

Economic Growth Scrutiny Panel

Agenda

Thursday, 14 June 2018 AT 10:00

In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

****A preparatory meeting for Members will be held at 9.15am in the Flensburg Room****

The Press and Public are welcome to attend for the consideration of any items which are public.

Members of the Economic Growth Scrutiny Panel

Councillor Nedved (Chairman), Councillors Betton, Birks Christian, Mrs Coleman (Vice Chairman), Crawford, McDonald, and Mitchelson.

Substitutes:

Councillors Bloxham, Mrs Mallinson, McNulty, Mrs Parsons, Paton, Ms Patrick and Sidgwick (T)

PART A

To be considered when the Public and Press are present

Apologies for Absence

To receive apologies for absence and notification of substitutions.

Declarations of Interest (including declarations of “The Party Whip”)

Members are invited to declare any disclosable pecuniary interests, other registrable interests, and any interests, relating to any time on the agenda at this stage.

Public and Press

To agree that the items of business within Part A of the agenda should be dealt with in public and that the items of business within Part B of the agenda should be dealt with in private.

Minutes of previous meetings

5 - 18

To note that Council, at its meeting of 23 April 2018, received and adopted the minutes of the Economic Growth Scrutiny Panel held on 8 February 2018 and 1 March 2018 (Copy minutes in Minute Book 44[6]). The Chairman will sign the minutes.

To approve the minutes of the meeting held on 5 April 2018 (Copy minutes herewith).

A.1 CALL-IN OF DECISIONS

To consider any matter which has been the subject of call-in.

A.2 OVERVIEW REPORT AND WORK PROGRAMME

19 - 24

Portfolio: Cross Cutting

Directorate: Cross Cutting

Officer: Steven O'Keeffe, Policy and Communications Manager

Report Copy report OS.16/18 herewith

Background:

To consider a report providing an overview of matters related to the work of the Economic Growth Scrutiny Panel.

Why is this item on the agenda?

The Economic Growth Scrutiny Panel operates within a Work Programme which is reviewed at every meeting so that it can be adjusted to reflect the

wishes of the Panel and take into account items relevant to the Panel in the latest Notice of Executive Key Decisions.

What is the Panel being asked to do?

- Note the items (within the Panel remit) on the most recent Notice of Executive Key Decisions
- Review the resolutions and suggested items for the draft Work Programme.

A.3 END OF YEAR PERFORMANCE REPORT 2017/18

25 - 52

Portfolio: Finance, Governance and Resources

Directorate: Economic Development

Officer: Gary Oliver, Policy and Performance Officer

Report: Copy report PC.07/18 herewith

Background:

The Policy and Communications Manager to submit the annual performance against current service standards and Key Performance Indicators, along with a summary of the Carlisle Plan 2015 - 18 actions.

Why is this item on the agenda?

Quarterly performance monitoring report.

What is the Panel being asked to do?

Consider the performance of the Council as presented in the report with a view to seeking continuous improvement in how the Council delivers its priorities.

PART B
To be considered in Private

-NIL-

Enquiries, requests for reports, background papers etc to:

Jacqui Issatt, Committee Clerk (01228) 817557 or
jacqui.issatt@carlisle.gov.uk

A copy of the agenda and reports is available on the Council's website at www.carlisle.gov.uk or at the Civic Centre, Carlisle.

**MINUTES OF PREVIOUS MEETINGS
ECONOMIC GROWTH SCRUTINY PANEL**

THURSDAY 5 APRIL 2018 AT 10.00AM

PRESENT: Councillors Nedved (Chairman), Betton, Bowditch, Mrs Birks (as substitute for Councillor Burns), Christian, McNulty (as substitute for Councillor Mrs Coleman), Mitchelson, and McDonald.

ALSO

PRESENT: Councillor Mrs Bradley – Economy, Enterprise and Housing Portfolio Holder
Councillor Ms Quilter – Culture, Heritage and Leisure Portfolio Holder
Ms Paton – Regional Director, Riverside Housing Association

OFFICERS: Green Spaces Manager
Investment and Policy Manager
Regeneration Manager
Contracts and Community Services Manager
Housing Development Officer
Tourist Information Officer

EGSP.28/18 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillor Burns and Mrs Coleman, the Deputy Chief Executive and the Corporate Director of Economic Development.

EGSP.29/18 DECLARATIONS OF INTEREST

There were no declarations of interest affecting the business to be transacted at the meeting.

Councillor Birks declared an interest in Item A.2 - Riverside Update. The interest related to her being a former employee of Riverside Housing Association.

EGSP.30/18 PUBLIC AND PRESS

It was agreed that the items of business in Part A be dealt with in public and Part B be dealt with in private.

EGSP.31/18 MINUTES OF PREVIOUS MEETINGS

A Member noted that at the Panel's meeting of 1 March 2018, the Deputy Chief Executive had undertaken to circulate a Position Statement in relation to the Council's rights and responsibilities as Riparian owner of the River Petteril.

The Chairman advised that the information had been circulated to Members of the Panel the previous day. The Member responded that he had not seen the information.

The Green Spaces Manager summarised the details of the written response, emphasising that the Council owned a number of stretches of the riverbank on both sides of the watercourse. He outlined the Council's responsibilities as follows: the reporting of incidences of flooding, pollution, obstructions, changes in the flow, collapsed or damaged riverbanks; maintaining natural water flow (only removing obstructions which may cause flooding); keeping trash screens clear; preventing pollution through the removal of litter, animal carcasses, etc;

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protection of wildlife including bird's nesting habitat, fish spawning areas and the removal of invasive species

As part of its ownership, the Council undertook inspections on a regular basis and programmed in the necessary repair and maintenance work to ensure it discharged its responsibilities. He emphasised that Council was fully aware of its Riparian Ownership responsibilities and was meeting those, he stressed that flood prevention and alleviation activities such as clearing the water channel, dredging, etc was the responsibility of the Environment Agency.

The Chairman stated that the Green Spaces Manager had clearly set out the scope of the Councils' responsibilities and those of the Environment Agency. He advised the Member to look at the information which had been sent to the Panel, and in the event that he required further detail, the Chairman directed the Member to contact Officers individually.

RESOLVED – That the minutes of the meeting held on 1 March 2018 be approved.

EGSP.32/18 CALL IN OF DECISIONS

There were no items which had been the subject of call-in.

EGSP.33/18 RIVERSIDE UPDATE

The Chairman welcomed Ms Paton to the meeting. Ms Paton presented the Riverside Update (ED.14/18) which updated the Panel on matters relating to; Riverside's proposal to make a legally binding variation to the Stock Transfer Agreement with the Council; regional planning; investment; development programme; transformation programme, and customer service and neighbourhoods.

In relation to the Stock Transfer Agreement, Ms Paton noted advised that a formal written request had been submitted to the Council by Riverside Housing Association (Riverside), proposing the replacement of the existing Divisional Board with a Regional Liaison Group (RLG), which, if agreed would be a legally binding agreement. The proposed RLG would be made up of representatives from the Council and Riverside for the purpose of discussing issues of importance to communities and Riverside's customers in Carlisle. The Group would not be part of Riverside's formal governance structure, but it would be consulted on matters affecting customers in the district.

In terms of future investment, the report stated that Carlisle had been identified as one of two areas in the country which had been selected for major investment. A pan-Carlisle Area Renewal Plan would be created detailing how monies would be spent and what works would be undertaken.

In considering the report Members raised the following comments and questions:

- How much power would the proposed RLG have to influence decision making within Riverside?

Ms Paton responded that the level of influence afforded to the RLG would be dependent on its form. She outlined the governance structures at a national level within the organisation and advised that the Riverside Board was the final decision making body in relation to financial and high level policy matters and that the proposed RLG would address matters relevant to Carlisle.

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In response the Member noted that no Terms of Reference for the proposed RLG had been submitted to the Council, which would have assisted the Council to determine whether the proposal was the most effective way to manage the relationship between the Council and Riverside going forward.

Ms Paton responded that Riverside had been developing its proposed changes to the Stock Transfer Agreement over the preceding year and acknowledged that an aspect of agreeing the proposal would be mutually agreeable Terms of Reference. The request submitted to the Council, sought the agreement, in principle, for the proposed amendments, Ms Paton noted that the agreement of new Terms of Reference would, in due course form part of the negotiations between Riverside and the Council.

The Housing Development Officer reminded Members that the then Community Overview and Scrutiny Panel had held a workshop for all Councillors in March 2017 which had considered what requirements were integral to any revised arrangements with Riverside, feedback from which had been circulated to Riverside. A report to the September 2017 meeting of the Economic Growth Scrutiny Panel had detailed Riverside's response to those issues, and had indicated that a formal request to vary the Stock Transfer Agreement would be submitted to the Council. The written request had been received in the preceding week and was being considered by the Legal Services Team.

A number of Members expressed strong concerns in relation to the proposed Deed of Variation, regarding its potential to detrimentally impact the local representation and the addressing of local issues. They stressed the importance of the Terms of Reference to the Council's agreement of the proposed variation to the Stock Transfer Agreement, in order that the authority could ensure it was fully satisfied with the proposals in relation to the Group's representation and powers.

A Member recalled the workshop and the Panel's consideration of the report in 2017, whilst he appreciated that the decision as to whether the Deed of Variation was to be agreed would be taken by the Executive, he felt that it was vital that the Panel were able to scrutinise the Terms of Reference to ensure that it was satisfied with the proposals.

The Housing Development Officer advised that the Panel would need to request that the Executive circulate the Terms of Reference to the Panel.

The Chairman asked what the likely timescale would be for the Panel to receive a report on the Terms of Reference.

The Housing Development Officer advised that the formal request for a Deed of Variation had only been received from Riverside during the preceding week, however, Officers would look to progress the matter as quickly as practicable.

The Economy, Enterprise and Housing Portfolio Holder welcomed the Panel's request to scrutinise the Terms of Reference, she advised that the recent receipt of the formal request meant it was difficult to indicate when Terms of Reference would be available to the Panel, however, she assured Officers that the Legal Services Team were scrutinising the proposal fully.

- Did Riverside intend to have tenants' representative on the RLG?

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Ms Paton responded that currently there were no plans to include tenants' representatives on the RLG, but she indicated that matter could be discussed in the negotiation on the Terms of Reference for the RLG. She outlined the structures for tenant representation with the organisation nationally and noted that not all tenants wished to participate in such groups.

- Would the proposed merger between Riverside and Impact Housing Associations mean that competition for funding between tenants of the two groups?

Ms Paton advised that the proposed merger with Impact Housing would not affect Riverside's spending on its own properties within the city.

- How were negotiations regarding the proposed merger with Impact Housing Association progressing?

Ms Paton stated that Impact Housing Association would join the Riverside Group as a subsidiary and would continue to operate as a separate brand for a period of three years, after which time a review of arrangements would be carried out.

The Member further asked whether the proposed merger comprised the furniture selling service operated by Impact Housing Association.

Ms Paton confirmed that the merger did include the furniture selling service.

- With reference to the Annual Report, the Chairman noted a 79% satisfaction rate amongst tenants regarding maintenance and repairs, he asked whether Riverside was able to meet its maintenance needs.

Ms Paton advised that the reported satisfaction was a national statistic, and that for Cumbria that satisfaction rating was 97%. She noted that Impact Housing had its own repair contracts, and that Riverside would be looking at its repair and maintenance service on a nationwide basis.

The Chairman requested that copies of Riverside's Regional Plan be circulated to Panel. Ms Paton undertook to provide the Plan.

- Would the proposed Deed of Variation affect the Council's ability to meet its obligations in relation to homelessness?

Ms Paton responded that she did not anticipate that the Deed of Variation would change the Council's capacity to meet its homelessness obligations. Were the Council to identify an issue regarding homelessness provision, Riverside would be prepared to discuss the matter outwith the negotiations pertaining to the Deed of Variation, which she noted related to a single aspect of the Council's agreement with Riverside. She further advised that Riverside were not seeking to secure any additional obligations from the Council, and that the Large Scale Voluntary Transfer as a whole was not being reconsidered.

- Did the proposed increase in investment indicate more of a focus on neighbourhood areas?

Ms Paton advised that the investment was likely to be directed at improving hot spot areas, where particular types of properties were no longer attracting interest, rather than whole estates. Another stream of the investment would be targeted at the development of new sites.

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In relation to important strategic sites in the city, for example the Old Brewery Residences (currently owned by Impact Housing) on the western approach to the city centre, plans would need to be developed and submitted to the Council. She anticipated that would take place in the next year.

- What plans for development did Riverside have beyond 2020?

Ms Paton responded that the organisation worked on a three year development cycle and that the current one would conclude in 2020. She stated that Riverside was beginning to consider its next development plan, but that the work was at a very early stage.

In response to a question regarding Riverside's decision making process for selecting new sites for development, Ms Paton explained that the Riverside Board made the final decision on such matters. She further advised that the biggest challenge in the development of new sites was the identification of suitable locations.

A Member asked whether the decision over the development of new site would be a decision taken by Riverside's formal governance structures.

Ms Paton confirmed that such decisions would be taken by the Riverside Committee, and that it would be guided by the organisation's Regional Plan. Such decisions were a possible topic for the proposed RLG to monitor.

- What was the balance of Affordable and Social rented stock of Riverside's properties in the district?

Ms Paton stated that she was not able to provide detailed figures on the split of different tenures. She advised that affordability was a principal concern for Riverside and noted that in recognition of the issue of affordability, the organisation sought to keep rents as low as possible.

The Housing Development Officer added that affordable rents were linked to market level rents, which in Carlisle were comparably low, therefore the difference between affordable and social rents in the district was relatively small compared to other areas of the country and not considered to be a major issue.

- With reference to section 7 of the report, a Member asked how a neighbourhood was defined.

Ms Paton explained that in Carlisle there were 15 Neighbourhood Officers who each had responsibility for a specific geographic area, usually an estate. Other factors such as number of properties and level of tenant participation were also taken into account to ensure that the workload was shared equally and effectively between the Neighbourhood Officers. The Neighbourhood Officers were supported by central services which were based in Regional Hub Offices, of which Carlisle was one.

- Would long term empty properties, for example Barras House, Dalston, be addressed through Riverside's Regional Plan?

Ms Paton advised that in general, the empty properties listed in the report were in need of work being undertaken following an event such as flooding or that they were of a less desirable property type. In relation to Barras House, she explained that Riverside had identified 15

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possible options for the site which had been shortlisted to 5. Riverside would identify which proposal was most in keeping with its priorities, but it was likely that the site would be converted to a mixture of housing and flats. She stressed that no consultation had yet taken place in the matter and that an application for Planning Permission had not been submitted.

The Member responded that the relevant Ward Members and Parish Council would be pleased to be consulted on proposals for the site.

- How did Riverside address areas of concern raised by tenants?

Ms Paton responded that the question was very broad, but in general terms Neighbourhood Officers were the front line in dealing with any matters raised and in the coming year the Officers would have access to a small budget to deal with issues, in line with the organisation's priorities.

At an organisational level, Key Performance Indicators (KPIs) were used to monitor the progressing of issues and customer satisfaction. When an issue was identified, consideration was be given to how best to address it, in the context of the relevant Neighbourhood Plan. In the event that a suitable solution was not found, options for going forward would be considered at a national level. Ms Paton advised that in relation to a local issue, the first point of contact should be with a Housing Officer, via the local Contact Centre, she undertook to provide the Panel with a list of contact details.

- A Member noted that the report stated that the Carlisle area was considered too small to report on customer satisfaction.

In response, Ms Paton advised that the data was dependent on the number of responders to each survey, which was variable. Whilst it would be possible to extract on the data relevant to Carlisle the number of responses was not likely to be high enough to ensure the validity of information.

The Chairman thanked Ms Paton for the report and her full and frank discussion with the Panel. He noted that the Members felt it was critically important that the Panel scrutinise the Terms of Reference for the proposed Regional Liaison Group, including constitution, representation and scope so that they could ensure their concerns were addressed and that the points raised by the Panel in its discussion of the Update on Riverside's Proposals to Vary the Stock Transfer Agreement (ED.29/17) at its September 2017 meeting be considered.

RESOLVED – 1) That the Riverside Update (ED.14/18) be noted.

2) That the Panel request that the Executive submit the Terms of Reference regarding the proposed Regional Liaison Group to the Panel for scrutiny when they are available.

3) That Ms Paton circulate local Contact Centre details to the Panel.

4) That Riverside continue to submit update reports to the Panel.

The Panel adjourned at 11:15am and reconvened at 11:30am.

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EGSP.34/18 CARLISLE CITY COUNCIL EMERGING HERITAGE ASSET STRATEGY

The Regeneration Manager submitted the Carlisle City Council Emerging Heritage Asset Strategy report (ED.16/18) which set out the progress made to date on the emerging Strategy.

The Regeneration Manager explained that the emerging Strategy had sought to generate a vision that would inform actions taken in relation to Heritage Assets within the district. The emerging Strategy identified a number of key drivers, strategic priorities, and key themes which had been developed with reference to existing national and local policies covering Heritage Assets, such as the National Planning Policy Framework (NPPF) and the Carlisle and District Local Plan 2015 – 30 (Local Plan).

The Regeneration Manager emphasised that the purpose of the Action Plan was to realise the delivery of the Strategy's objectives by focussing on deliverable activities the Council was able to undertake in order to meet its obligations in respect of Heritage Assets. Projects included in the Action Plan would need to secure external funding and support of partner organisations for their delivery to be achieved. If the Strategy were to be approved, monitoring would be undertaken to ensure that the Plan delivered the strategic objectives.

Carlisle's Heritage Assets were owned by the Council, other public sector agencies, and private owners, therefore it was important that the authority engaged the support of those other stakeholders to enable its vision for Heritage Assets to be embedded widely across the district. The next step in the development of the Strategy was to undertake consultation with stakeholders, after which the feedback received would be considered and the emerging Strategy would be refined accordingly. The emerging Strategy would then be subject to the appropriate democratic processes in due course.

The Regeneration Manager stressed that the emerging Strategy was in the early drafting stages, he invited Members' feedback on the document.

In considering the report Members raised the following comments and questions:

- A Member welcomed the Council's desire to implement a Heritage Asset Strategy, and recognised the work that had been undertaken in its development to date. He considered that another key purpose of the Strategy was to enthuse the city about its Heritage Assets and expand civic pride in the District, he felt that aspect was missing from the Strategy, and asked whether it was possible for this to be addressed going forward.

The Culture, Heritage and Leisure Portfolio Holder appreciated the Member's comments and agreed on the importance of increasing enthusiasm for the city's Heritage Assets, and she was keen that the Strategy was developed as soon as possible to address that matter. In her view, the central aspect of the emerging Strategy was the Action Plan, which she considered would be a useful tool for supporting funding bids to manage assets within the city. Referring to paragraph 6.3 of the emerging Strategy, she noted that the Council was responsible for £1.9M of assets and that the securing of funding to effectively manage them was of great importance.

A Member commented that Carlisle had a great deal of notable Heritage Assets, and he felt it was critical that they were promoted as widely as possible both to residents and tourists. In general terms he considered that the emerging Strategy had focussed principally on the assets owned by the Council, he was of the opinion that there was scope for it to seek to influence both private and public sector partners in their management and promotion of assets.

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Another Member considered that the Action Plan was also a vehicle for the marketing of Heritage Assets in the district.

The Chairman commented that Members appeared concerned that the emerging Strategy was somewhat lacklustre, and given the importance of heritage as a selling point for the city, it was important that the Strategy sought to build enthusiasm for the city's Heritage.

The Regeneration Manager acknowledged the Chairman's concern and reiterated that the document was still in a draft stage and that narrative and presentation would be considered as part of the ongoing development of the Strategy. He explained that a Heritage Asset Strategy was distinct from a Heritage Strategy, which were broader in nature and encompassed cultural and tourism aspect, whereas as the purpose of the Heritage Asset Strategy was to focus specifically on the management of those assets.

A Member responded that he appreciated the need to increase enthusiasm for heritage, but felt that the Strategy had an equally important role in aiding the management of assets by being a supporting tool in grant funding applications.

Another Member sought clarification as to whether the Council had a Heritage Strategy.

The Regeneration Manager advised that the Council's strategy and policy in relation to heritage were currently encapsulated in the Local Plan, however, were the Council minded to it could produce a stand - alone Heritage Strategy.

The Investment and Policy Manager reminded Members that the Council had a number of emerging strategies in development, for example, the Economic Strategy which would also seek to address tourism. The Council was becoming increasingly proactive in establishing key principles through its development of strategic documents, however, such policies would not, by their nature be able to encompass every aspect of an issue. In terms of the promotion of individual heritage and tourist assets, those were for the Economic Strategy to pick up, as well as existing outlets such as Discover Carlisle

The Investment and Policy Manager further added that he felt the feedback from Members was very useful, and suggested in order for Members to gain a full overview of the strategic direction that the emerging strategies be considered in tandem. The Chairman welcomed the Investment and Policy Manager's suggestion.

- Would the public be included in the consultation on the emerging Strategy?

The Regeneration Manager advised that due to the draft nature of the document, the forthcoming consultation would focus on stakeholders, once the Strategy had been further developed, a public consultation exercise would be undertaken.

- A Member noted that a number of assets within the district were not fully utilised, he suggested that the policies set out in paragraph 2.3 of the report add the words "and developing" to encourage development.

The Economy, Enterprise and Housing Portfolio Holder responded that those policies formed part of the Local Plan, which had been adopted by Council, following approval by the Secretary of State. She reminded Members that the Council's role was to encourage the upkeep and preservation of Heritage Assets and to make them available, as far as possible, to the public. In

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her view, the Council's role was one of providing non-financial support to owners of Heritage Assets, and that the emerging Strategy would serve that function by providing a useful tool too support grant funding applications.

- A Member asked why the Waverly Viaduct had not been included in the Action Plan.

The Regeneration Manager advised that the Waverly Viaduct was not a heritage project as such, but an infrastructure project, as it sought to expand the footwork network across the city. The asset was not owned by the Council, he outlined the current position with the Waverly Trust and noted that an application to develop the site had been submitted to the Council for Planning Permission. Following the determination of that application the Council would need to consider, via the appropriate democratic process whether it wished to support a footpath creation order.

In response, the Member commented that he felt the Council should support the opening of the Waverly Viaduct and moved that the structure be added to the Council's Action Plan. The proposal was seconded.

- The Chairman asked when the Local Listings document would be submitted to the Panel for scrutiny.

The Investment and Policy Manager stated that the document was in the final drafting stages and simply awaited being programmed for consideration by the Executive. In response to a further question from the Chairman regarding the timeframe for consideration by the Executive, the Investment and Policy Manager undertook to circulate a written response advising Members of the likely date.

The Chairman asked whether members of the public would be able to nominate items for the list.

The Investment and Policy Manager advised that in the first instance Officers were seeking approval for the process to establish the register, details of the process for approving items on the register and the appeals process. The public would be able to nominate assets with the forms to be published on the Council's website.

The Chairman indicated that he wished the item to be included in the Panel's Work Programme for the new civic year.

The Investment and Policy Manager advised that the report would be presented to the Council's Executive.

RESOLVED – 1) That the Carlisle City Council Emerging Heritage Asset Strategy (ED.16/18) be welcomed.

EGSP.35/18 BUSINESS AND MARKETING PLANS FOR THE TOURIST INFORMATION CENTRE

The Contracts and Community Services Manager submitted the draft Business and Marketing Plans for the Tourist Information Centre (CS.20/18).

The Contracts and Community Services Manager explained that the purpose of the review being undertaken within the Car Parking, City Centre and Tourist Information Centre teams was realign the Council's resources towards tourism to support the economic growth of the city.

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The new role of Destination Manager would manage a restructured Tourist Information Centre (TIC) team with the aim of moving away from the limited focus of traditional TIC functioning towards the implementation a broader approach to destination marketing. Restructure within the TIC team would provide the Team Leader with more capacity to expand the commercial development of the facility, including the retail offer and Assembly Rooms; as well as the cultivation of additional income streams.

The Contracts and Community Services Manager advised that use of digital technologies would be a key tool in the development of Carlisle as a destination, and the TIC. The Discover Carlisle website was the principal website for the marketing of the district, and going forward, the TIC would seek to increase its online activity to promote events, activities and destinations within the district. In addition, new income generation streams from third party content was another area of development the team would seek to promote going forward.

The report set out a series of recommendations in relation to: staffing; promotion and marketing; retail offer; the Assembly Rooms for the development; ticket sales, and accommodation booking, which the Contracts and Community Services Manager invited the Panel's views on.

In considering the report Members raised the following comments and questions:

- A Member commented that he had visited the Discover Carlisle website which he felt was very well set out and navigable. He had accessed the site through a search engine and noted that the search terms used affected the position of the website in the results.

The Contracts and Community Services Manager explained that search engine optimisation was a key area of work, however, as search engines were commercial enterprises there were costs associated with that. Additionally, he noted that the terms used in the search engine would affect the page of the Discover Carlisle website that was linked by the search engine.

In response the Member further praised the Guides section of the website, particular the pages covering specific activities, such as cycling or walking. However, he felt that further information could be included, he asked whether it was intended that those tools would be expanded to include more information.

The Contracts and Community Services Manager confirmed that further development of those pages was intended and it was intended that they would link to other parts of the site for example to destination or events information.

- A Member commented that the website lacked directional information for users in terms of postcodes for destination and details about public transport.

The Tourist Information Officer advised that including a location map within the Discover Carlisle website was an additional facility that may be considered. She noted that TIC staff provided advice to customers using the facility about how to get to destinations and available transport.

Responding to a comment from the Chairman about the number of Hadrian's Wall bus services being operated, the Tourist Information Centre understood that it had increased since the previous year.

Another Member suggested that consideration be given to including suggested itineraries on the website.

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In response the Tourist Information Officer noted that within the Tourist Information Centre suggested itineraries were available or could be requested. She undertook to look into making such a facility available on the Discover Carlisle website.

- Had the Council considered offering a reward system for visitors attending venues?

The Contracts and Community Services Manager advised that Officers had been investigating the matter for some time, however, such a system would be difficult to implement without the involvement of external partners. To date no third parties had indicated a desire to partake in such a scheme. The Lanes shopping centre offered customers a reward card scheme and consideration was being given as to whether it would be feasible for that scheme to encompass visitor attractions.

The Contracts and Community Services Manager further noted that joint ticketing was area being considered as a way of streamlining the booking events and facilities for visitors.

A Member responded that would be a useful facility when used in conjunction with the suggested itineraries.

- How did the Council plan to capitalise on the opening of the airport to increase the profile of the district as a tourist destination?

The Contracts and Community Services Manager responded that discussions would need to be held with the airport operator on the matter, he considered that it would be commercially beneficial for the airport to promote the city as a destination.

The Regeneration Manager noted that part of the legal agreement attached to the planning permission required the airport operator to provide a bus link from the site to the city centre, consideration needed to be given as to how that would be implemented.

The Chairman asked whether there was an opportunity for promotional material to be distributed from the airport.

The Contracts and Community Services Manager indicated that the matter would be included in the Council's discussions with the airport operator.

The Chairman thanked the staff at the Tourist Information Centre for their work, especially during the recent redevelopment works.

RESOLVED – That the Business and Marketing Plans for the Tourist Information Centre (CS.20/18) be noted.

EGSP.36/18 DRAFT SCRUTINY ANNUAL REPORT

The Policy and Communications Manager submitted the draft Economic Growth Scrutiny Panel sections for the scrutiny Annual Report 2017/18 (OS.12/18).

The Policy and Communications Manager reminded the Panel of the Constitutional requirement for Scrutiny to report annually to full Council on their workings and to make recommendations for future work programming and amended working methods if appropriate. He added that the

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Scrutiny Chairs Group had agreed a new layout for the annual report details of which were included in the covering report.

The Chairman advised that at its first meeting in the new civic year, the Panel would discuss and agree a new Work Programme. The Panel gave consideration to the Draft Scrutiny Annual Report.

RESOLVED – That the Draft Annual Scrutiny Report (OS.12/18) be noted and accepted.

EGSP.37/18 OVERVIEW REPORT AND WORK PROGRAMME

The Policy and Communications Manager presented report OS.09/18 which provided an overview of matters relating to the work of the Economic Growth Scrutiny Panel.

The Policy and Communications Manager reported that the most recent Notice of Executive Key Decisions, copies of which had been circulated to all Members, had been published on 9 March 2018. The following items included in the Notice fell within the Panel's remit:

Items which had been included in the Panel's Work Programme:

KD.03/18 City Centre Public Realm Improvements – Phase 2

Items which had not been included in the Panel's Work Programme:

KD.06/18 Making of the Dalston Neighbourhood Plan

KD.07/18 Resurfacing of City Council Car Parks.

The Panel's Work Programme had been attached as appendix 1, and the Policy and Communications Manager noted that the City Centre Public Realm Improvements – Phase 2 would be included in the Panel's Work Programme in the new civic year.

In relation to items 16 and 18 in the Progress on Resolutions from Previous Meetings, the Policy and Communications Manager advised that in relation to the Listing of the Civic Centre, the building was part of the Rickergate Conservation Area which meant that it had weight as a local heritage asset. Any future efforts to add the building to the Local List would need to encompass the entirety of the building, not just the rotunda/Council Chamber.

With regards to the Authority Monitoring Report, it would be circulated to the Panel once it had been sufficiently developed.

A Member suggested that the issue of the Council's Riparian Ownership of the River Petteril be an item on the agenda for the next meeting of the Panel. The Chairman reiterated the points detailed above on the matter, he further noted that the Environment Agency would submit reports to future meeting of the Panel as their flood alleviation plans developed.

The Chairman noted that some items for the Work Programme 2018/19 had been identified and that at its first meeting of the new civic year, the Panel would discuss the inclusion of additional items and agree its Programme for the year.

RESOLVED – That the Overview Report and Work Programme (OS.09/18) be noted.

EGSP.38/18 CHAIRMAN'S COMMENTS

MINUTES OF PREVIOUS MEETINGS

The Chairman thanked the Members of the Panel and Officers for their efforts and support in aid of the Panel's work over the year.

The Vice-Chairman noted that he was standing down from the Council at the forthcoming election, after 30 years as a Member of the Council. He recalled a number of projects in which he had been involved including the development of the Council's Carlisle and District Local Plan 2015-30. He thanked the Members and Officers for their comradeship during that time and wished everyone luck for the future.

(The meeting ended at 12:46pm)

Economic Growth Scrutiny Panel

Agenda
Item:

A.2

Meeting Date: 14 June 2018

Portfolio: Cross-cutting

Key Decision: No

Within Policy and
Budget Framework

Private/Public Public

Title: Overview Report & Work Programme

Report of: Policy & Communications Manager

Report Number: OS.16/18

Purpose / Summary:

This report provides an overview of matters related to the Scrutiny Panel's work. It also includes suggestions for the work programme.

Recommendations:

Members are asked to:

- Note the items (within Panel remit) on the most recent Notice of Key Executive Decisions
- Review the resolutions and suggested items for the draft work programme (Appendix)

Tracking

Executive:	Not applicable
Scrutiny:	Economic Growth 14/6/18
Council:	Not applicable

1. Notice of Key Decisions

1.1 The most recent Notice of Key Executive Decisions was published on 1 May 2018. This was circulated to all Members. The following items fall within the remit of this Panel:

Items which have been included in the Panel's Work Programme:

None

Items which have not been included in the Panel's Work Programme:

None

2. References from Executive

2.1 None

3. Progress on resolutions from previous meetings

3.1 The following table sets out the meeting date and resolution that requires following up. The status is presented as either 'completed', 'pending (date expected)' or 'outstanding'. An item is considered outstanding if no update or progress has been made after three panel meetings. All the completed actions will be removed from the list following the meeting. [WP is work programme]

Number	Meeting Date	Action	Status
1	01/03/2018	That the emerging Housing Strategy be welcomed, and the Panel wished to receive further updates on the development of the Strategy.	Pending (18/19 WP)
2	01/03/2018	That the Borderlands Growth Deal be included in the Panel's Work Programme for the new Civic Year.	Pending (18/19 WP)
3	01/03/2018	That in the event of a Service Standard not achieving its agreed target, the relevant Scrutiny Chairman be notified by report to the Scrutiny Chairs Group.	Pending (18/19 WP)
4	01/03/2018	That the City Centre Public Realm Improvements – Phase 2 be added to the Panel's Work Programme.	Pending (18/19 WP)
5	08/02/2018	That the City Council give consideration to what further evidence it could bring to bear to strengthen the business case, particularly in respect of: - Input by the voluntary sector / -local expert review of the key assumptions / - The cumulative impact of a future flood event on the confidence of individuals and businesses in terms of the fear of flooding and their willingness to live and invest in the City	Pending (18/19 WP)

Number	Meeting Date	Action	Status
6	08/02/2018	That the Corporate Director of Economic Development be requested to work with partners, including Cumbria County Council to prepare an advisory note (or similar suitable document) to support the Development Control Committee in their decision-making process when considering planning applications for flood risk areas and report it to a future meeting of the Panel.	Pending (18/19 WP)
7	08/02/2018	That an update on the Future Flood Investment be submitted to the Panel in six months' time	Pending (18/19 WP)
8	08/02/2018	That officers of Carlisle City Council, in partnership with the Environment Agency, work to define the residual flood risk for Carlisle and report back to a future meeting of the Panel.	Pending (18/19 WP)
9	18/01/2018	That the following items be added to the Panel 's work programme: - 6 monthly update on occupancy rates within the city centre / - City centre vitality / - Tourism Strategy – April 2018	Pending (18/19 WP)
10	18/01/2018	That the Panel receive a copy of the Town Clerk and Chief Executive's 'Lessons Learned' report on the Flood 2015 for information.	Pending (18/19 WP)
11	19/10/2017	That an update on the Local List of Non-Designated Heritage Assets be submitted to the Panel for scrutiny in one year's time;	Pending (18/19 WP)
12	19/10/2017	That representatives of the University of Cumbria be invited to a future meeting of the Panel to give an overview of their position in and commitment to the City.	Pending (18/19 WP)

4. Task and Finish Groups update or SCG update

4.1 The Scrutiny Chairs Group met on 9 April 2018 and discussed a 'draft special scrutiny panel protocol'. The group propose the following approach:

1. Following notification of a topic requiring scrutiny by more than one Panel, the Scrutiny Chairs Group will (either by meeting or email) decide which Panels should be included in the Special Meetings;
2. The Special Panels will be organised separately (by the Democratic Services team) to ensure that there is clarity on points raised, resolutions and minutes.
3. Ideally, the Special Panels will be held on the same day, (10:00am and 2:00pm) to accommodate attendees and presenters.
4. Presentations and reports will be tailored to meet the remits of each of the Panels. Once agreed, the resolutions will be added to each Panels' tracking table to monitor progress.

4.2 The Scrutiny Chairs Group will meet on the following dates:

Thursday 2 August 2018 at 10.00am
Thursday 8 November 2018 at 10.00am
Thursday 24 January 2019 at 10.00am
Thursday 11 April 2019 at 2.00pm

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 Overview and scrutiny of the Carlisle Plan items that match the remit, contributing to ongoing policy development

Contact Officer: Steven O’Keeffe

Ext: 7258

Appendices

1. Scrutiny Panel Work Programme 2018/19

attached to report:

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- **None**

CORPORATE IMPLICATIONS:

LEGAL - None

FINANCE – None

EQUALITY – None

INFORMATION GOVERNANCE –None

Appendix: Suggested items for work programme 2018/19

Date	Item	Lead Officer	Why?
14/06/2018	End of Year Performance Report	Gary Oliver/Steven O'Keeffe	Performance Management
19/07/2018	Borderlands Inclusive Growth Deal	Jane Meek	Scrutiny of Partnership/External Agency
	Regeneration Strategy	Steven Robinson	Policy Review/Development
	St. Cuthbert's Garden Village	Garry Legg	Policy Review/Development
30/08/2018	Performance Report	Gary Oliver/Steven O'Keeffe	Performance Management
	Section 106 Monitoring Report	Garry Legg	Monitoring
	Housing Strategy	Garry Legg/Jeremy Hewitson/Partners	Policy Review/Development
11/10/2018	City Centre vitality	Garry Legg	Monitoring
22/11/2018	Performance Report	Gary Oliver/Steven O'Keeffe	Performance Management
	Budget setting 2019/20	Steven Tickner/Alison Taylor	Budget
17/01/2019	Enterprise Zone	Garry Legg	Scrutiny of Partnership/External Agency
28/02/2019	Performance Report	Gary Oliver/Steven O'Keeffe	Performance Management
11/04/2019	Scrutiny Annual Report	Steven O'Keeffe	N/A
TBC	Riverside/Regional Liaison Group TOR	Garry Legg/Jeremy Hewitson/Partners	Scrutiny of Partnership/External Agency
TBC	Economic Strategy (Tourism Action Plan)	Garry Legg	Policy Review/Development
TBC	Flood Risk Management	Jane Meek/Partners	Scrutiny of Partnership/External Agency
TBC	Flood Recovery Lessons Learnt Report	Darren Crossley	Performance Management
TBC	Education and Skills	Jane Meek	Scrutiny of Partnership/External Agency
TBC	City Centre Public Realm (Phase 2)	Steven Robinson	Key Decision Item/Referred from

Report to Economic Growth Scrutiny Panel

Agenda
Item:

A.3

Meeting Date: 14 June 2018
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: END OF YEAR PERFORMANCE REPORT 2017/18
Report of: Policy and Communications Manager
Report Number: PC 07-18

Purpose / Summary:

This report contains the 2017/18 performance against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'.

Performance against the Panel's 2017/18 Key Performance Indicators (KPIs) are also included.

Recommendations:

1. Consider the performance of the City Council presented in the report with a view to seeking continuous improvement in how the Council delivers its priorities.

Tracking

Executive:	25/6/18
Scrutiny:	Business and Transformation 31/5/18 Health and Wellbeing 7/6/18 Economic Growth 14/6/18
Council:	N/A

1. BACKGROUND

This report contains the 2017/18 performance against the Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. The Panel's new Key Performance Indicators (KPIs) are also included.

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Following a review of the initial set of five Service Standards, five further measures were introduced from Quarter 2 2017/18.

Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs. The following pages contains the Council's performance against the Service Standards for this Panel.

The appendix attached contains the Council's performance against the KPIs within the Panel's remit.

The updates against the actions in the Carlisle Plan are presented in Section 2. Only actions within the remit of the Panel are included in this report. The intention is to give the Panel a brief overview of the current position without duplicating the more detailed reporting that takes place within the Scrutiny agendas and Portfolio Holder reports.

Summary of KPIs and Service Standards:

Service Standards – 1 'red', 0 'amber' and 1 'green'

KPIs – 2 'red', 4 'amber', 6 'green'

Summary of Exceptions (RED)

Measure	Target	Performance
SS08: 85% of official local authority searches should be completed within 10 working days	85%	42% (Q4: 92%)
ED03a: Building Control to check 90% of all full plans applications within 14 days of receipt**	90%	82% (Q3 & Q4: 95%)
ED08: Proportion of Tree Preservation Orders (TPO) confirmed within 6 months	100%	71%

2. PROPOSALS

None

3. RISKS

None

4. CONSULTATION

The report was reviewed by Directorate Management Teams in April, by the Senior Management Team on 8 May 2018 and will be considered at the other Scrutiny Panels.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Panel are asked to comment on the End of Year Performance Report prior to it being submitted to Executive.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

Contact Officer:	Steven O'Keeffe	Ext:	7258
	Gary Oliver		7430

Appendices attached to report:

Performance Dashboard

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS:

LEGAL - This report raises no explicit legal issues.

FINANCE – This report raises no explicit financial issues

EQUALITY – This report raises no explicit issues relating to the Public Sector Equality Duty.

INFORMATION GOVERNANCE – This report raises no explicit issues relating to Information Governance.

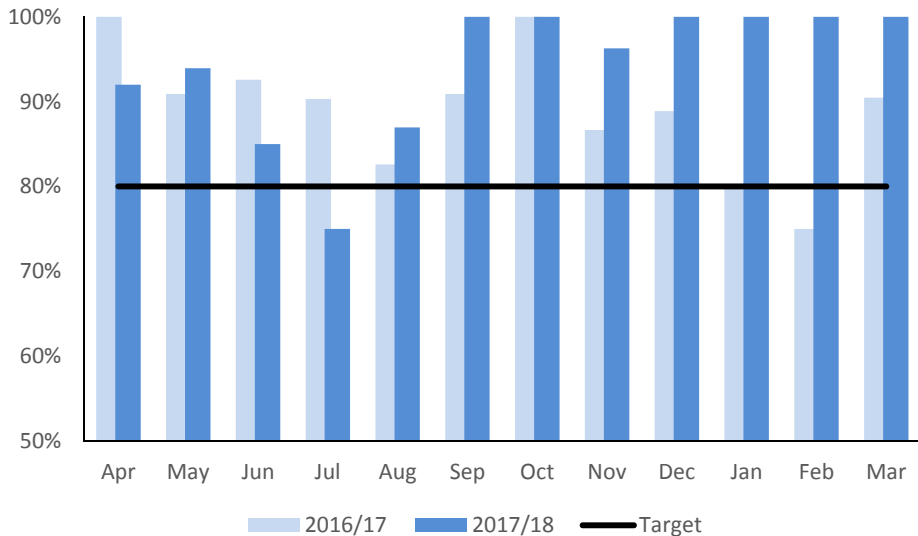
Section 1: Service Standards 2017/18

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Following a review of the initial set of five Service Standards, five further measures were introduced from Quarter 2 2017/18.

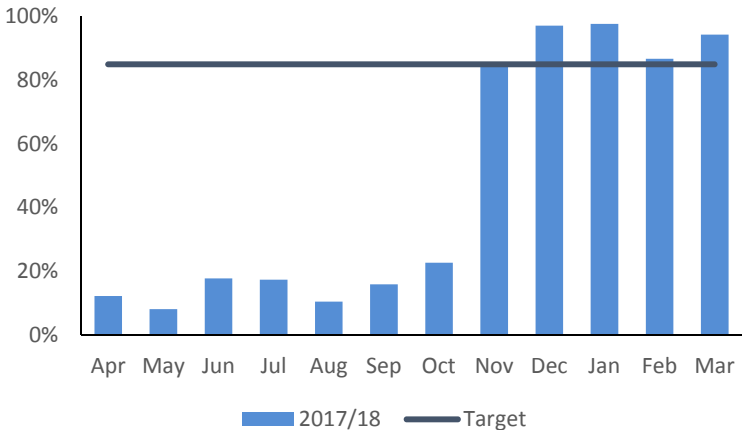
Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs.

The following pages contains the Council's performance against the Service Standards within the Panel's remit.

SS01: Percentage of Household Planning Applications processed within eight weeks

Service Standard	2017/18	Performance by Month	Further Information
80% (Nationally set target)	93.4%	 <p>288 household planning applications have been processed 2017/18 compared with 265 last year.</p>	
	(2016/17: 89.8%)		
	On target?		
	✓		

SS08: Proportion of official local authority searches completed on time

Service Standard	2017/18	Performance by Month	Further Information																																							
85% of official local authority searches should be completed within 10 working days	42%	 <table><thead><tr><th>Month</th><th>2017/18 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Apr</td><td>12</td><td>85</td></tr><tr><td>May</td><td>8</td><td>85</td></tr><tr><td>Jun</td><td>18</td><td>85</td></tr><tr><td>Jul</td><td>18</td><td>85</td></tr><tr><td>Aug</td><td>10</td><td>85</td></tr><tr><td>Sep</td><td>15</td><td>85</td></tr><tr><td>Oct</td><td>22</td><td>85</td></tr><tr><td>Nov</td><td>85</td><td>85</td></tr><tr><td>Dec</td><td>95</td><td>85</td></tr><tr><td>Jan</td><td>95</td><td>85</td></tr><tr><td>Feb</td><td>85</td><td>85</td></tr><tr><td>Mar</td><td>92</td><td>85</td></tr></tbody></table>	Month	2017/18 (%)	Target (%)	Apr	12	85	May	8	85	Jun	18	85	Jul	18	85	Aug	10	85	Sep	15	85	Oct	22	85	Nov	85	85	Dec	95	85	Jan	95	85	Feb	85	85	Mar	92	85	717 searches were completed in 2017/18. To address the backlog in applications, changes were made to the process and resources were reallocated within the service in the Autumn. This has resulted in on-target performance of 91% since November and 92% in Quarter 4.
	Month		2017/18 (%)	Target (%)																																						
	Apr		12	85																																						
May	8	85																																								
Jun	18	85																																								
Jul	18	85																																								
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On target?																																										
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Section 2: Key Performance Indicators (KPIs)

Service Standards are not the only set of measures used to interrogate the performance of the Council. Alongside the review of Service Standards, a set of Key Performance Indicators, derived from the links between the service plans and Budget Resolution were developed. These are attached as a Dashboard.

Section 3: Carlisle Plan on a Page Nov 16 – Mar 18 Delivery

Priority 1: Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle

Business Property & Infrastructure:

OUTCOME	<u>2. City Centre redevelopment projects</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth / Business & Transformation
Specific – What is the task	Promote development opportunities and regeneration opportunities within the city centre (including Carlisle Station, Caldew Riverside, The Citadel, English Street and the Pools.)
Measurable – How will success be measured?	Produce a report setting out the alternatives and preferred options for the delivery of these city centre development opportunities.
Achievable – Is it feasible?	Yes
Realistic – Resources available	The technical and complex nature of the work will necessitate the engagement of external experts drawing on the awarded Local Growth Fund.
Time Bound – Start/end dates	The report will be completed within the current financial year. Work will commence Q3 2017/18 with a final draft produced by the end of Q4.
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	Review of current market interest in Carlisle and potential delivery options.
Emerging issues / risks to the project	None

OUTCOME	<u>3. Support the delivery of a Carlisle Enterprise Zone at Kingmoor Park</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Support the delivery of Carlisle Kingmoor Park Enterprise Zone
Measurable – How will success be measured?	Accelerated rate of take up at the site in terms of number of businesses, number of jobs and ultimately growth in business rates against the baseline position.
Achievable – Is it feasible?	Yes, detailed Implementation Plan in place and role required of partners clear.
Realistic – Resources available	Partnership governance arrangements in place.
Time Bound – Start/end dates	Zone effective from 1 st April 2016 and ongoing.
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	Cumbria Infrastructure Fund application for up to £5M approved to enable frontloading of infrastructure works.
Emerging issues / risks to the project	Nothing of concern to report at present, risks continue to be managed

OUTCOME	<u>4. Support the development of Carlisle Airport as a regional gateway</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Support the development of Carlisle Airport as a regional gateway
Measurable – How will success be measured?	Airport offer expands to include increased freight and in addition passenger services.
Achievable – Is it feasible?	Through Economic Development Planning and Building Control Services professional advice and support.
Realistic – Resources available	Planning / Building Control advice
Time Bound – Start/end dates	Ongoing
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	Construction of passenger terminal and site infrastructure upgrades ongoing. Flight operator and routes announced. Advanced ticket sales live. Conversation ongoing including with wider partners regarding marketing support.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting risks continue to be managed.

Strategy & Planning:

OUTCOME	<u>5. Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan
Measurable – How will success be measured?	Development of project pipeline; alignment of priorities and projects with Cumbria LEP Strategic Economic plan to ensure they are supported by the LEP and/or attract funding.
Achievable – Is it feasible?	Through engagement with the LEP and TOG
Realistic – Resources available	Corporate Director/Senior Officer time
Time Bound – Start/end dates	Ongoing
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	Continued close partnership working on existing initiatives. Review of LEP Strategic Plan now instigated. Carlisle actively contributing, alongside other partners, to development of new vision, objectives and detailed priorities.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting risks continue to be managed.

OUTCOME	<u>6. Progress the Borderlands Initiative</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Progress the Borderlands Initiative
Measurable – How will success be measured?	By way of the successful continuation of the innovative and long-term partnership and the level of additional public and private sector investment secured as a direct result of the initiative.
Achievable – Is it feasible?	Yes. A co-ordinated approach to support regional economic development through partnership working will help to attract additional investment. Progression of ‘The Borderlands Proposition’ will rely on support from both the UK and Scottish Government.
Realistic – Resources available	Corporate Director of Economic Development and Economy and Enterprise Officer time to support the Initiative. In addition, partners have contributed towards a centralised fund to enable the appointment of a Borderlands Project Officer when appropriate to do so as well as to fund any evidence base requirements.
Time Bound – Start/end dates	Ongoing
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	<p>Work on the Borderlands Growth Deal continues with discussions on the themes and projects between partners and the Government Departments responsible. The next stage will be the development and submission of outline Business Cases to the Government in the summer for consideration.</p> <p>In addition, the Borderlands Team have begun engaging with key stakeholders to get their input into the various proposals and to ensure that they are fully informed of the initiative. Memorandum of Understanding has been agreed by the partners. The Memorandum of Understanding covers the period up to the conclusion of the Deal with Scottish and UK Governments. The Borderlands Inclusive Growth Deal Website is now established and a conference is being arranged in June to bring key stakeholders together to debate, discuss and make recommendations to enhance the submission to Government.</p>

Emerging issues / risks to the project	Nothing of concern to report
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OUTCOME	<u>7. Infrastructure Delivery Plan</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Maintain an up to date Infrastructure Delivery Plan and develop proposals to address identified issues.
Measurable – How will success be measured?	Progress and issues to be reported through the statutory Authority Monitoring Report.
Achievable – Is it feasible?	Ongoing dialogue with infrastructure providers.
Realistic – Resources available	Can be delivered within existing staff resource and budget allocation.
Time Bound – Start/end dates	Comprehensive update critical to development of masterplan and delivery strategy for St. Cuthbert's Garden Village.
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	<p>Wider District:</p> <ul style="list-style-type: none"> • Work commenced on an updated position statement with regards to required key transport and education improvements <p>St Cuthbert's:</p> <ul style="list-style-type: none"> • Workshop held with technical stakeholders to GV project (8th February 2019). • Continued input to Carlisle Southern Relief Road project steering group.
Emerging issues / risks to the project	Nothing of concern to report at present.

OUTCOME	<u>8. Develop a Carlisle South Masterplan covering housing, urban design, employment land, transport and infrastructure</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	The development and adoption of a masterplan covering St. Cuthbert's Garden Village.
Measurable – How will success be measured?	Masterplan will be incorporated into a Development Plan Document (DPD) which will require approval by Council. Masterplan to be delivered in 2 parts: Part 1 is visioning and concept framework; Part 2 is detailed framework plans.
Achievable – Is it feasible?	Production of DPD governed by Government Regulations, with policy and guidance also set out nationally
Realistic – Resources available	The project is detailed in the Council's approved Local Development Scheme (LDS). An adequate allocation has followed through the process of the MTFP. Additional funding to accelerate delivery and enhance quality has been forthcoming through inclusion in the Government's Locally Led Garden Villages Programme. Further Garden Village Capacity Funding applied for.
Time Bound – Start/end dates	Mandate forthcoming from LDS which was approved in July 2016. Inclusion in Garden Village programme confirmed on 2nd January 2017. Anticipated adoption date of DPD April 2020.
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	Regulation 18 consultation on scoping and visioning for phase 1 of the Masterplan took place between 29 th January and 9 th March. Sustainability Appraisal scoping report completed and published alongside Reg 18 consultation. Consultation report analysing responses underway.
Emerging issues / risks to the project	Nothing of concern to report at present.

Skills Development:

OUTCOME	<u>10. Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy
Measurable – How will success be measured?	Successes in relation to skills improvements and better alignment with key sectors is yet to be determined and will be defined through the emerging Economic Strategy.
Achievable – Is it feasible?	The emerging Economic Strategy will contribute significantly towards the achievement of this objective through the exploration of the requirements of key sectors operating and expanding within the area and the alignment of these requirements with the education offer of local education providers.
Realistic – Resources available	Whilst the delivery of the skills plan will be challenging, the emerging Economic Strategy will continue to support its delivery and may, in some cases, enhance this through targeted sector work to establish the skills requirements of key sectors.
Time Bound – Start/end dates	The emerging Economic Strategy is anticipated to be adopted mid-2018.
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	The Economic Strategy continues to be developed including ongoing dialogue with a range of partners.
Emerging issues / risks to the project	Nothing of concern to report at present.

Working with business:

OUTCOME	<u>11. Proactively develop business support through supporting the Growth Hub</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Proactively develop business support through supporting the Growth Hub
Measurable – How will success be measured?	Actions and activities undertaken to support businesses will be defined through the emerging Economic Strategy. This will include supporting the activities of the Growth Hub. Success of business support will be measured through annual review of the Economic Strategy actions (once adopted).
Achievable – Is it feasible?	The emerging Economic Strategy will contribute significantly towards the achievement of this objective through the exploration of the requirements of businesses and therefore linking requirements with targeted support, including through the Growth Hub.
Realistic – Resources available	Whilst the delivery of business support is often challenging due to limited resources, the emerging Economic Strategy will provide some tangible actions linked to business support, including supporting the Growth Hub.
Time Bound – Start/end dates	The emerging Economic Strategy is anticipated to be adopted mid-2018.
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	Match funding provided for the Growth Hub ERDF projects as well as non-ERDF support specific to Carlisle Businesses.
Emerging issues / risks to the project	Nothing of concern to report at present.

Priority 3: Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle

City Centre Public Realm

OUTCOME	<u>23. Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage
Measurable – How will success be measured?	Installation of new fingerpost signage, interpretation boards and gateway signage
Achievable – Is it feasible?	Yes
Realistic – Resources available	Can be progressed to completion within existing staff capacity and allocated budget
Time Bound – Start/end dates	Commencement 2015 Completion <ul style="list-style-type: none"> Fingerpost signage and interpretation boards – December 2017/January 2018 Gateway Signage – ongoing and will form part of the future Phase 2 programme.
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	Completion of the installation of new fingerpost signage and interpretation boards across the city. Design options for new gateway signage currently being explored with Cumbria County Council.
Emerging issues / risks to the project	None

Priority 4: Address current and future housing needs to protect and improve residents' quality of life

Housing Strategy:

OUTCOME	<u>30. and 31 Prepare and publish an updated Housing Strategy and Develop and implement a Housing Delivery Action Plan</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Preparation and adoption of an up to date Housing Strategy inclusive of a housing delivery action plan, informed by appropriate stakeholder consultation and engagement as an integral part of the process.
Measurable – How will success be measured?	Housing Strategy adopted by Council
Achievable – Is it feasible?	Yes
Realistic – Resources available	Can be progressed within existing staff capacity and base budgets
Time Bound – Start/end dates	Commenced Spring 2017 - adoption early 2018. (Progress has been slower than anticipated, owing to a need to divert resources in Q2 to key funding bids & launch of developer prospectus at RTPI event).
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	Progress report to Economic Growth Scrutiny Panel on 1 March 2018 (including representation from Local Housing Association)
Emerging issues / risks to the project	Need to incorporate National Planning Policy Framework review into emerging strategy.

Housing Quality/Access:

OUTCOME	<u>34. Continue to develop and promote the Council's Empty Homes Service by delivering advice and information to empty homes owners</u>
SMT OWNER	Mark Lambert
Scrutiny Panel	Economic Growth
Specific – What is the task	Continue to develop and promote the Council's Empty Homes Service by delivering advice and information to empty homes owners.
Measurable – How will success be measured?	Number of empty homes
Achievable – Is it feasible?	
Realistic – Resources available	
Time Bound – Start/end dates	End March 2018
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	An Empty Homes and Grants Officer commenced on the 2 nd January 2018. 325 homes in Carlisle empty for greater than 2 years. 1,004 homes in Carlisle empty for over 6 months.
Emerging issues / risks to the project	None

OUTCOME	<u>36. Develop local solutions to ensure opportunities to maximise the delivery of affordable homes which respond to locally evidenced needs</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Develop local solutions to ensure opportunities to maximise the delivery of affordable homes which respond to locally evidenced needs.
Measurable – How will success be measured?	Gross no. of new affordable homes, measured against need as evidenced by the SHMA (Strategic Housing Market Assessment)
Achievable – Is it feasible?	We will work proactively towards maximising the affordable housing delivery, through working in partnership with local Housing Associations, developers, HCA, and strategic partnership groups – such as the Cumbria Housing Supply Group and Cumbria LEP
Realistic – Resources available	Will be managed within existing staffing resources
Time Bound – Start/end dates	HCA's Affordable Homes Programme 2016-21
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	Planning permission secured for 40 unit 'Demonstration Project' scheme at Beverley Rise, Harraby and 66-unit affordable scheme started on site at Holywell Crescent, Botcherby
Emerging issues / risks to the project	None

OUTCOME	<u>37. Work with landowners, developers, and partner agencies (e.g. HCA) to accelerate the delivery of sites</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Work with landowners, developers, and partner agencies (e.g. HCA) to accelerate the delivery of sites.
Measurable – How will success be measured?	Number of Net New Homes Per Annum - Performance measured against Local Plan housing target and anticipated rates of delivery in housing trajectory.
Achievable – Is it feasible?	Whilst out with the direct control of the Council, there are several actions the Council can and is taking to support the realisation of this objective. These actions including potentially new activities will be detailed and coordinated through the Housing Strategy which is under development.
Realistic – Resources available	Can be delivered within existing staff resource and budget allocation. Need for additional resources will be flagged, if necessary, through the development of the housing strategy and consequently pursued through the Medium Term Financial Planning process.
Time Bound – Start/end dates	Ongoing.
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	Met with new HBF Northern lead. Met with volume housebuilder not currently active within Carlisle to promote the District as a place to do business. Number of meetings set up with small and medium local builders to understand their support needs.
Emerging issues / risks to the project	Nothing of concern to report at present.

Priority 5: Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential

Tourism:

OUTCOME	<u>38. Redevelop the Discover Carlisle website</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Economic Growth
Specific – What is the task	Redevelop the Discover Carlisle website
Measurable – How will success be measured?	Delivery of a new functional and in-house managed DC website.
Achievable – Is it feasible?	Yes, in-house project management team has been established and is progressing the work.
Realistic – Resources available	Yes – resources are being drawn from existing staff.
Time Bound – Start/end dates	Start Feb 2017 / End Dec 2017
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	The new website is now live. The site will be subject to ongoing development and improvement but, as a key action within the Carlisle Plan, it is now complete.
Emerging issues / risks to the project	None

Business Growth:

OUTCOME	<u>41. Work with Carlisle Ambassadors to raise the profile of Carlisle through business engagement.</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Work with Carlisle Ambassadors to raise the profile of Carlisle through business engagement.
Measurable – How will success be measured?	Membership numbers increase, Ambassadors are engaged in activities which promote Carlisle and the Carlisle offer
Achievable – Is it feasible?	Delivery of quarterly Carlisle Ambassador meetings themed around economic priorities.
Realistic – Resources available	External marketing and relationship managed support procured, Corporate Director and Officer support for support, direction and project management
Time Bound – Start/end dates	Established 2013 and ongoing
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	March meeting of Carlisle Ambassadors held at the Crown & Mitre Hotel. Themed Health and Wellbeing in the workplace. The event was again oversubscribed and was attended by 220 delegates and 17 business showcases.
Emerging issues / risks to the project	Nothing of concern to report.

OUTCOME	<u>42. Encourage Carlisle Ambassadors to engage partners in promoting the Carlisle story/offer</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Encourage Carlisle Ambassadors (CA) to engage partners in promoting the Carlisle story/offer
Measurable – How will success be measured?	Media statistics: Circulation figures, On line views Website / YouTube, Facebook, Twitter, LinkedIn, Blogs etc. Increased sharing of Carlisle success stories by Carlisle Ambassadors in their sector and CA support for joint promotional opportunities such as Northern Powerhouse or GP Recruitment
Achievable – Is it feasible?	Engagement through Carlisle Ambassador Initiative and Marketing Sub Group
Realistic – Resources available	External marketing and relationship managed support procured, Marketing Sub Group of Carlisle Ambassadors to be implemented
Time Bound – Start/end dates	Ongoing
Progress in Quarter 4 2017/18 against project plan / key milestones achieved	Carlisle Ambassador businesses collaborated to showcase Carlisle at the North-West Hospitality Show. Utilising CA Marketing group on social media in the promotion of large events, business opportunities and tenders Social media feed of Carlisle 'good news stories' ongoing Engagement with organisers of high profile events to help promote Carlisle
Emerging issues / risks to the project	Nothing of concern to report.

Economic Growth Scrutiny Panel Performance Dashboard 2017/18 to end of Quarter 4

Key	
↓	Performance is deteriorating
↑	Performance is improving
→	No change in performance
✗	Off target
▲	Close to target (within 5%)
✓	On target

On Target?	Code	Measure	Frequency of Measure	Year-to-date Performance	Trend	Year-to-date Target	Comments
▲	CS14	Actual car parking revenue as a percentage of car parking expenditure (including recharges).	Quarterly	152%	↑	153%	Revenue slightly down on budget
✓	CS22	Actual city centre revenue as a percentage of city centre expenditure (including recharges)	Quarterly	47%	↑	45%	Revenue exceeded target
▲	ED01	Carry out inspections notified as necessary to the applicant or agent at time of acknowledgement within 24 hours of the date required.	Monthly	99%	↑	100%	8299 inspections carried out in 2017/18
✓	ED02	Building Control to process S80 demolition notices within six weeks (statutory duty)	Quarterly	100%	→	100%	
✗	ED03a	Building Control to check 90% of all full plans applications within 14 days of receipt	Monthly	82%	↑	90%	95% performance in Quarters 3 and 4
▲	ED03b	Building Control to decide 100% of all applications within the statutory period of 5 weeks or 2 calendar months (with the consent of the applicant)	Monthly	99.7%	↑	100%	347/348 completed on time
✓	ED05	Proportion of major planning applications completed in 13 weeks or within agreed time extension	Monthly	97%	↓	60%	30/31 completed within deadline or agreed extension
✓	ED06	Proportion of minor planning applications completed in 8 weeks or within agreed time extension	Monthly	97%	→	80%	581 applications
✓	ED07	Proportion of 'other' planning applications completed in 8 weeks or within agreed time extension	Monthly	98%	↑	80%	245 applications
✗	ED08	Proportion of Tree Preservation Orders (TPO) confirmed within 6 months	Monthly	71%	→	100%	5 out of 7 confirmed within six months
N/A	ED09	Proportion of hedgerow removal notifications determined within 6 weeks	Monthly	N/A	N/A	100%	0 notifications
▲	ED10	Proportion of Tree Preservation Order applications determined within statutory period of 8 weeks	Monthly	96%	↓	100%	26 applications in 2017/18
N/A	CS16	Public's perception of the Discover Carlisle website.	Annual	N/A	N/A	N/A	Insufficient survey responses have been received to enable accurate reporting. It will be reported once a confidence interval of 5% at 95% confidence level is achieved. The survey is available to complete via the Council's most visited web pages and at the concluding page of online transactions. The survey has been promoted via social media and Carlisle Focus magazine.

Economic Growth Scrutiny Panel Performance Dashboard 2017/18 to end of Quarter 4

Key	
↓	Performance is deteriorating
↑	Performance is improving
→	No change in performance
✗	Off target
▲	Close to target (within 5%)
✓	On target

On Target?	Code	Measure	Frequency of Measure	Year-to-date Performance	Trend	Year-to-date Target	Comments
N/A	CS17	Visitor's perception of the City.	Annual	N/A	N/A	N/A	Insufficient survey responses have been received to enable accurate reporting. It will be reported once a confidence interval of 5% at 95% confidence level is achieved. The survey is available to complete via the Council's most visited web pages and at the concluding page of online transactions. The survey has been promoted via social media and Carlisle Focus magazine.
✓	ED04	Actual Building Control revenue as a percentage of Building Control expenditure (including recharges). The target is to break even	Annual	98%	N/A	95%	Expenditure and revenue both better than budget

