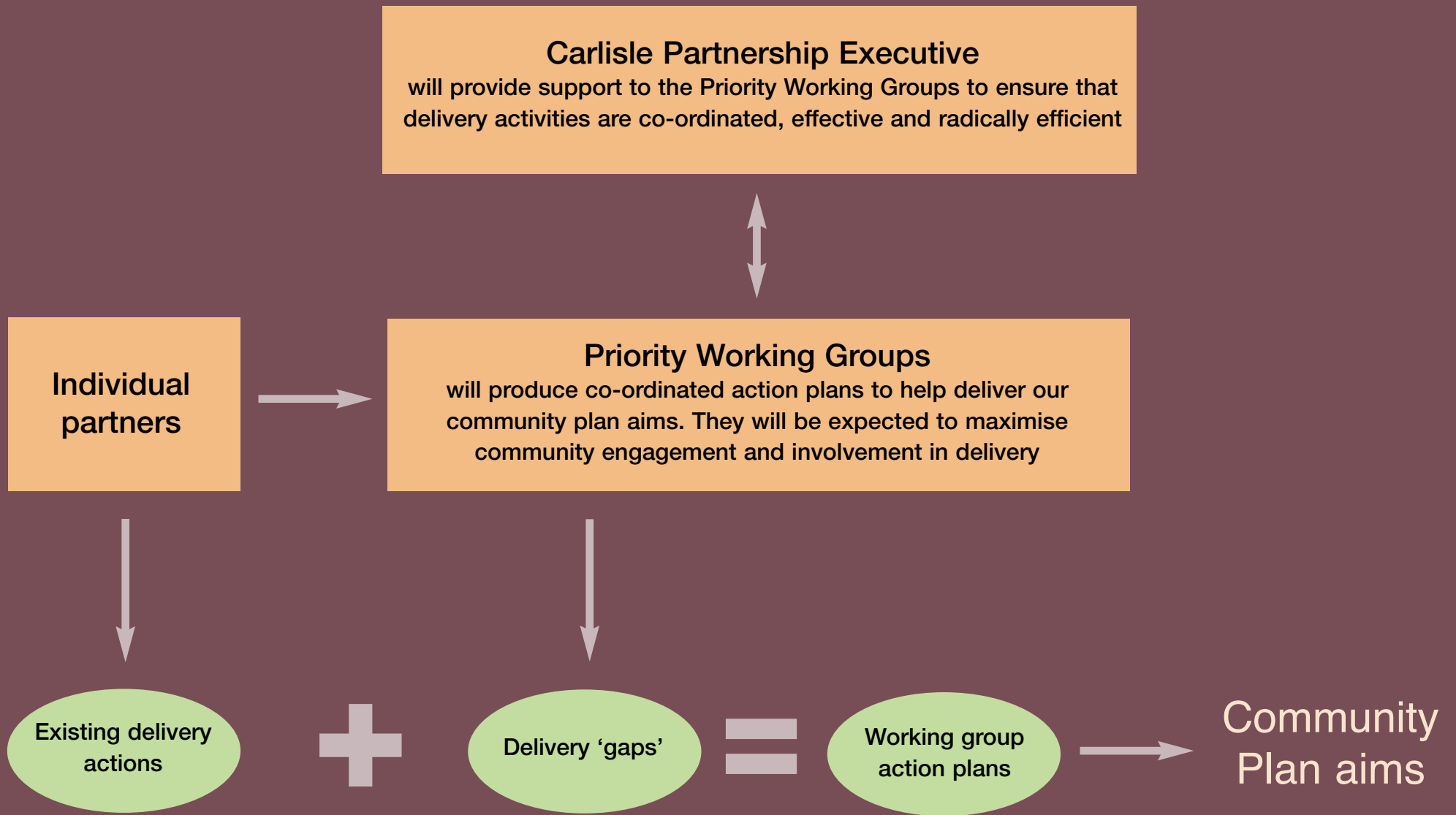
Our Approach

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. But all have 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 aims. These plans take into account the many projects and services which our partners already have in place. They also identify gaps and make sure there are new activities to fill these.

Throughout our delivery plans, we will continue to 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 Executive 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 and reported annually. While priority working group action plans are supported by a range of more detailed and specific performance indicators which are reported to our Executive on a regular basis.

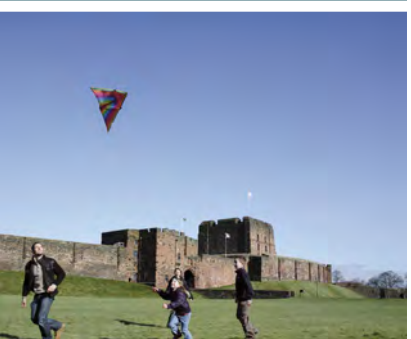




Annual Performance Update

The Carlisle Partnership will review our success in delivering our Community Plan aims on an annual basis. To do this, we will continually monitor all of our headline measures and produce performance updates on an annual basis.

The appendices enclosed on the opposite page contain this detailed performance information. They will be updated and circulated across the Carlisle Partnership on an annual basis to allow us to update the Community Plan and monitor progress from our baseline in 2010 to the end of the Community Plan's lifespan in 2016.



CARLISLE
CITY COUNCIL



www.carlisle.gov.uk