

# AGENDA

## Environment and Economy Overview and Scrutiny Panel

Thursday, 17 September 2015 AT 10:00  
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

**\*\*Briefing meeting for Members will be at 9.15 am in the  
Flensburg Room\*\***

### Apologies for Absence

To receive apologies for absence and notification of substitutions.

### Declarations of Interest

Members are invited to declare any disclosable pecuniary interests, other registrable interests and any interests, relating to any item 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 - 24**

To approve the Minutes of the meetings held on 25 June 2015 and  
30 July 2015  
[Copy Minutes in Minute Book Volume 42(2) and herewith]

## **PART A**

**To be considered when the Public and Press are present**

### **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 25 - 30**

To consider a report providing an overview of matters related to the work of the Environment and Economy Overview and Scrutiny Panel, together with the latest version of the Work Programme and details of Key Decisions items relevant to this Panel as set out in the Notice of Executive Key Decisions.  
(Copy Report OS.19/15 herewith)

### **A.2(a) BUSINESS SUPPORT TASK AND FINISH GROUP 31 - 60**

To consider recommendations from the Business Support Task and Finish Group.  
(Copy report herewith)

### **A.3 CARLISLE PLAN 2015-18 61 - 74**

The Policy and Communications Manager to submit a report presenting the draft Carlisle Plan, including the new vision and priorities for the Council. The matter was included in the Notice of Executive Key Decisions and was considered by the Executive on 24 August 2015.  
(Copy Report PC. 18/15)

### **A.4 PERFORMANCE REPORTS 75 - 92**

The Policy and Communications Manager to submit quarterly monitoring report of performance within remit of the Panel.  
  
(Copy Report PC.14/15 herewith)

## **A.5     UPDATE ON CLEAN CARLISLE**

**93 - 98**

The Director of Local Environment to submit the six monthly update on Clean Carlisle.  
(Copy report LE. 23/15)

## **PART B**

**To be considered when the Public and Press are excluded from the meeting**

## **B.1     RETHINKING WASTE - BUSINESS CASE**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

### **Members of the Environment and Economy Overview and Scrutiny Panel**

**Conservative** – Christian, Mitchelson, Nedved (Chairman), Bloxham (sub), Mrs McKerrell (sub), Mrs Mallinson (sub)

**Labour** – Bowditch, Caig (Vice Chairman), Dodd, Ms Franklin, Burns (sub), Ms Patrick (sub), Watson (sub)

**Independent** – Betton, Graham (sub)

**Enquiries, requests for reports, background papers,  
etc to Committee Clerk: Jacqui Issatt - 817557**



**ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL**

**THURSDAY 25 JUNE 2015 AT 10.00 AM**

**PRESENT:** Councillor Nedved (Chairman), Bloxham (as substitute for Councillor Mitchelson), Bowditch, Caig, Christian, Graham (as substitute for Councillor Betton) and Wilson (as substitute for Councillor Dodd)

**ALSO**

**PRESENT:** Councillor Mrs Martlew – Environment and Transport Portfolio Holder  
Councillor Mrs Bradley – Economy, Enterprise and Housing Portfolio Holder  
Councillor J Mallinson – Observer (for part of the meeting)  
Councillor Allison – Observer (for part of the meeting)

**OFFICERS:** Director of Economic Development  
Director of Local Environment  
Director of Governance  
Principal Environmental Health Officer  
Policy and Performance Officer  
Overview and Scrutiny Officer

**EEOSP.29/15 APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillors Betton, Dodd, Ms Franklin and Mitchelson.

**EEOSP.30/15 DECLARATIONS OF INTEREST**

Councillor Graham declared a registrable interest in accordance with the Council's Code of Conduct in respect of the minutes of the meeting held on 23 April 2015. His interest related to the fact that he was a Member of Cumbria County Council.

**EEOSP.31/15 MINUTES OF PREVIOUS MEETINGS**

The Chairman asked for an update on the following matters from the minutes of the meeting held on 23 April 2015:

Memorandum of Understanding

The Environment and Transport Portfolio Holder was disappointed to report that there had been no further progress made with the Memorandum. The City Council had received a letter from the Chief Executive of the County Council which had stated that the County Council were satisfied with the existing arrangements and did not require a Memorandum of Understanding.

The Portfolio Holder reminded the Panel that during the Claimed Rights transfer process the Leader of the County Council and the Chair of the Local Committee had been part of the working group which had agreed a residual highways agreement. The agreement had diluted to a Memorandum of Understanding and the City Council had agreed to the dilution

so that the issue could be moved forward. She felt that the change had been a breach of the trust between the two authorities.

The Panel agreed with the Portfolio Holder and asked that the matter be pursued further.

#### Section 106 Briefing Notes

The Director of Economic Development responded that the briefing note was being prepared and it would be circulated to Members along with the Planning Advisory Service briefing note.

RESOLVED – 1) That the minutes of the meetings held on 12 March 2015 be agreed as a correct record of the meetings and signed by the Chairman.

2) That the minutes of the meeting held on 23 April 2015 be noted.

3) That the Leader and Deputy Leader of the Council make whatever efforts necessary to secure the Memorandum of Understanding between Cumbria County Council and the City Council.

#### **EEOSP.32/15 CALL IN OF DECISIONS**

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

#### **EEOSP.33/15 OVERVIEW REPORT AND WORK PROGRAMME**

The Overview and Scrutiny Officer presented report OS.13/15 which provided an overview of matters that related to the work of the Environment and Economy Overview and Scrutiny Panel.

The Overview and Scrutiny Officer reported that the Notice of Key Executive Decisions had been published on 29 May 2015. Both items which fell within the remit of the Panel had been included on the agenda.

Members did not raise any questions or comments on the items contained within the Notice of Key Decisions.

The Overview and Scrutiny Officer highlighted two diary clashes between the meeting of the Panel and Cumbria County Council meetings on 29 October 2015 and 21 January 2016. It was recommended that the meetings remain in the City Council diary as scheduled.

The Panel's work programme had been attached to the report. The Panel, Portfolio Holders and Senior Officers were asked to give some thought to issues which scrutiny could add value to during the Civic Year and should consider adding to their Work Programme. Guidance on Scrutiny Agenda Planning had been circulated with the report and Members were encouraged to use the prioritisation aid contained in the guidance to ensure that items placed in the work programme were those that scrutiny could add value to.

The Director of Economic Development and the Director of Local Environment had been invited to give an overview of the priorities in their directorates for the year ahead to assist the Panel in determining their work programme.

### Economic Development Directorate

The Director of Economic Development gave an overview of the priorities for her directorate which included:

#### *Economic Strategy Action Plan*

*Borderlands* – cross party working with Dumfries and Galloway, Scottish Borders and Northumbria to maximise the economic potential of the borderlands area.

*Enterprise Zone* – this would inform businesses that Carlisle was open to growth and encourage new jobs and businesses to the area. If the Government approved the Enterprise Zone it would take approximately 12 months to work on the agreement

*Development Brief* – The Council would work with partners to produce development briefs when appropriate, for example, the City Council was working with the County Council to produce a development brief for the Citadel which was a listed building and a key area of the City.

*Carlisle Airport* – Stobarts were looking to place a bid to the LEP to link Carlisle Airport and Southend in terms of flights and infrastructure improvements.

*Tourist Information Centre* – The TIC would open next month and Members were invited to visit the building and see the improvements that had been carried out.

*Public Realm* – This work was being undertaken with the Local Environment directorate. The public realm changes would be rolled out over the next couple of years and would improve the tourist offer within the City.

*Housing* – Although housing fell under the remit of the Community Overview and Scrutiny Panel, the Director felt that it was equally important to the economic development of the City.

A Member asked if the Local Plan would be considered further by the Panel. The Director of Economic Development explained that the Local Plan had been formally submitted, accepted and an inspector had been appointed. The examination was expected to be carried out in the autumn time. The Local Plan would not be considered by the Panel again but some aspects of it such as the Masterplan for the Southern area may wish to be picked up by the Panel in the future. She suggested that a cross party working group could consider the Masterplan.

A Member suggested that the development brief for the Citadel be taken through Informal Council to allow all Members the opportunity to consider and comment on the options. The Panel felt that this was an important matter for scrutiny and agreed a task and finish group would be beneficial. The Economy, Enterprise and Housing Portfolio Holder agreed that the matter should be scrutinised at the appropriate time.

### Local Environment Directorate

The Director of Local Environment gave an overview of the priorities for her directorate which included a refresh of the Service Plan through Lean System reviews, smarter service delivery including on line self service, improving performance management, risk management – reducing risks to health and service cuts in discretionary areas.

The Director explained that the Environment Health and Green Spaces and Bereavement Services sections had undergone reviews and were operating to high standards. She detailed the work that had been undertaken in the reviews which included:

#### Environmental Health

- Refreshed Food Law Enforcement

- Health Options Award

- Refreshed Contaminated Land Strategy

Education and Enforcement – this was a key priority and it was important that it was kept up to date and current

Anti Social Behaviour – new legislation had come into force and as a result the Enforcement Policy and Back Lane Policy had been refreshed

#### Green Spaces and Bereavement Services

High team morale and great customer satisfaction

Bereavement Services were looking at developing commercial awareness to create new income streams

Supporting and enabling events

Play area development – this had been revised to make the best of the resources available and had been very successful

Improving health and safety at the cemetery

Arboriculture review

The new City Centre and Engineers were being developed and the Neighbourhood Services Team was working to set the direction of travel for a new collection service:

#### City Centre and Engineers

This was a new small team following the transfer of on street parking to the County Council in February 2015. They had significant work which included the Car Parking Development Plan, Public Realm, City Centre events and off street Car Parking Enforcement.

Car Parking Development Plan – the marketing and sales were key to determining and refining the Council's offer. It included advertising, performance monitoring and consideration of the car parking offer.

#### Neighbourhood Services

Re-thinking Waste – a report would be considered by the Executive on 29 June which would set the direction of travel for the new service. Specific areas of work would come through the Scrutiny process at the appropriate time.

#### Back Lanes Project

Litter bins – the Panel had been involved in a Task and Finish Group review of Litter Bins and it was moving into the proposal stage which involved consultation with Ward Members.

Street Cleansing Performance – This would be a more innovative way of monitoring performance so inspectors could record the condition of streets on a mobile device which could then use GIS technology to map hot spots which would result in a smarter service delivery.

In response to a question the Director of Local Environment reported that there were specific elements of the Car Parking Development Plan which the Panel would find interesting including a review of pay and display machines and the position and use of car parks.

A Member highlighted the ongoing issues regarding weed spraying and dead weeds within the City. The Director of Local Environment reminded the Panel that the County Council were responsible for the spraying of weeds.

RESOLVED – 1) That the Overview Report incorporating the Work Programme and Key Decision items relevant to this Panel (OS.13/15) be noted.

2) That the meetings of the Panel on 29 October 2015 and 21 January 2016 remain as scheduled in the Civic Calendar.



3) That the following items be included in the Panel's Work Programme for 2015/16:

- Business Support and Development
- Skills and attainment
- Citadel Development Brief
- Economic Strategy Action Plan
- Local Enterprise Partnership
- Enterprise Zone
- Re-thinking Waste Project
- Car Parking Development Plan
- Enforcement Policy Refresh
- Update on Clean Carlisle
- Update on Public Realm
- Carlisle South Masterplan

### **EEOSP.34/15 CONTAMINATED LAND STRATEGY (COST RECOVERY AND HARDSHIP POLICY)**

The Environment and Transport Portfolio Holder complimented staff on the interesting, informative and well written report. The Panel agreed that the report was extremely well written and thanked officers involved.

The Principal Environmental Health Officer submitted report LE.14/15 presenting the revised 2015 Contaminated Land Strategy.

The Principal Environmental Health Officer summarised the background position, commenting that the Strategy set out a plan for how Carlisle City Council would approach land contamination, including the adoption of a Cost Recovery and Hardship Policy.

The Strategy proposed a number of priorities for the Council including a Cost Recovery and Hardship Policy and to ensure that investigations were concentrated on areas of land where there was the greatest risk of contaminant linkage (contaminant, pathway, receptor) being present. The full list of priorities was included in section 2.3 of the report.

The Principal Environmental Health Officer reported that the City Council should make an initial identification of persons who may be responsible for the remediation actions. The authority would look first for the persons who caused or knowingly permitted the contamination deemed as a Class A persons. If the pollution was historical, the original polluter may not be in existence, in this case the City Council would usually seek to identify the owners or occupiers of the land deemed as Class B persons. The Hardship Policy which was attached to the report detailed how the City Council would deal with landowners who did not have sufficient funds for the remedial work.

The Director of Governance asked the Panel to consider the membership and terms of reference of the Hardship Panel. The Panel would consist of the Director of Local Environment, Head of Finance, Portfolio Holders for Environment and Transport and Finance, Governance and Resources and the Section 151 Officer.

Any application to the Hardship Panel had a right of appeal. The Director of Governance highlighted an amendment to the appeals process set out at 18.5 of the report which would be submitted to the Executive for approval. Any appeals received would be considered by the Council's constituted Members Appeals Panel.

The Executive had considered the report at their meeting held on 1 June 2015 (EX.46/15 refers) and decided:

“1. That the Executive had considered:

- The priorities of the Contaminated Land Strategy 2015 outlined in section 2.3 of Report LE.04/15.
- The constitution of the Hardship Panel outlined in the Cost Recovery and Hardship Policy (Appendix 1 Page 59) contained within the attached Contaminated Land Strategy 2015.

2. Referred the Strategy to the Environment and Economy Overview and Scrutiny Panel for consideration.”

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

- What did the authority do to prevent contamination in new developments?

The Principal Environmental Health Officer explained that the Contaminated Land Strategy was for historic contamination. The City Council worked closely with partners, other organisations and developers when decisions are being taken regarding new developments. She added that new contamination was dealt with through separate legislation.

- Was there guidance on the terms ‘serious pollution’ and ‘imminent danger’?

The Principal Environmental Health Officer responded that there was guidance to determine what was serious or imminent danger.

- How was the source of the contamination identified?

The Principal Environmental Health Officer responded that when contaminated land was being investigated officers looked at the previous use of the land. Borehole testing would be carried out and samples would be analysed to determine the contamination.

- The Panel asked for assurance that the document would receive the appropriate positive press coverage.

The Director of Local Environment responded that an article would be included in the internal newsletter ‘In the Loop’ and included in the external newsletter @Carlisle Focus’.

RESOLVED – 1) That report LE.14/15, Contaminated Land Strategy (Cost Recovery and Hardship Policy) be noted;

2) That the amendments made to the appeal process be welcomed and noted.

## **EEOSP.35/15 END OF YEAR PERFORMANCE REPORT 2014/15**

The Policy and Performance Officer submitted report PC.09/15 updating the Panel on the Council’s service standards that helped measure performance. The report also included an update on key actions contained within the Carlisle Plan.

The Policy and Performance Officer reminded Members that service standards were introduced at the beginning of 2012/13. They provided a standard in service that customers could expect from the City Council and a standard by which the Council could be held to account. The measures of the standard of services were based on timeliness, accuracy and quality of the service provided in areas that had a high impact on customers.

The LGA Peer Review identified gaps in the current performance framework. With this in mind a baseline report had been produced that included a selection of performance measures from inside and outside of the authority. The measures were not exhaustive and it was recognised that there were service areas that were not represented in the report, but PRISM would pick up all areas up as 2015/16 progressed. The Baseline Report had been appended to the report and Members were informed that there would be more detail added to the baseline report notes section in the future.

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

- A Member asked for an explanation with regard to the 221 units available that were let.

The Police and Performance Officer explained that the units were commercial units that the Council owned. Further information would be included in future reports.

- Who carried out the grading for the street cleanliness, litter and graffiti?

The Director of Local Environment responded that the Neighbourhood Services Team had a number of trained assessors who carried out the grading.

- A Member asked for a written response from the Director of Governance with regard to the Land Charges searches data. He asked for the timescale for searches that were not issued within ten days, the reason why they were not issued within the timescale and how the issue would be addressed.
- A Member asked for a written response from the Customer Services Manager with regard to the Corporate Complaints data. He asked for the reason why 12% of complaints were not concluded at stage one, why not all of the corporate complaints were responded to within target time and how this issue was being addressed.

RESOLVED – That report PC.09/15 – End of Year Performance Report 2014/15, be welcomed.

2) That the Director of Governance provide a written response to the questions regarding the Land Charges data:

the timescale for the searches that were not issued within ten days  
the reason why they were not issued within the timescale  
how the issue would be addressed

3) That the Customer Services Manager provide a written response to the questions regarding Corporate Complaints:

the reason why 12% of complaints were not concluded at stage one,  
why not all of the corporate complaints were responded to within target time  
how this issue was being addressed.

## **EEOSP.36/15      PUBLIC AND PRESS**

**RESOLVED** – That in accordance with Section 100A(4) of the Local Government Act 1972 the Public and Press were excluded from the meeting during consideration of the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in the paragraph number (as indicated in brackets against the minute) of Part 1 of Schedule 12A of the 1972 Local Government Act.

## **EEOSP.37/15      RE-THINKING WASTE**

(Public and Press excluded by virtue of Paragraph 3)

The Director of Local Environment gave a detailed presentation updating Members of the Re-Thinking Waste project.

The Director of Local Environment reminded the Panel of the current service and the aims and objectives for the new service. The Panel had been involved in the process from an early stage and the Cross Party Working Group had proved to be invaluable in forming the options and recommendations. She summarised the original modelling options that had been considered and the reason for the update and re-modelling.

The Director of Local Environment gave a detailed overview of the updated options modelling and the preferred options. She reminded the Panel of the recommendation of the cross party working group and explained that they had informed the options that were being considered by the Executive on 29 June. The preferred option had been option 1 which was detailed in the presentation and the recommendation to Executive.

The Executive were being asked to consider the recommendations and agree the direction of travel for the project. Further detailed reports would be submitted through the political process as decisions were required.

The Director of Local Environment responded to Members questions with regard to bin capacity, recycling credits, renewal of the waste fleet and the options for the type of vehicles.

The Panel thanked Officers and the Executive for involving them at an early stage in the process and asked that this continue with future decision on the Project.

**RESOLVED** – That the Director of Local Environment's detailed presentation on Re-Thinking Waste be welcomed.

## **EEOSP.38/15      OVERVIEW AND SCRUTINY OFFICER**

The Panel thanked the Overview and Scrutiny Officer for her tremendous help and support over the previous years. They wished her every success in her new role as Licensing Officer.

(The meeting ended at 12.30pm)

## **ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL**

**THURSDAY 30 JULY 2015 AT 10.00 AM**

**PRESENT:** Councillor Nedved (Chairman), Councillors Betton, Bowditch, Caig (until 11.40 am), Christian, Dodd, Ms Franklin and Mitchelson

**ALSO**

**PRESENT:** Councillor Mrs Bradley – Economy, Enterprise and Housing Portfolio Holder  
Councillor Mrs Martlew – Environment and Transport Portfolio Holder (for part of the meeting)  
Councillor Burns – Observer (for part of the meeting)

**OFFICERS:** Deputy Chief Executive  
Director of Economic Development  
Chief Accountant  
Corporate Projects and Risk Management Officer

### **EEOSP.39/15 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **EEOSP.40/15 DECLARATIONS OF INTEREST**

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

### **EEOSP.41/15 PUBLIC AND PRESS**

RESOLVED – That Agenda Item A.4 – Enterprise Zone be taken as the third item of business in order to facilitate the attendance of Members / Officers at another engagement scheduled to commence at 11.30 am.

### **EEOSP.42/15 MINUTES OF PREVIOUS MEETINGS**

RESOLVED – (1) That the Minutes of the meeting held on 23 April 2015 be agreed as a correct record and signed by the Chairman.

(2) That the Minutes of the meeting held on 25 June 2015 be noted.

### **EEOSP.43/15 CALL-IN OF DECISIONS**

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

### **EEOSP.44/15 OVERVIEW REPORT AND WORK PROGRAMME**

The Chairman presented report OS.15/15 providing an overview of matters relative to the work of the Environment and Economy Overview and Scrutiny Panel.

The Chairman reported that the Notice of Executive Key Decisions had been published on 26 June 2015. Key Decision KD.13/15 (Contaminated Land Strategy 2015), which fell within the remit of the Panel, had been considered by Members on 25 June 2015.

Members did not raise any questions or comments on the items contained within the Notice of Executive Key Decisions.

There were no references for the Panel emanating from the 29 June 2015 meeting of the Executive.

Attention was drawn to the Panel's current work programme, a copy of which was appended to the report. The Panel had, on 25 June 2015, discussed items they wished to be considered during the forthcoming Municipal Year (Minute EEOSP.33/15 referred). The work programme had subsequently been updated to provide details of the potential dates when those various topics would be considered, a copy of which was circulated prior to the meeting.

A Member noted that, later on the Agenda, the Panel would receive an update on the Carlisle Economic Review which would lead on to a key Action Plan later in the year. He questioned whether it would be appropriate for the Panel to give consideration to those key actions when they became available.

In response, the Director of Economic Development advised that work was ongoing and she anticipated that further detail thereon would be available in the autumn.

**RESOLVED – (1) That the Overview Report incorporating the updated Work Programme and Key Decision items relevant to the Panel (OS.15/15) be noted.**

**(2) That the Environment and Economy Overview and Scrutiny Panel would, at a future meeting, give consideration to the key actions emanating from the Economic Review of Carlisle 2015.**

## **EEOSP.45/15      ENTERPRISE ZONE**

The Deputy Chief Executive introduced this item of business, informing Members that the Chairman of the Panel had expressed an interest in finding out more about the Government's Enterprise Zone programme. He added that the Director of Economic Development would provide a verbal update, and the Chief Accountant was available to respond to any technical issues.

The Director of Economic Development began by referring the Panel to the Enterprise Zone Prospectus (copies of which had been tabled by way of background) which underpinned the establishment of Enterprise Zones in local enterprise partnership areas in England. The initiative dated back to 2011 and the establishment of an Enterprise Zone would have positive benefits in terms of investment, how businesses viewed Carlisle, and the whole economic growth agenda.

She apologised that no written report had been provided, commenting that Officers were working hard on a bid for Enterprise Zone status which would take some time to complete.

As recorded above, the 2011 Budget announced Government proposals to establish 21 new Enterprise Zones. The City Council had been encouraged to submit a bid. Relevant parties had therefore come together to scope it out. A number of potential sites were considered and, given the timetable, it was agreed that work should focus in particular upon Kingmoor Park due to the strategic nature of the site.

Kingmoor Park were taking the lead, supported by the City Council, and consultants had been appointed to undertake the necessary work. Any Enterprise Zone required to be supported by the Local Enterprise Partnership (LEP).

On the issue of whether the Enterprise Zone should be located elsewhere in Cumbria, the Director advised that there had been no other interest, which was positive. She added that all Enterprise Zones would benefit from:

- a business rate discount worth up to £275,000 per business over a five year period. It was anticipated that, if approved, confirmation would be received in the autumn and the Enterprise Zone would be up and running in April 2016;
- all business rates growth within the zone for a period of at least 25 years would be retained by the local area, to support the Partnership's economic priorities and ensure that the Enterprise Zone growth was reinvested locally;
- Government help to develop radically simplified planning approaches for the zone – B1 and B2 uses which Officers were comfortable with;
- Government support to ensure that superfast broadband was rolled out throughout the Zone;
- Potential existed to borrow to fund infrastructure (roads, electricity supplies, etc), although it was unlikely that would be necessary at Kingmoor Park.

The Director then outlined the main objectives for Kingmoor Park, which included exacerbated growth in terms of development; logistics and the nuclear supply chain; and potential to generate 2,500 new jobs. She pointed out that any increase in the uplift of business rates would go to the LEP. Agreement could, however, be reached in discussion on the amount to be spent on business in Carlisle.

In conclusion, the Director stated that work was proceeding towards the 18 September 2015 deadline.

The Chairman thanked the Director of Economic Development for her informative update.

Members then raised the following questions and observations:

- Was the bid being worked up in collaboration and what was the expectation in terms of a decision thereon?

In response, the Director said that a meeting was scheduled for the following week to go through the detailed documentation. She felt sure that the Government would honour their promise.

- A Member was concerned that insufficient social housing would be provided, and the potential impact of an Enterprise Zone for businesses within the City Centre.

The Director replied that the Enterprise Zone was very much focussed upon business and attracting new business into the Carlisle area. Consideration was also being given to other housing related projects. Social Housing and retail would be dealt with through the Local Plan.

- Bearing in mind that the Enterprise Zone Prospectus and verbal update had only just been provided, a Member questioned the Panel's ability to undertake effective scrutiny.

The Chairman clarified that the Prospectus had been provided by way of background and that he had asked for a verbal update on progress / delivery timescales for the Enterprise Zone. The Panel would revisit the matter as they saw fit.

The Director felt that it was indeed useful for Members to receive an update on progress towards submission of the bid by the 18 September 2015 deadline. She added that there would be certain governance requirements which would require to proceed to the Executive, and Overview and Scrutiny would have the opportunity to comment further at that point.

- A Member anticipated that significant issues would arise around the Kingmoor Park site, the nuclear energy supply chain and road / rail transportation. The condition of the A595 would be a factor.

The Director replied that infrastructure was indeed key in terms of business development. The state of the A595 and need to improve transportation links had already been identified by the LEP. Kingmoor Park did, however, have the benefit of freight access and the NNDR. Consideration was also being given to upgrading rail links on the West Coast as a result of which improvements would be seen in terms of moving people and the supply chain. Despite the above, work remained to be done.

- Did business rate discount apply to new business; would older established businesses be affected; and would that affect competition between businesses?

In response, the Director explained that business rate discount related solely to new business within the Enterprise Zone (the aim being to prevent businesses moving into the Enterprise Zone from other parts of the City in an attempt to benefit from the discount).

The Chief Accountant added that discounts were guaranteed by Government until 2018 (5 years). It was anticipated that would be extended, meaning that growth would be achieved, but funded by the Government for those 5 years.

- A Member had been approached by a number of persons concerned by the use of the phrase "retail park". He sought reassurance regarding the use classes at Kingmoor Park.

The Director indicated that she could reassure the Member that the use classes in question were not retail in nature. She added that the policy had always been to protect the City Centre as detailed very clearly within the Local Plan.



- To date no other bids were forthcoming within the County. Would that be the case at the end of the day?

The Director outlined the work being undertaken by the Technical Officers' Group. Although it was not possible to provide a 100% guarantee, Carlisle was the only area to apply for an Enterprise Zone at that stage.

- A Member expressed the hope that the LEP would not have to choose which site should go forward, since Kingmoor Park had not been selected several years before.

The Member was also interested in uplift in business rate infrastructure to assist in other developments. There were other strategic sites e.g. Durranshill and Longtown and he was fearful that all discount would go towards the Enterprise Zone to the detriment of those sites.

In response, the Director said that so long as projects (such as Durranshill and Caldewgate) were included within the LEP plan they could go forward. She emphasised that, within the LEP document and strategic infrastructure plan, Carlisle was a very important part of economic growth.

- A Member reiterated his concerns that insufficient social housing was being provided in Carlisle; smaller businesses were struggling, currently the Enterprise Centre was the only option open to them; and regarding the level of consultation undertaken.

The Director advised that the issues alluded to were addressed through various documentation. For example, the Local Plan would be considered by the Inspector in the autumn. As part of those deliberations the Inspector would look at delivery of housing, including a good proportion of social housing.

The aim of the Enterprise Zone was very much about bringing in high level jobs; raising wages; adding value and supporting small businesses. Although the Enterprise Zone was very much focussed large business, small / medium business was important to the Carlisle economy and it was hoped that support could be provided.

The Director added that there were a range of business units to support a variety of businesses and, if successful, the Enterprise Zone would form part of the whole offer.

- What was the position in terms of competition for Enterprise Zones i.e. were all bids accepted?

The Director stated that Carlisle would be in competition with bids from all over the country, which was why success was so important to the City.

By way of clarification, the Deputy Chief Executive pointed out that the application for Enterprise Zone status was being led by Kingmoor Park. The Government wished applications to be business led and they would be considered on their individual merits.

The project demonstrated that the Director of Economic Development and her colleagues had made good progress in terms of cultivating relationships to move forward working well with businesses.

RESOLVED – That the Environment and Economy Overview and Scrutiny Panel thanked the Director of Economic Development for her verbal update; and looked forward to being updated further on the outcome of the Enterprise Zone bid in due course.

The meeting adjourned at 10.37 am and reconvened at 10.43 am

## **EEOSP.46/15 UPDATE ON THE CARLISLE ECONOMIC REVIEW REPORT**

The Deputy Chief Executive reported (SD.17/15) that during 2012/13 the Carlisle Economic Partnership (CEP) had worked with the University of Cumbria, the Chamber of Commerce and Cumbria Intelligence Observatory to develop an Economic Review of Carlisle.

The key purpose of the Review (which covered the topic areas identified in the report) was to raise awareness of the key economic drivers in the District and its wider city region, and assist the City Council and CEP in the formulation of actions and projects to support growth and prosperity.

Members were reminded that the draft review document was presented for discussion at the Environment and Economy Overview and Scrutiny Panel in late 2014. A copy of the final document could be downloaded from the Council's web site -

[http://www.carlisle.gov.uk/downloads/Economic\\_Review\\_of\\_Carlisle\\_final\\_version.pdf](http://www.carlisle.gov.uk/downloads/Economic_Review_of_Carlisle_final_version.pdf)

Following the first economic review the CEP had decided to repeat that helpful exercise in early 2015, the result of that work being a new expanded review document. The 2015 review (Appendix A) covered the same topic areas as in 2013 updating those with Census data and other relevant information. In addition to those original areas the new review included specific sections covering the following:

- Housing provision
- Transport and communications
- Retail space
- Green infrastructure
- Health challenges
- Tourism

Those additions supplemented the original work and provided a richer picture of the local economy. The new document also sought to align itself with other key sub-regional strategies and plans; outlined in Chapter 8.

Further to the production of the document the CEP was scheduled to meet in September to develop a new set of key actions for the 2015/18 period.

For the benefit of Members, the Deputy Chief Executive outlined the membership of the CEP which was wide ranging in nature.

The Deputy Chief Executive then provided a presentation outlining in detail the key issues and recommendations emanating from the 2013 Review (i.e. support for business growth;

step change in skills acquisition and provision; developing infrastructure; environment; and image), together with the action taken by the CEP in response.

There was a recognised need for a step change in skills acquisition and provision, in response to which new facilities were being provided for skills development. By way of an example, the Director of Economic Development explained that the micro-biology courses were already full which constituted good news.

The Economy, Enterprise and Housing Portfolio Holder added that sadly there was a shortage at all levels and types of skills, ranging from construction through to project management.

In terms of the developing infrastructure recommendation, the Director of Economic Development advised that £16 million would be spent on improvements to the roof at Carlisle Station.

The Economy, Enterprise and Housing Portfolio Holder commented that Carlisle Station was a listed building of which everyone should be very proud.

Having had the benefit of the presentation, Members raised the following comments and questions:

- Carlisle was below the national average in terms of business start-ups. What could be done to close the gap?

In response, the Deputy Chief Executive commented that the challenge was around confidence; the provision of places for businesses to start and grow; and sufficient opportunities for people to build the necessary skills. It was necessary to remain focussed on that objective which would take significant time to address.

- As recorded above membership of the CEP Board was wide ranging. There was, however, no representation from social housing providers.

The Deputy Chief Executive replied that Mr Fred Story (Chairman of Story Homes) represented housing as a whole. Housing Associations (e.g. Riverside, Impact) had not been approached since they were already heavily engaged in other partnership activity. Other sectors, for example Health, were not involved. The matter could, however, be looked at again.

The Economy, Enterprise and Housing Portfolio Holder informed Members that the Carlisle Housing Partnership Executive covered the private sector and registered providers. The Partnership Executive met on a regular basis, and their work fed into the LEP and the Homelessness Strategy. The Portfolio Holder added that there was clearly a balance between having a body which was effective, as opposed to one which was so large that it became unwieldy.

The Deputy Chief Executive added that cross-referencing work was required in terms of housing and health. It was a task for the CEP to bring those aspects together so that the ability to get things done was not diluted.

- Would the work undertaken in response to the key issues and recommendations of the 2013 Review have been undertaken had the County Council taken the lead?

In response the Deputy Chief Executive summarised the background position, commenting that the Chairman of the Local Committee and various County Council Portfolio Holders had been invited and had entered into discussions. As a result thereof more cost effective partnership working was now taking place.

- A Member stated that, in his view, the work of the CEP appeared to be high level in nature. He questioned how that work related to people in the community.

The Deputy Chief Executive explained that the partnership work was in the main focussed around larger initiatives. The issue highlighted presented a challenge and there may be a need to re-focus on that aspect.

- Page 60 – figure 5.2 showed that the number of housing permissions currently in the pipeline had increased considerably since 2012. It was noted that not all of the 4045 permissions recorded in 2014 would progress to completion and those that were converted may be spread over several years. The document suggested that there was a requirement for 480 – 565 new homes per annum in the District in order to meet housing demand and address deficiencies in quality. Was social housing not a demand?

In response, the Deputy Chief Executive advised that the Partnership had not really been engaged in the agenda around the provision of social / affordable properties, since clearly they were not a decision making body. It did, however, try to influence developers where the focus was around trying to meet those needs.

The Economy, Enterprise and Housing Portfolio Holder commented that included within the Local Plan were sections relating to housing provision (including affordable Housing). As part of deliberations on the Local Plan, the Inspector would listen to objections not yet resolved and make recommendations on whether they were sound and could be accepted by the City Council.

The Portfolio Holder also outlined the targets / restrictions relative to the provision of affordable housing, together with the difficulties in terms of provision particularly in the rural area. She added that the Government was introducing a 'right to buy' for Housing Association tenants which could mean that fewer houses were available for rent in rural areas. It should be noted that registered providers tended to rely upon finance being provided by the Homes and Communities Agency, but the availability of government funding had reduced.

The Portfolio Holder emphasised that every effort was being made to provide social housing, since the entire Council recognised that as a need regardless of their political persuasions. It was, therefore, entirely unfair to suggest that was not the case.

- A Member stated that he could see no record of the cost of consultation within the 2015 Economic Review of Carlisle report.
- There was a need to attract new businesses into the area and increase the number of apprenticeships. Was documentation available which recorded the number of approvals per year; how many businesses were likely to come into the Carlisle area; and how many were taking on apprentices?

The Deputy Chief Executive acknowledged that the issue of how to get people into work and the provision of apprenticeships for young people in Carlisle was a challenge and required a very explicit focus. Details of the numbers involved could be provided upon request. It was not, however, the focus of the CEP.

- The costs associated with starting a business within the City Centre were prohibitive. What was being done to encourage small business into the City Centre, and what effect would an Enterprise Zone at Kingmoor Park have on the City Centre?

The Deputy Chief Executive said that empty property rate relief was available and the outcome of a large scale review of rates was awaited.

Returning to his presentation, the Deputy Chief Executive provided an overview of the Economic Review of Carlisle 2015 with particular emphasis on its purpose; Carlisle and its Region; Carlisle's population and key Sectors; employment in Carlisle compared to GB 2013; job types in Carlisle; highest qualification level of EA population 2013; JSA claimant rate September 2008 – September 2014; businesses in Carlisle; Carlisle's infrastructure; housing in Carlisle; together with the key findings from 2015 (in terms of the labour market, infrastructure, business, city marketing to investors and visitors).

The Economy, Enterprise and Housing Portfolio Holder noted that the retail catchment estimated over 300,000 population. That figure was being queried since other sources suggested a figure of around 450,000.

In terms of the next steps, the Deputy Chief Executive reported that the CEP was already focussing on the outcomes of the 2015 Review and he would report back to the Panel in the autumn:

- Developing a skills forum / mini conference to devise a strong set of actions for 2015 – 18
- Developing a range of infrastructure projects (Enterprise Zone amongst those)
- Seeking support and lobbying opportunities for transport infrastructure developments – A595, rail and city networks
- Building on the Carlisle Story and tourism marketing activity

The Panel then raised the following questions and observations:

- Would the population of Carlisle decrease over the forthcoming 10 – 15 year period; and should the working age population now be 18 – 64 (as opposed to 16 – 24)?

The Deputy Chief Executive agreed that the population of Carlisle would decrease. On the latter point he advised that the definition was not the Council's and, if no action was taken, the figures suggested a likely drop in working age population of -5.6%.

- A member said that there was a huge shift in terms of how the country was being run and, in his view, the concept that the manufacturing sector would pick up local government reductions would not work. It was, therefore, unfortunate that no percentage figure was included in relation to public sector workers.

He added that statistical information would be required to support applications for government grant.

In response, the Deputy Chief Executive advised that the situation was currently in flux. Timescales were key and Members would receive more accurate data as time went on.

The Economy, Enterprise and Housing Portfolio Holder referred Members to table 3.5 (page 40 of 84 within the Agenda document pack) which detailed the numbers of employees in employment 2013 and the change from 2009. She added that the compilation of data took some time and therefore was out-of-date by the time of submission.

- Carlisle was below average in professional / managerial categories, and also lower than benchmark cities – Lancaster, York and Exeter. What level of graduate retention did Carlisle have when compared to those benchmark cities, and did they have a much broader offer base?

The Deputy Chief Executive indicated that, as Members were aware, the University of Cumbria was in its infancy. Attempts were being made to widen the offer, but that would be a lengthy process. There was a question around how that process could be accelerated in the City. However, due to competition from elsewhere, that would not prove easy.

- A Member was saddened to note the emphasis on University education, as opposed to further education.

The Deputy Chief Executive replied that these were indeed very difficult and challenging times in terms of the availability of resources to support education.

- A Member asked whether the Panel would have the opportunity to scrutinise social housing provision.

Another Member pointed out that the Housing Strategy predominantly fell within the remit of the Community Overview and Scrutiny Panel.

Referring to the Panel's work programme for 2015/16, the Deputy Chief Executive noted that the City Centre Development Framework and Carlisle South Masterplan had been identified as future agenda items. Members may wish to look at social housing provision in relation to those topics. They could also take an interest in scrutiny undertaken by the Community Overview and Scrutiny Panel.

- What process would be followed in terms of checking the Economic Review against the Local Plan?

The Deputy Chief Executive outlined the work undertaken by the Investment and Policy Manager who had been able to properly shape the Economic Review from a Local Plan perspective. The documents were therefore properly integrated.

- A Member expressed an interest in undertaking work on the gender pay gap.

The Deputy Chief Executive suggested that the above mentioned topic may form the basis of a Task and Finish Group. Alternatively, he was happy to discuss it with the Member should they so wish.

The Chairman invited Members to present any ideas / suggestions for future topics.

The Chairman of the Community Overview and Scrutiny Panel questioned why the skills shortage was of concern at a time when levels of unemployment were low; and whether there was any evidence to suggest that university increased skills levels.

In response, the Deputy Chief Executive clarified that the concern was not that people were experiencing real problems due to the cost of living in Carlisle. Rather the issue was more aspirational in terms of growth and attracting greater investment in the City.

Notwithstanding the above, there was a problem regarding people on job seekers allowance / employment support since a good number would be living in poverty. Those were the individuals about whom we should be concerned in terms of qualifications, healthy living, etc. He was not, however, in a position to comment on whether or not university increased skills levels.

- A member believed that there was a direct link between low qualifications and low wages. Although there may be empty homes available, people would not be able to afford to rent or buy them.

The Economy, Enterprise and Housing Portfolio Holder commented that, due to the ageing population, more young people in better paid jobs were required to support the sustainability of the City. There was therefore a need to attract employers who would pay higher wages. It was also such a waste if people were not afforded the opportunity to acquire the necessary skills and knowledge to exploit their talents.

The Portfolio Holder added that it was distressing to see young people, or indeed mature people, stuck in jobs which they did not enjoy because they had not acquired the necessary skill set to move forward in their careers.

RESOLVED – (1) That the Environment and Economy Overview and Scrutiny Panel noted Report LE.17/15 providing an update on the Carlisle Economic Review, and thanked the Deputy Chief Executive for his most informative presentation.

(2) That the Panel looked forward to receiving a further update on the outcomes of the 2015 Carlisle Economic Review and the Carlisle Economic Partnership in the Autumn.

(The meeting ended at 12.25 pm)





# Environment and Economy Overview and Scrutiny Panel

Agenda  
Item:

**A.2**

Meeting Date: 17<sup>th</sup> September 2015

Portfolio: Cross Cutting

Key Decision: No

Within Policy and  
Budget Framework

Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME

Report of: Overview and Scrutiny Officer

Report Number: OS 19/15

## Summary:

This report provides an overview of matters related to the Environment and Economy O&S Panel's work. It also includes the latest version of the work programme.

## Recommendations:

Members are asked to:

- Note and/or amend the Panel's work programme
- Consider the recommendations made by the Business Support Task and Finish Group
- Consider the suggestions for progressing further Task and Finish Groups.

Contact Officer: Sarah Mason

Ext: 7053

### 1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 21<sup>st</sup> August 2015 and was circulated to all Members. The following item falls into the remit of this Panel:

**KD.28/15 Carlisle Plan** – on the agenda of this meeting of the Panel.

**KD.31/15 Rethinking Waste Business Case and Vehicle Procurement** - The Executive will be asked to approve the business case for the future recycling collections, including one pass recycling collections, new vehicle fleet procurement and funding options, on 21<sup>st</sup> September. This item is on this meeting agenda for pre-decision Scrutiny.

### 2. References from the Executive

**EX.93/15 – Carlisle Plan 2015-18** This item is on the agenda and the reference from Executive is attached to the report.

### 3. Work Programme

The Panel's current work programme is attached at Appendix 1. Members are asked to note and/or amend the Panel's work programme and in particular consider the framework for the next meeting.

The following items are scheduled for the next meeting:

- Car Parking Development Plan
- Local Enterprise Partnership (presentation by LEP Director)
- Update on Public Realm

### 4. Task and Finish Groups

Recommendations from the Business Support Task and Finish Group will be presented at this meeting. The Panel is asked to consider the draft recommendations. These recommendations will then be made to the Executive.

The Panel is also asked to consider suggestions for further Task and Finish Groups.

**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**

# ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2015/16

Issue	Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/External Agency	Monitoring		25 Jun 15	30 Jul 15	17 Sep 15	29 Oct 15	26 Nov 15	21 Jan 15	3 Mar 15	14 Apr 15
Portfolio Holder & Lead officer														
<b>CURRENT MEETING - 17 Sept 2015</b>														
Business Support			✓			Recommendations from Task & Finish Group			✓					
Update on Clean Carlisle					✓	6 monthly update report			✓					
Carlisle Plan		✓				Pre-decision consultation on the draft Carlisle Plan 2015-2018			✓					
Performance Monitoring Reports Steven O'Keeffe/all PH	✓					Monitoring of performance relevant to the remit of Panel	✓		✓		✓		✓	
Rethinking Waste		✓				Rethinking Waste Business Case and Vehicle Procurement (pre-decision Scrutiny). Part B item			✓					

# ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2015/16

Issue  Portfolio Holder & Lead officer	Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring		25 Jun 15	30 Jul 15	17 Sep 15	29 Oct 15	26 Nov 15	21 Jan 15	3 Mar 15	14 Apr 15
TASK AND FINISH GROUPS														
Business Support						Panel to consider the T&F Group’s recommendations on 17 <sup>th</sup> Sept			✓					
Skills Audit						Topic suggestion from the Chair. Panel to consider outline scope								
Nuclear new builds What does this mean for Carlisle? How should the City Council respond?						Topic suggestion from SMT. Further information required prior to deciding progression of review.								
Gender Pay Gap						Topic suggestion from Panel member. Panel to consider progression of review.								

# ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2015/16

Issue	Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring		25 Jun 15	30 Jul 15	17 Sep 15	29 Oct 15	26 Nov 15	21 Jan 15	3 Mar 15	14 Apr 15
Portfolio Holder & Lead officer														
<b>FUTURE ITEMS</b>														
Update on Public Realm					✓	Update on Public Realm projects				✓				
Enforcement Policy Refresh			✓			Scrutiny of Enforcement Policy refresh							Date tbc	
Tourism					✓	Update on Tourism – Hadrian’s Wall/funding/TIC/1 <sup>st</sup> floor service review						?		
Budget Peter Mason/Darren Crossley/All Portfolio Holders		✓	✓			To consider budget proposals for 2016/17					✓			
Local Enterprise Partnership				✓		Presentation by Graham Haywood, LEP Director				✓				
Scrutiny Annual Report			✓		✓	Draft report for comment before Chairs Group								✓
Car Parking Development Plan			✓		✓	Scrutiny of car parking development plan				✓				

# ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2015/16

Issue  Portfolio Holder & Lead officer	Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring		25 Jun 15	30 Jul 15	17 Sep 15	29 Oct 15	26 Nov 15	21 Jan 15	3 Mar 15	14 Apr 15
Carlisle Economic Potential		✓	✓			Update of projects following April 2014 report		✓				✓		
City Centre Development Framework (Citadel Devt)						Panel to decide purpose of scrutiny of the issues and where focus should lie in order to gain maximum value.					✓			
Carlisle South Masterplan													✓	
COMPLETED ITEMS														
Work Planning Session							✓							
Contaminated Land Strategy		✓				Scrutiny of Executive report	✓							
Enterprise Zone						Verbal update		✓						

## **Business Support Task & Finish Group**

DRAFT REVIEW

# Contents

---

Contents .....	1
Recommendations .....	2
Background and Introduction .....	3
Methodology .....	7
Summary of meetings .....	8
Conclusions .....	23
Appendix: BIS North West Presentation .....	25

DRAFT REPORT



# Recommendations

---

## Recommendation 1: Audit of networks

An audit of the business support and business start-up networks, both formal and informal, should be undertaken.

This audit will provide current content for a refresh of the business support pages on the new Carlisle.gov.uk website and help to ensure that the Council plays a role in signposting those looking for support. The monitoring of the performance of these pages will further aid the understanding of the need for business support in Carlisle.

## Recommendation 2: Rebranding the Enterprise Centre

The Enterprise Centre is renamed and rebranded to represent its current use as managed workspace.

The centre is no longer the epicentre of business support in Carlisle; it does however continue to offer a range of affordable workshops, studio and office units in a City Centre location. To continue to present the space as an Enterprise Centre risks ongoing confusion about its role in the business support offer available in Carlisle.

## Recommendation 3(a)(b): Business support and devolution

(a) The group seek reassurance that any new deal that includes business support will be influenced by and therefore responsive to Carlisle's needs.

(b) The group seek reassurance that any new deal that includes business support will be structured in such a way to enable local scrutiny of outputs and outcomes.

## Recommendation 4: Communications and marketing strategy for business support

A communications and marketing strategy should be implemented to support all the recommendations adopted. This strategy needs to include key players such as the Job Centre, BIC, Growth Hub and banks.

# Background and Introduction

---

Business support is a wide ranging topic, the objectives are to help businesses start, improve and grow.

The type and nature of business support can vary depending on the size and purpose of the business and whether it is a business which is just starting out or a business which is well established. Over the last 10 years business support and how it is delivered has fundamentally changed with greater emphasis on small business performance and growth delivered mainly through an online information service.

The type of support which has been offered in the past can be split into a number of categories:-

- Business Finance including small loans for business
- Advice for new and high growth businesses this included free advice to help people start a business and advice and mentoring on all aspects of setting up and running a successful business, from an assessment of a business idea to advice on business planning and finance
- Innovation and Efficiency – Grants for Research and Development
- Manufacturing Advisory Service – advice and funding to reduce costs and improve productivity
- Training and Development - funding of accredited employee training and development
- International Trade
- Advice and funding to support preparation, entry and expansion into overseas markets

This advice and support was accessed through Business Link Northwest which was run by the North West Development Agency (NWDA).

Following the change in Government in 2010 and the abolition of Regional Development Agencies the Government reviewed how business support was delivered. The key principles were:-

- Business Growth – resources focused on improving small business performance and growth
- Business Start ups – a package of measures including the New Enterprise Allowance to help the unemployed become self employed
- Modernise the provision of online information so all businesses can access what they need, when they need it
- Business advice to be provided by experienced business people
- Address the barriers to enterprise for all groups
- Greater use of private providers of business advice as well as business networks both online and offline and intervene only where there is evident market failure

In addition to the above the organisations and agencies delivering business support changed. The Regional Development Agency and Business Link were abolished and business support is

led at a strategic level, through the Department of Business Innovation and Skills and the Local Enterprise Partnerships (LEPs).

### **Business Support – Carlisle**

In Carlisle business support is delivered by the Cumbria Business Growth Hub which is run by the Chamber of Commerce. The Growth Hub encompasses a range of private and public sector partners and a range of activities supporting small and medium enterprises through a range of co-ordinated activity. The Growth Hub includes a range of local, regional and national partners for instance UK Trade & Investment and the University of Cumbria.

In September 2012 the University of Cumbria's Business School was opened at the Business Interaction Centre (BIC) at Paternoster Row. It offers a range of activities and support for local businesses including:-

- Courses e.g. MBA, HR and IT short courses and FdAs in professional practices for Business
- Information and access to events and networks
- Access to consultancy and research
- Student enterprise and incubation

In addition to the above the City Council continues to support businesses with a series of focused events and individual business support. In particular as part of our "business account" management function we provide the link between businesses and the LEP and supporting any bids for funding. Local initiatives and support include:-

- Inward Investment Enquiries: Liaison with Invest in Cumbria, submission of BIDS (e.g. Alhere), identification of sites/premises
- Knowledge Transfer Partnership: Collaborating with the University, College to help the independent retailers in the City to develop an 'online independent retailer department store and app'.
- Delivery of business related events: e.g. Small Business Saturday, Apprenticeship Event, Think Local, Business Boost, Start-Up Bus
- Exhibitor at partners events: e.g. numerous Chamber networking events, Skills Fair, Global Enterprise Week, Inspiring Youth Enterprise, GrowthTwenty14, CVS Funding Surgery
- Sense of Place; Carlisle Story, Prospectus, banners, marketing material (folders, postcards, e-banners etc)
- Business Organisations Supported; Centre Business Group, Brampton Economic Partnership, Brampton Business Association
- Young Enterprise; Financial and practical support
- Special projects: MOD Longtown, M6 Corridor
- Enterprise Centre: Management of centre

The Economy & Environment Scrutiny Panel commissioned a Task Group to look at Business Support as they had concerns about the provision in the District. Members required more of an understanding of what role Carlisle City Council has, as this has changed over time. The Task Group were asked to look at the roles of the difference agencies and how they work in partnership. Following a dedicated Panel meeting in October 2014 which outlined the background and gave Members an understanding of types of support to businesses, the following Members were appointed to the Task Group to undertake the review:

Cllrs E Mallinson (Lead Member)

Cllr S Bowditch

Cllr R Watson

Cllr T Allison

Cllr A Mckerrell

Cllr S Higgs

It was agreed that the Task Group should present their findings and draft recommendations to the Environment and Economy Overview and Scrutiny Panel during the 2015/16 Civic Year.

The Task Group held their initial meeting on 9<sup>th</sup> December 2014 and agreed that their Terms of Reference would be:

- Gain an understanding of the provision of business support in the District.
- To understand what the role of Carlisle City Council in the future to facilitate growth of business in the city.
- To understand who accesses support, how it is accessed and to assess signposting and marketing of services to appraise whether a full range of enterprises who stand to gain are aware of what provision and/or funding is available.
- To identify any gaps in the provision or duplication of services and look at how the various agencies work in partnership to provide a full range of services to businesses.
- To look at the journey of a new business to identify the accessibility, awareness and effectiveness of support.

A particular focus will be on small and medium enterprises.

It is recognised that business support operates within a wider context and plethora of efforts and initiatives concerned with supporting economic growth and prosperity across the District. Owing to this a number of matters arose which, whilst recognised as being outside the scope of this report, were nevertheless considered worthy of acknowledgement as follows:

- *Borderland Initiative*

An increasing focus and efforts on cross boundary collaborative working with Northumbria, the Scottish Borders and Dumfries and Galloway was acknowledged and welcomed. Whilst recognising the difficulties of ensuring synergies given different rules and regulations on each side of the border, it would seem logical to maximise opportunities to address business support as far as is possible across this geography where to do so adds value and is mutually beneficial.

- *Joint working*
- *European Funding*
- *Moorside development*
- *Enterprise Zone*

The group had initially excluded the Enterprise Centre from the scope of the T&F group. However, the discussion around the need to present a clear and confident position on business support brought the centre back into focus. The Enterprise Centre is therefore included in a draft recommendation.

This draft report is presented for formal approval by the Panel. Once approved the report will be finalised and referred to the Executive for a full response.

DRAFT REPORT

# Methodology

---

In order to develop the evidence base for the review Task and Finish Group Members considered a wide range of information and data including the following:

**Meetings of the Task Group were held on:**

Date	Purpose
21/10/14	Environment & Economy O&S Panel held at Carlisle BIC with agenda dedicated to Business Support. University of Cumbria, Chamber of Commerce and Federation of Small Businesses, representative from Carlisle Economic Partnership were in attendance.
09/12/14	Task Group meeting to scope review
23/01/15	Visit to Cumbria Chamber of Commerce
12/02/15	Meeting with Dr Ian Hanley, BIS North West
04/03/15	Visit to Carlisle Business Interaction Centre and discussion with Euan Pollard and Sandra Booth, University of Cumbria.
13/04/15	Evening session with SME's

# Summary of meetings

---

## Chamber of Commerce

Mr Johnston provided Members with his background and his route to the Chamber of Commerce. Mr Johnston provided Members with the background to the Chamber and its associated funding.

The Chamber currently has 1500 members who between them employ 65,000 people. Businesses range from single persons to large employers. The Chamber had developed a number of projects including the Growth Hub which was being held up as an exemplar and had received praise from a number of Government Ministers.

Mr Johnston explained the Chamber's relationship with the former RDA and the LEP; Mr Johnston is the Chair of the Private Sector Advisory Panel.

- *Does the Chamber have any influence with banks with regard to support for small and emerging businesses? The Chamber was not on my radar when a relative needed funding for his business.*

The Chamber currently has 17,000 business addresses on its database. While the Chamber cannot deal with a bank on behalf of a business it will offer advice to the business on possible re-financing and other funding that may be available.

- *How does the Chamber reach its businesses?*

The Chamber was currently working on expanding its database and sponsorship in Cumbria through its e-magazine and through the Business Development Team talking to businesses and intermediaries. The Chamber hosts 200 events per year and much of the work of the Chamber was promoted through social media. Many of the projects were funded through DEFRA, partners and the Chamber.

- *Does the Chamber make money through providing training sessions, etc for its members?*

The Chamber works to a social enterprise set-up and was a third sector organisation grown out of sophisticated larger companies it helps people to deliver social aims eg caring for people, local community shops/pubs and advises them how to keep their money and use it to deliver their business.

The Chamber currently has advisors, volunteer mentors, sets up training courses and other courses in respect of social media, bookkeeping, selling, etc.

- *Can you provide examples of how the Chamber has helped people in the Carlisle District?*

Some clients can get financial support when they move into the Growth hub but there was currently no funding for start ups other than a Government loan. The LEP provides grants to SMEs but start ups are not eligible to apply so it is difficult for them to get funding.

The Chamber was working with the Job Centres in respect of the New Enterprise Allowance.

- *The Group would appreciate any information about new businesses that have been successful with assistance and support from the Chamber.*

The Chamber had recently set up a family business network running events and mentoring sessions for those working within family businesses. There is also a focus business group for European funding to assist small businesses to move into marketing and trading in other countries. The Chamber also hosts a number of networking events for businesses. The next event was scheduled for 13 February 2015 at 5.30 at Barton's Yard in the Halston.

There was some discussion around Carlisle's Assisted Area status. Funding was able to assist areas such as Kingmoor Park. A lot of work had been done by Mr Stewart MP, Mr Stevenson MP, the County Council and the Director of Economic Development from the City Council.

The Investment and Policy Manager advised that the City Council was working with the Chamber to ensure there was no duplication of work and to catch anyone that may have fallen through the Chamber's net.

- *People in Carlisle were worried about moving their business on due to the high rental cost of premises.*

That is a challenge and there is a problem with funding for retail. In areas where there is a BID the situation is easier.

- *Some Councillors feel that they are unable to help people setting up in business? The Redfearn Public House was due to close. People complain to Councillors about such issues.*

The Chamber cannot solve all of the problems. The market is changing and the Council has to be mindful of planning strategies. Businesses need stability.

Members received a presentation on the Growth Hub which was available to all businesses. When a business registered onto the Growth Hub there was a raft of information available on several issues including funding, technical and financial advice and a forum where people could 'chat' to each other. Information on the Hub was constantly updated. The Growth Hub provided a lot of peer to peer support.

The Growth Hub was available as an app for i-pads and smart phones as well as PCs.



## **BIS North West**

Dr Hanley explained that the purpose of the presentation (Appendix 1) was to determine how the City Council interacted with the BIS (Department of Business, Innovation and Skills), particularly in Carlisle and what the City Council could be doing to support businesses.

Dr Hanley reminded Members that Carlisle was close to Southern Scotland and the Borderlands.

- *Does that weaken our position?*

The Director of Economic Development advised that Officers would need to work with colleagues north of the border.

Dr Hanley added that the Scottish Office was also involved and the BIS lead on the devolution agenda.

- *Does the City Council have a critical mass to influence LEPs?*

Dr Hanley explained that because of their location the City Council had unique opportunities and had influential businesses sitting on the LEP.

- *How does the City Council benchmark against other authorities?*

Dr Hanley advised that it was too early to tell at present. The work that the LEP was doing was seen as exemplar activity. Although nothing had been delivered to date the processes were in place to show that the process was open and transparent.

The Director of Economic Development advised that the Leader of the Council was the City Council's representative on the LEP Board in Cumbria.

Dr Hanley stated that the Government saw the LEP as providing a high level overview in Cumbria. Officers were doing the work with money channelled through from the LEP. If the LEP was not working the BIS would assist. The Government wanted LEPs to be successful. However it was not clear what the position would be after the forthcoming general election.

- *The City Council seems to have less representation on the LEP than when it was set up.*

Dr Hanley explained that 50% of the representation on the LEP was from the private sector and that was still the case.

- *How would pooling the authorities affect Carlisle?*

Dr Hanley advised that that was not necessarily happening but was aspirational at present.

The Director of Economic Development added that such changes took a long time to come to fruition and advised that the Local Plan was not a living document.

- *This group needs to ensure that our aspirations fit into the Local Plan and the Economic Strategy.*

Dr Hanley added that the Council's aspirations also needed to fit into the European Strategy and transport. There were signs of a new transport infrastructure in West Cumbria with the development of the new power station. The electricity would be used nationally therefore the money should not come from the local pot.

It was agreed that there were massive differences between the north and south of the County which made the challenges different.

Dr Hanley advised that the Government's letter on funding had been sent to the Council. The money would be used to develop the Durranshill Industrial Estate. Growth Deal 1 had been confirmed and anything in Growth Deal 2 would be subject to a Business Case. It was important therefore that the Council had projects ready.

With regard to the Nuclear Industrial Strategy Dr Hanley stated that Carlisle was the focal point of Cumbria and a long term strategy would give businesses confidence to invest in growth in the area. The existing workforce would be monitored and it was important that research and development was in place for future growth.

- *The City Council had links with the university in respect of skills for the new power station. Within the Department for Energy and Climate Change the remit was originally to close down nuclear power station but that view had changed. How would that affect Cumbria?*

Dr Hanley stated that Cumbria was included in the nuclear strategy and the required skills were known.

The Director of Economic Development added that Carlisle would try to get energy out of the West Coast. Carlisle has the supply chain and connections which were supported by the University.

Dr Hanley agreed to provide a briefing note to assist the Council. Any businesses working within the nuclear industry would need accreditation. There will be billions invested in the industry and people will need places to stay and roads etc to get to the site.

- *Moorside would be the biggest power station in Europe. There would be a knock-on effect and Carlisle would need a skills base. The City Council would need a Business Case. How could the Council enhance the accreditation in the area?*

Dr Hanley explained that a lot of the skills would cross over and many businesses were currently working within the nuclear industry. Work could also be done with the University.

Hinkley were working with the local college to ensure the skills were up to specification. They were looking at quality housing for the elderly and building houses which could be adapted in future for assisted housing. Dr Hanley and the Director of Economic Development agreed to discuss the skills issue further.

- *There was a big opportunity for businesses to take on apprentices.*
- *There was an apprenticeship programme in Cumbria but we need to look at it through the University. Story were keen to sponsor a building apprenticeship course through the college.*

Dr Hanley went on to explain that the Business Growth Service was the first point of contact to take businesses forward. The Service was launched in January 2015 and Dr Hanley agreed to provide literature.

- *If there is Business Growth Service in Carlisle we have to ensure that the Terms of Reference are relevant to Carlisle and that the Service is included in the Local Plan.*

With regard to Growth Hubs Dr Hanley advised that the approach was for top-down with every stakeholder and provide one point of call. Dr Hanley was working with the Chamber of Commerce to ensure that their Growth Hub was aligned with the new approach.

Dr Hanley explained what the Growth Hub should look like. The Director of Economic Development advised that LEP money would be used to improve the LEPs or could be used elsewhere.

- *The City Council needs to understand the new legislation and ensure that the Growth Hub is compliant and fit for purpose.*

The Director of Economic Development added that the Council also needs to ensure that businesses in Carlisle are benefitting.

Dr Hanley advised that European funding would be available. All areas would have a Growth Hub which would be tailored to the needs of the area.

Dr Hanley explained that the Growth Deal process would be led by the LEPs and they would control the tenders. The County Council was the lead authority. Dr Hanley believed that the Growth Deal would make it easier to get business support and would avoid duplication of service and overlapping services.

- *The Growth Deal would tie in with localism.*

Dr Hanley explained that SMEs had not had this type of support in the past.

The Director of Economic Development advised that one issue was communication and that small businesses could only access the support if they knew about it. The Local Authority had the knowledge and could point people in the right direction. The Council needs to know who is delivering the service.

The Durranshill project is key to the growth of Carlisle. Infrastructure would be put in to open up the site. If the Council could get funding more businesses could come into the site.

Dr Hanley believed that local people knew the sites better than Government and the Chamber of Commerce had to be the conduit for the knowledge about the Growth Deal.

The LEP would create a local Growth Hub funding for which would come initially from the BIS and thereafter from European funding. Dr Hanley would be working with the LEP and the County Council.

The Director of Economic Development advised that at present the City Council had not put any money into the LEP but had put in resources in respect of her time.

Dr Hanley advised that the Growth Deal would not stop the requirement for the Council to do anything. He was looking at the growth landscape and channelling funding to see what could be got out of it. The money that had already been allocated was not ring-fenced and it would not be clawed back. It was not possible to pre-empt what the Government would do in future, particularly with the forthcoming General Election.

Immediately after the election there would be a Comprehensive Spending Review the results of which would be announced in July. It was anticipated that money would flow into the localism agenda. The LEP would then ask for projects and if Carlisle had projects ready they would be in a good position as the LEPs would need a number of projects.

- *We need to look at this to ensure it ties in with the University in respect of new courses for growth and have something ready. We also need to look at how banks work with small businesses and how the Council could be the conduit. The Group would also need to look at how Councils work in West Cumbria and the new skills that will be required.*

The Director of Economic Development advised that the upgrade of the A595 would help. The Strategy would need to highlight Carlisle and what the City had to offer including the University, housing, sites, transport and retail. Those things were important to Cumbria and South of Scotland.

- *The Council needs to be Carlisle focussed and ensure there is time to draw down development money in conjunction with the BIS and the Chamber of Commerce.*
- *If we improve the transport links to Carlisle income in West Cumbria could become higher than that in Carlisle and Carlisle could then become a commuter town.*

Dr Hanley stated that if that was the case people would still spend money in Carlisle.

## **Carlisle Business Interaction Centre (CBIC)**

The University of Cumbria opened **Carlisle Business Interaction Centre (CBIC)** in the autumn of 2013 to create a high-profile entry point for businesses, employees and students seeking to access university expertise and support.

CBIC is based in Paternoster Row, in the heart of Carlisle city centre, and is a hub which acts as a central interface between academics, students, established businesses, start-ups, business support services and research, and is the base for the University of Cumbria Business School in Carlisle.

The University is also working closely with [Free Range Industries](#) to support the growth and development of the emerging creative and digital sector within Carlisle. Businesses are able to access support, advice and networking via various regular workshops and meetings.

- *Was there a limit on the length of time a space in the Centre could be rented?*

There was no set time for renting space but there would probably be a natural progression as businesses grow. Digital creativity migrated here as there was no specific provision elsewhere. The Centre was more of an interaction zone which provided support, networking opportunities and seminars. The facilities need to be where people need office space.

With regard to new start ups the Centre runs masterclasses and networking events. Six events had been held in the past year with 40plus people attending each event. It was important for people to acquire knowledge but networking was also important.

- *Are the Free Range events held each week?*

They are held each Friday morning and anyone is welcome to come along and meet many people in a similar situation as themselves. The events had been useful to find out what people want then starting up in business. It may also be useful for Councillors to attend. The events were an opportunity to launch new initiatives and the networking gave the opportunity to publicise their businesses on Facebook and Twitter which were now part of the culture of business.

- *Where was the interface between the creative part and the physical manufacturing connection? Where are the manufacturing facilities in Carlisle?*

One of the ladies who rent space here develops design using CAD. She had attended an event in West Cumbria which focussed on energy and renewables. That was about manufacturing and connectivity. A number of larger companies were also in attendance. The event provided the opportunity for young people to show off their skills and be part of a pool that they could tap into. That was what the BIC was trying to do.

- *What were the expectations of the students in with regard to business start up?*

The BIC was linked to the employability of students in Cumbria and there were a number of student placements available within Cumbria some of which run for three years. The Unite in Business project had been successful but was now coming to an end.

- *Not all apprentices were suited to dirty work or working shifts. Apprentice placements should look at who wants to do the job rather than who is best qualified academically.*

That is part of our career development.

- *Are schools/6<sup>th</sup> forms aware of the BIC?*

All schools are aware of the BIC. Many have input from the Universities teacher training courses which teaches school leadership and governance as well as recruitment and admissions. The BIC was funding an outreach programme that had strong links to employability and the reality of employability. The programme looked at skills gaps and included career guidance which was not necessarily academically based.

- *A lot of young people don't know what they want to do when they complete their education.*

The university holds open days which gives the opportunity to meet lecturers and students. Because the university had a number of campuses they are generally smaller sites than some other universities.

- *What support is given to starting up small and medium enterprises and how does the BIC work with the Chamber of Commerce?*

The Chamber of Commerce and the BIC are close working partners and have initiated a number of events both at the BIC and other sites in respect of Global Entrepreneur week.

The BIC also used the networking events put on by the Chamber of Commerce and the BIC was a key partner in the Growth Hub. The BIC offered masterclasses and graduate placements where students managed projects. The placement would be highly intensive and the BIC paid the graduates who were seconded to the businesses.

Ms Booth outlined her vision for Growth Hub 2 which would be to look at the different support required once a business was set up.

- *What was the BIC doing to help people to move on once the business was established?*

In Shropshire there were four business villages which saw the same problems as new businesses at the BIC. People using the BIC could move on through the Growth Hub. The BIC needed to be more linked to other locations.

- *How do people find out about the BIC?*

The University recently undertook some research which included some small business in the Carlisle region. 70% of those who responded had not heard of the BIC. Information about the BIC was on the university's website. The BIC would monitor the use through footfall but there was a lot of work to be done to get the message out.

There were also regular articles in the local newspapers and magazines and on local radio stations. The BIC promotes events and the Growth Hub needed to promote their events.

- *Was the BIC too esoteric?*

We had asked people who were engaged with the university and 70% said no.

The BIC had engaged an external consultant to assist with medium businesses which had been good. At a recent event in London, representatives from Bristol explained that they had done some work mapping the use of social networking and asked who had helped people setting up their business.

- *Have you any links with the banks?*

The BIC should be better engaged with the banks. Royal Bank of Scotland initially promoted the programme. At a recent meeting in London representatives from Santander explained about a new project working with universities.

The nature of business support had changed and there were now a mix of people offering business support. The university acted as an intermediary.

The BIC was in the process of applying for the Small Business Charter which would open doors for additional funding. The assessment would take place in March/April.

- *Was the main business school still in Lancaster?*

The undergraduate business school was based in Lancaster and the post graduate courses were in Carlisle. The university would like to bring more of the business school back to Carlisle and if work could be commissioned it would give confidence to do that. The computing top-up course was for undergraduates. There were students in the interaction centre during the tour who were from the Lancaster campus.

- *How can the Council and the Councillors help? Is there anything the Council can do to help?*

The BIC had been impressed with its dealings with the Council at both Member and Officer level.

- *The list would need to be realistic and indicate how the Council could support the BIC, facilitate programmes and signpost people to the BIC.*
- *There was a concern that more could be done for small and medium businesses in Carlisle in respect of the energy coast. There was the danger that people would live in Carlisle and commute to other locations.*

The BIC were looking at how they could provide a scientific/technical provision which would include businesses on the West Coast and encourage investment.

## **Session with businesses**

Maureen Colohan – Unique Solutions  
Paul Crooks – Cache4IT Solutions Ltd  
Lauren Dalton – Hairdressing Salon  
Iain Dickie – Spectrum Counselling Service  
Michael and Linda Fern – The Oaks, Welton  
Peter Fleming – Business Doctors Cumbria  
Tracy Lazonby – Final Journey  
Joel Porter  
Amy Story – Web Video Content  
Sean Wright – Cumbria Tech Repair

Ms Booth, University of Cumbria facilitated the session and advised of her background in Business Development. Ms Booth explained that the event was about listening as big businesses appeared to hog the limelight in respect of networking groups, LEPs and funding. The event was a forum for small businesses and to enable Councillors to listen to experiences in respect of what was lacking and what would have helped or got in the way.

Each of the participants introduced themselves and gave a brief background to their experience of being in business.

Small businesses are the backbone of the economy and the City wants more small businesses and to look at how small businesses can support the City with the City as its focus. People may have found information through the Chamber of Commerce, the Federation of Small Businesses or a website.

### **Any examples of programmes, advice and how they were helpful.**

“The Chamber’s start up course was helpful and was a good way to get to know people. They are working on European funding and run free courses, etc. I don’t know what will happen next. Initially assigned an advisor and they packed a lot in and provided an overview and went through questions. They did not know anything about accounts. I had one meeting. There was other support through the UCLAN programme. The business mentor was very helpful but that is finished now, he was a business advisor and had been an engineer. He was self-employed so had dealt with accounts and customers. His background did not matter as long as he could help”

“The whole procedure has moved on since I started but the funding was now coming to an end and I am not sure what happens next. I have coached 40+ people into small businesses and will continue to be a business support for the Chamber but I don’t know what that will look like. I don’t know if the Council can help.”

### **Is the support free?**

“Yes at the start. The programmes and support are free and then it goes just when people are getting to know their support. There is a query about the consistency of the support.”



"I lost my job last year and started my business from home. I made the Job Centre aware that I was working from home but there was no information available at the Job Centre. They were just interested in trying to get me into work. It would be better if they listened to people's ideas and pointed them in the right direction. Everything I have learned has been through Peter's (Fleming) advice and networking groups and that was where I became aware of the BIC. I didn't know it was here. There are fantastic facilities for small businesses but the place is not advertised. When customers come to see me they ask where is it?"

"there should have been more information available at the Job Centre."

"There is the New Enterprise Allowance scheme that has been going a while. The Job Centre should have said about it last year. S could have had £1400. The Job Centre has to advise about the Chamber of Commerce to get someone through the planning stage.

"I had great advice from PF but from an unemployment point of view the Job Centre is not the place to go if you want to be self-employed. When you register they have a responsibility as well. You get bits of funding advice through networking and through courses. There should be a pack available with everything available to allow you to plan."

#### **Would it be better if the Job Centre recommended the Chamber of Commerce?**

"That would be one way of doing it. I was in full time employment. The Job Centre should not focus on just finding another job – they should point you in other directions. Registering the HRMC should trigger that advice is needed."

"We first went into business in the 70s and didn't have any help. We learned by our mistakes. We have been self-employed for a long time and now have a new business. We are now hearing about things we never knew existed. That first help leads to something. We did not know where to go and look for things like grants etc."

#### **Where have people looked?**

"I saved and did it all myself. My godfather is in business and gave me some guidance but I didn't think about grants. When I have sent queries I have had to wait a long time for people to get back and they often pointed me to someone else and I had to wait again. It is frustrating. If you go wrong you have to figure a way out. I would have preferred to be able to go to one person. I was in full time employment until I had enough money saved. Unless you are pointed in the right direction there is nothing when you are in full time employment."

"It is a challenge. I have helped a lot of start-up businesses and people training when people have become lost and need more support. It is a confidence thing. Coaches gave me confidence."

#### **Moving on how do you manage growth once you get past the initial stage? How do you get that confidence?**

"There are no grants. If the support was done pre-start you would have got in. You can ring the Chamber of Commerce."

## **If you don't have a business background you may not have heard of the Chamber of Commerce.**

"I had heard of the Chamber because I have been in business 15 years. Like when talking about the BIC how do you let people know about them. I was in employment and didn't go to the Job Centre but just flew by the seat of my pants."

"The Chamber of Commerce is a mystery – do you have to ask to join?"

"People don't do networking – they talk to people. I go to useful events. I'm in a public house. I have learned more after events just talking to people. I knew nothing about running my own business. I get customers as well. It's good to have events as it points you to where to get help."

"I left school at 16 and had the same job since I was 15. I haven't spoken to anyone and I am now past that support stage. My accountant told me about this event. I didn't know about the BIC."

"You are the pioneers – you have taken the risk and set up a business. People can learn from you. You need to spread the word using social media."

"I have been in business for 6-7 months and the busier I get the more I need investment but banks won't lend money. Councils should have some allocation and allow the business to pay it back. Before I came to the BIC I had looked at shops but the business rates were a killer."

## **Is there one thing that you are hoping that the City Council can help with?**

"Just a look at how to incubate and accelerate small businesses."

"Does the City council facilitate any networking events? I know what the Chamber of Commerce does but the whole stuff is fragmented. I didn't know about the BIC and I don't know how it got its name. I went to a networking meeting in Tullie House after I moved here from the North East where I had to close a business to move here. I was stagnating and looking to get a proper job. Then I went to the networking event and within 2 weeks I was employed. Networking puts people in touch with people they can work with. The bias is on growth and employing other people. I will support other people but that is not valued the same as taking on an apprentice. In the long term there should be grant support/sustainability for sole traders to enable them to carry on being successful."

## **Do others go to networking forums or other groups?**

"The event I went to at Tullie House was advertised on CFM radio as a business start-up group. You have to listen all the time because there is no-one who will take you to the Chamber of Commerce. Messages are there but they are well hidden."

"When we talk about networking we joke about it but take the time to talk to each other and you may not make the same mistakes and have the honesty to ask for help. We have been in business for a long time and there are still things that we don't know the answer to. Everyone else is in a similar situation. Networking is not just about selling yourself – it's also about asking for help."

**Apart from networking and other groups has anyone used any professional organisations? National Federation of Hairdressers. National Association of Funeral Directors.**

"I have always been in licensing and only met 1 person who was a member of the Licensed Victuallers Association. The British Institute of Innkeepers have events but I have not been to any. They have telephone support helplines. I have also received help from the pub company who have been very helpful as there are a lot of laws. We need to be steered or you fall foul of the law with tax etc."

"When you go through the Chamber of Commerce process you get a lot advice about networking and each event can give something different. Some are social and some professional. I have met a lot of people but networking is fragmented."

**Has anyone been involved in awards?**

"I accessed information through the University of Cumbria. Being able to take part in the Bright Futures scheme lifted my profile on the website. I found networking events have lots of people who don't talk to each other. It is better to tap into a network that is relevant to your business. I have been to come networking events in the last 3 months and met some nice people who were not specialists and it did not yield anything. If they were more targeted it would be useful but you have to search for them. There should be more availability in the local press."

**If you could have business support now where are the gaps? What is not there that you would find helpful? What is the next challenge?**

"I went through the Chamber of Commerce route and had 10-12 hours of support. I didn't use all of the hours. As soon as I had signed off the business plan I was signed off and received no further help. I wanted help about social media. It's no surprise businesses fail in the first year. There is no direction about where to get help – nothing. I had to fly by the seat of my pants – I had no support. I'm lucky – I did a BTEC in Social Media at Carlisle College which was funded through European funding and was free. It was an 8 week course. I read about it in the paper. It was a fluke that I saw it. It was a popular course. Most people here would benefit from it. Social media is massive. The Chamber of Commerce do put on courses about marketing but I work part time and it is difficult to tie them in. This is a massive gap. There is nothing to get you up to the next level."

"Social media is very useful."

"When it came to advertising I didn't know whether to use the phone book or Yell. I learned that once you sign up if the advert is not printed where you want it to be you lose out for whole year until it is printed again."

**What can the City Council do to help? (regarding website)**

"Is there anything on the Council's website? Could there be links put on? It needs to be dynamic and interactive"

"It's difficult when you're faced with a whole page on links. It would be better to have a list of new businesses that have started this year and everyone go to that page. Some advice could be free."

"It would be better if the page was new businesses then a person could click on hair salon and come through straight to me. It doesn't need 21 links. People need direct support."

"Every business needs to be recognised. It would be great if the page on the City Council website welcomed businesses and wished them luck."

"If the site recognised new businesses people would know we were there."

"It's OK having a page like that but it needs direction to get there. It could be on the Discover Carlisle page."

### **How many people are members of the City Centre Business Group?**

There were only 2

"You don't have to be in the City Centre. Carlisle tried to get a BID – Business Improvement District – and the specification was for the improvement of the City Centre but that failed through lack of support. The City Centre Business Group is an offshoot of that and has 30 independent businesses. There have been a lot of conversations with the Council. Businesses work together and there has been a lot of improvement. The Group is free to join and is not just for businesses within the City Centre."

"We are guilty of not telling people about it. We have occasional meetings. When we started the BID it opened up a line of communication with the Council. Our intent is to improve the City Centre for businesses and we work with the council on putting on events. The BID never happened. There has been stuff in the press with contact details. I have been in the City Centre for 14 years and because of the BID I got involved. A good thing has come from the failure of the BID. I am a citizen of Carlisle and want the City Centre to be busy and better."

"The Edge was an event at Carlisle College about social media. It was a three night course which will not be repeated again. There are a lot of courses available that you can find through contacts here."

### **What role can the City Council play in terms of business support/growth/advice?**

"I wouldn't think to go to the Council for that kind of advice."

"We are enterprising enough – why look to the council for a helping hand. Is that the duty of the Council?"

"It isn't the role of the City Council. It needs to be somebody who can speak to other bodies."

"The role of the City Council is to make Carlisle as best as it can be. Councillors should ensure that happens and be positive about Carlisle to make it happen. It is not the Council's

role to run businesses. They want us to be successful because as small businesses expand they take on more people and those people will need houses. There is a page on the Council's website about new businesses. It should be about what we've got."

"Being self-employed can be isolating and networking can provide a sense of community. I am a consultant for the Chamber of Commerce and it is nice to meet people and share experiences."

"The City Council could organise networking events for new businesses and with other people there who have had similar problems. It would be useful to have people there to solve those problems."

"It would be good to be able to go to a networking meeting and get personal advice eg can I afford to put staff in uniforms? As a small business it is a lot of expense. It would be useful to be able to go somewhere and have someone to help and have it done before the business is established. It would be useful to be able to go to someone who has run a salon for 20-30 years and ask them about the problems and talk to them."

"No matter where businesses are promoted they are all different – some on the web but they all have a commitment to Carlisle. The Carlisle Ambassadors Group is a number of businesses who get together to bring new ideas and work together and network about how to improve the City. No business has a dominant role – the group is facilitated by the City Council. It is an opportunity for sole traders and the big players to look at what cultural activities are needed, and provides a sense of community. It is a way to get more involved and set the agenda for Carlisle."

# Conclusions

---

The group has evidenced that there is a great deal of advice and support on offer, however this is not presented in a simple way in a single location. It is clear that there is no expectation from local businesses that the Council provides business support, but we could facilitate access to support with smarter signposting. There are examples, from across the North West, where authorities have created webpages or supported the creation of websites dedicated to business support and growth.

The Council role is not to have all the answers; it can help business people find the right answers as easily as possible. To play this role effectively will require further work on mapping out the existing sources and networks offering business support and an ongoing commitment to keeping this mapping current and accurate.

## Recommendation 1: Audit of networks

*An audit of the business support and business start-up networks, both formal and informal, should be undertaken.*

This audit will provide current content for a refresh of the business support pages on the new Carlisle.gov.uk website and act to ensure that the Council plays a key role in signposting those looking for support. The monitoring of the performance of these pages will further aid the understanding of the needs for business support in Carlisle.

The group had initially excluded the Enterprise Centre from the work, mindful of the Enterprise Centre Task & Finish Group (November 2011) and not wanting to cover ground already well trodden. The evidence from the Chamber of Commerce, Carlisle Business Interaction Centre and Dr Hanley (BIS North West) highlighted how business support has changed over the last ten years. Whilst none of the evidence highlighted any issues with the availability or quality of business start-up accommodation and premises, it was apparent that there was confusion surrounding the role the Enterprise Centre plays in this arena, particularly given that it functions today simply as managed workspace and no longer entails any associated or ancillary start-up support services.

## Recommendation 2: Rebranding the Enterprise Centre

*The Enterprise Centre is renamed and rebranded to represent its current use as managed workspace.*

The centre is no longer the epicentre of business support in Carlisle; it does however continue to offer a range of affordable workshops, studio and office units in a City Centre location. To continue to present the space as an Enterprise Centre risks ongoing confusion about its role in the business support offer available in Carlisle.

The national picture for business support is changing with the inclusion of this function in devolution deals. For example the Cornwall Devolution Deal states:

*'Cornwall and Isles of Scilly Local Enterprise Partnership and Government will work together to **integrate local and national business support services**, to make it easier for local businesses to find the support they need to grow.'*<sup>1</sup>

The Cumbria LEP funds business support through the Growth Deal, Round 6 opened on 16 June and closes on 30 September 2015. It is important that the panel keeps abreast of these changes in order to continue to play its role in overview and scrutiny. It is critical that Carlisle has a strong voice through key elected roles in any negotiations around a devolution deal and the role of the Cumbria LEP.

*Recommendation 3(a)(b): Business support and devolution*

*(a) The group seek reassurance that any new deal that includes business support will be influenced by and therefore responsive to Carlisle's needs.*

*(b) The group seek reassurance that any new deal that includes business support will be structured in such a way to enable local scrutiny of outputs and outcomes.*

Drawing on the conclusions and recommendations from above, it is important that any changes taken forward are effectively communicated. Some simple ideas such as using the Business Rates mailings, especially at start-up, and new webpages and social media are all potential options.

*Recommendation 4: Communications and marketing strategy for business support*

*A communications and marketing strategy should be implemented to support all the recommendations adopted. This strategy needs to include key players such as the Job Centre, BIC, Growth Hub and banks.*

---

<sup>1</sup> Cornwall Devolution Deal  
([https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/447419/20150715\\_Cornwall\\_Devolution\\_Deal\\_-\\_FINAL\\_-\\_reformatted.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/447419/20150715_Cornwall_Devolution_Deal_-_FINAL_-_reformatted.pdf))

# Appendix: BIS North West Presentation

(These slides are available on request as a Powerpoint presentation)

## Think Local: BIS in the North West


Dr Ian Hanley  
Assistant Director  
BIS North West

12<sup>th</sup> February 2015

 Department for Business, Innovation & Skills

## Introduction

- HMG Growth Agenda
- BIS North West
- Business Growth Service
- Growth Hubs
- Conclusion

 Department for Business, Innovation & Skills

## Looking back to 2010

- New Government, with a radically different view on how local growth policy should be delivered
- Coalition Agreement called for the creation of **Local Enterprise Partnerships** (LEPs) and abolition of Regional Development Agencies (RDAs), as part of a **regional rebalancing** agenda
- **Regional Growth Fund** announced in June 2010 Emergency Budget – also supports regional rebalancing
- Decision also made to close all the **Government Offices**

 Department for Business, Innovation & Skills



The government's objective is to achieve strong and sustainable growth, more evenly balanced across the country and between industries.

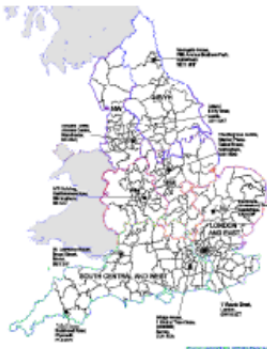
This is supported by four overarching ambitions

1. To create the most competitive tax system in the G20
2. To make the UK the best place in Europe to start, finance and grow a business
3. To encourage investment and exports as a route to a more balanced economy
4. To create a more educated workforce that is the most flexible in Europe

 Department for Business, Innovation & Skills

## BIS North West

- Drive local growth
- Identify and realise economic opportunities
- Use local knowledge to influence policy
- Respond effectively to economic shocks
- Support Ministers
- Work closely with other Government Departments



 Department for Business, Innovation & Skills

## Local Growth Directorate (LG)

- Strengthening **local growth capability**
- Ensuring that **local leaders** have the **levers and resources** they need to drive economic growth
- Supporting local areas develop growth strategies and secure **Growth Deals**
- Helping ensure effective delivery of the **Industrial Strategy** and other growth-related policies

 Department for Business, Innovation & Skills



## Local Growth Policy & Delivery

- Policy & support for **Local Enterprise Partnerships (LEPs)**
- Policy on **Growth Deals** and the c.£12bn **Local Growth Fund** announced at Budget 2013
- Policy, negotiation & implementation of **City & Growth Deals**
- Influencing the development and delivery of the **Enterprise Zone** programme
- Helping the **BIS Local** teams work effectively



Department for Business, Innovation & Skills

## Local Enterprise Partnerships

- **39 of them** in place – 100% coverage across England
- **Business-led partnerships** with civic leaders
- LEP activities **driven by local economic circumstances** and priorities
- Each LEP is working on a long term strategy, through **multi-year growth plans**



Department for Business, Innovation & Skills

## Strategic Economic Plans

**A Strategic Economic Plan for growth – not just for the Local Growth Fund**

- Demonstrating wider commitment to growth across local spending and decision-making
- Creating an environment which enables private investment in growth
- Aligning or pooling local authority capital and revenue spend on growth
- Effective collaboration on economic development activities
- Maximising the synergies with wider local growth programmes including EU funding



Department for Business, Innovation & Skills

## Industrial Strategy

The Government's industrial strategy is about:

- giving business more confidence to invest, hire and grow
- setting out the long-term direction of travel for the economy
- how government supports business and supports those sectors that have the biggest impact



Department for Business, Innovation & Skills

## Scene Setting: Nuclear Industrial Strategy

HM Government

### UK Nuclear Sector

40,000  
40,000 dynamic, highly skilled people directly employed in the UK nuclear sector (2012)



Nuclear Industry Council



Global expansion is forecast to see investment of \$900bn in building new reactors



The nuclear sector generated 19% of the UK's electricity in 2012

gov.uk/nuclearstrategy

dnrstrategy

## Improved Business Support Offer

### Policy Background

- **2010** - Closure of Regional Development Agencies (RDAs) and Business Link (face-to-face services)
- **2012** - Closure of Business Link website and launch of GOV.UK supported by the national Business Support Helpline (Tel: 0300 456 3565)
- **2013** - PM launches 'Small Business: GREAT Ambition' which stated that businesses will:

*"be able to access joined-up local support through new Growth Hubs, being rolled out across the country in 2014. These will provide a single port-of-call for local advice and support"*



Department for Business, Innovation & Skills

# Helping businesses grow



Department for Business, Innovation & Skills

## Start Up

## Scale Up

- **Starting your business** - creating a business can seem like a daunting prospect but we are on hand to give you personal business and financial advice.
- **Business mentors** - get started with real world advice from Mentorline and the social enterprise mentoring programme.
- **Tax relief and incentives for business** - could your business qualify for help with tax relief or business rates?
- **Help with securing a premises** - finding the right building and location for your business allows you to operate more effectively, attract more customers and even reduce costs.
- **Accessing finance** - find out about different types of finance available, apply for grant schemes and get advice on working with banks.
- **Recruiting staff and apprentices** - who are you looking for? Get great advice on employing the right people and find out what tax reliefs are available.
- **Help to get online** - broadband connection vouchers worth up to £3,000 can open your business to new markets.
- **Protecting your ideas** - learn about how to manage your intellectual property.
- **Growth Vouchers to help to pay for your strategic advice** - up to £2,000 for professional advice on a range of topics including digital technology, cash flow and recruitment.

Department for Business, Innovation & Skills

## Growth hubs - The "glue" in the system

- Growth Hubs are a new approach to how national and local, public and private business support offers work best together to build a stronger and customer focused market for business advice.
- Growth Hubs will enable businesses to access consistent advice and support no matter where they start their journey - 'no wrong door'
- Growth Hubs will:
  - Provide a one-stop-shop to support all businesses but target those with an ambition to grow.
  - Drive business growth in cities and across local areas by acting as a centre for engagement, bringing coherence to the business support landscape, boosting use of and improving the efficiency, effectiveness and responsiveness of business support in their areas.
  - Add depth and value to local business support by taking and using existing national assets, making good use of public investment already made and avoiding duplication.
  - Design and run their own bespoke schemes with local private/third sector partners.
  - Improve the impact/reach of national schemes, using local funding to amplify/expand the provision of agreed national schemes.

Department for Business, Innovation & Skills

## Model: how should Growth Hubs work?

- Build on existing organisational structures where possible/appropriate
- Create a 'one stop shop' that signposts firms to public and private sector support available at both local and national levels
- Deliver selection of national assets at the local level (e.g. start-up loans and mentoring networks)
- Avoid duplication by 'amplifying' existing national schemes (e.g. Business Growth Service) where appropriate
- Plug gaps by creating tailored business/innovation support that meets needs of SMEs
- Strategic collaboration with national government where appropriate (e.g. BIS)



Department for Business, Innovation & Skills

## Growth Hubs – a local point of access

### What a Growth Hub will do?

- Target all businesses with an ambition to grow.
- Raise awareness and uptake of public and private sector support.
- Provide a light touch diagnostic & triage function.
- Take, use and promote national assets and services.
- Forge strong local/national, public/private sector partnerships for effective governance and co-ordination.

### How will SMEs benefit?

- Know where to go for help, support and advice.
- Get consistent, accurate information about compliance and regulations.
- Access generic advice or information about local/national schemes through effective online signposting.
- Be referred to the right schemes through intensive telephone or local face to face assistance.
- Over time, receive recommendations for products and services based on preferences.

Department for Business, Innovation & Skills

## Next Steps

- Through Growth Deal process Government is providing revenue funding in 2015-16 to 38 out of 39 LEP areas for the establishment or development of a growth hub (London did not bid)
- By March 2016, we will complete a network of operational growth hubs across England. Businesses will be able to access the support they need to establish, sustain or grow their business, from a single local access point.

Department for Business, Innovation & Skills

## Conclusion



 Department for Business, Innovation & Skills

## Think Local: BIS in the North West

**Dr. Ian Hanley**  
**[Ian.Hanley@bis.gsi.gov.uk](mailto:Ian.Hanley@bis.gsi.gov.uk)**



12<sup>th</sup> February 2015

 Department for Business, Innovation & Skills

DRAFT REPORT



# Report to Economy and Environment Overview and Scrutiny Panel

Agenda Item:  
**A.3**

Meeting Date: 17<sup>th</sup> September 2015  
Portfolio: Leader  
Key Decision: Yes: Recorded in the Notice Ref:KD28/15  
Within Policy and Budget Framework YES  
Public / Private Public

Title: CARLISLE PLAN 2015-18  
Report of: Policy and Communications Manager  
Report Number: PC 18/15

## Purpose / Summary:

This report presents the draft Carlisle Plan, including the new vision and priorities for the Council.

## Recommendations:

Scrutiny is asked to:

1. Consider and comment on the presentation and content of the Carlisle Plan.
2. Agree how the Panel will receive progress updates on the Plan.

## Tracking

Executive:	19 <sup>th</sup> October 2015
Overview and Scrutiny:	3 <sup>rd</sup> September 2015 Community Overview and Scrutiny Panel 10 <sup>th</sup> September 2015 Resources Overview and Scrutiny Panel
Council:	10 <sup>th</sup> November 2015

## 1. BACKGROUND

- 1.1 The first Carlisle Plan 2013-16 was a departure from the previous corporate plan formats to remind all that the Council serves Carlisle first. This change was embodied in the vision: to promote Carlisle as a prosperous city, one of which we can be proud.
- 1.2 An extensive period of consultation, the Listening Council initiative (2013), was undertaken by the Leader and Executive to engage with communities around the priorities. This consultative approach has been continued through key projects such as the draft Local Plan and Arts Centre.
- 1.3 The 2014/15 End of Year Performance Report<sup>1</sup> provided updates on key actions within the Carlisle Plan. This highlights the progress the Council has reached through the priorities and promoting Carlisle as a prosperous city. Key achievements include:
- Delivering additional affordable homes
  - Supporting Carlisle Ambassadors Group and the new Economic Prospectus for Carlisle
  - City Centre Development Framework (draft) with its inspiring concepts aimed at delivering additional retail space
  - City Centre Metro Wifi Project
  - Industrial Estate programme to improve our employment sites and raise the profile of Carlisle with investors
  - Local Plan (draft) and a new Strategic Housing Market Assessment (SHMA)
  - Old Fire Station Project & Pilot Arts Programme
  - Old Town Hall Project (Phase 2)
  - Place marketing work with Carlisle Ambassadors
  - Homelife Carlisle Programme
  - Development of a new Homelessness Strategy
  - Harraby Campus Development
  - Sport Activation Fund
  - Knowledge Transfer Project
  - Clean up Carlisle Project

---

<sup>1</sup> Executive 27 July 2015, Report number PC 10/15

- 1.4 The Council undertook a Peer Review in September 2014 to challenge its performance and help prepare for the future. The review compared our services nationally, providing an opportunity to benchmark against the best authorities and guide the thinking for the future development of services and employees.
- 1.5 The Peer Review found that the Carlisle Plan 2013-16 provided a strong focus for the Council's activities through the key priorities. It suggested that the Council could use a refresh of the Plan as an opportunity to maintain impact and momentum with diminishing resources. The development of the new Carlisle Plan offers an opportunity to build on the Council's successes and address new challenges.

## **2. PROPOSALS**

- 2.1 The draft Carlisle Plan 2015-18 is attached as Appendix 1. It sets out the Council's overall vision for Carlisle, supported by five priorities. The vision gives a clear direction and context for all our activities. We will maximise opportunities to improve health, wellbeing and economic prosperity through our five priorities that support the vision.
- 2.2 Progress against the plan will be measured through a new performance framework; this framework will include progress in key projects, risk and opportunities; and a new set of measures. The performance framework will be monitored through the Directorate Management Team meetings with a quarterly report being presented to Senior Management Team. A quarterly summary of performance will be reported to Executive and made available to Overview and Scrutiny. It is proposed that the plan is reviewed annually, prior to the setting of service plans within the Council's Directorates.

## **3. CONSULTATION**

- 3.1 A programme of 'Listening Council' events was held at the end of August 2015. This gave local residents the opportunity to comment on the draft plans for Carlisle's future.
- 3.2 Consultation on the plan is being undertaken with partners engaged in delivering the priorities. The Council is committed to working with young people and is seeking their views on the plan, including consultation with the Youth Council. Community

and voluntary groups are being consulted on the plan to help identify opportunities to develop working with this sector and support existing initiatives.

3.3 The Plan was considered by the Overview and Scrutiny Panels as described below:

Community Overview and Scrutiny Panel	3 <sup>rd</sup> September 2015
Resources Overview and Scrutiny Panel	10 <sup>th</sup> September 2015

#### **4. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

4.1 The Panel is asked for their comments on the Carlisle Plan as part of the consultation process on the draft vision and priorities.

#### **5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

5.1 The Carlisle Plan set out the Council's priorities and gives a clear direction for the authority.

**Contact Officer:** Steven O'Keeffe **Ext:** 7028

**Appendices** Appendix 1 – Carlisle Plan 2015-2018  
**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:

- PC 11/15 Executive 24 August 2015
- PC 10/15 Executive 27 July 2015

#### **CORPORATE IMPLICATIONS/RISKS:**

**Chief Executive's** - The Carlisle Plan forms a substantive part of the Council's policy and performance management framework, monitoring of which enables stakeholders, including local people, to make a judgement about how effective the Council is in achieving its key priorities. The Council continues to monitor service standards and customer satisfaction and is looking at new ways to gather and review customer information. Risks will be managed in accordance with the Risk Management Policy and the Council will continue to embed the Public Sector Equality Duty in the delivery of all its services.



## **Deputy Chief Executive –**

## **Economic Development –**

**Governance** – The Carlisle Plan 2015-18 replaces the previous Carlisle Plan 2013-16 and forms part of the Council's Policy Framework. Consequently, once Executive approve the draft it must be open to consultation, as proposed, before being reconsidered by the Executive before recommendation to Council. In exercising some statutory powers, the Council must have regard to its approved Plan.

## **Local Environment –**

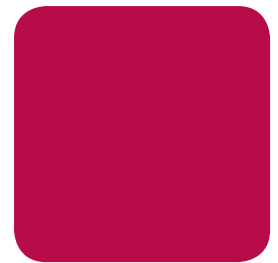
**Resources** - There are no specific financial implications of adopting the Carlisle Plan 2015/18; however the plan will be used to inform future budget processes to align council resources to the priorities contained within it.



# Carlisle Plan 2015-18

## Our vision:

To improve the health, wellbeing and economic prosperity of the people of Carlisle. We will work in partnership to further establish our position as the regional centre and focus for investment, ensuring that residents can share in the benefits through increased opportunities and greater choice of jobs, range of housing and a quality environment.





# Carlisle Plan 2015-18

**Introduction to Carlisle** ..... page 1

**Our vision** ..... page 2

## Principles

Clarity, confidence and commitment ..... page 3

## Priority:

Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle ..... page 4

## Priority:

Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents ..... page 4

## Priority:

Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle ..... page 5

## Priority:

Address current and future housing needs to protect and improve residents' quality of life ..... page 5

## Priority:

Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential ..... page 6

**Performance monitoring** ..... page 7

**Further information** ..... page 8

## Introduction to Carlisle

Carlisle is the urban capital of the County of Cumbria with a population estimated at approximately 108,000. The city is the centre of an economic region serving 500,000 people who live in Cumbria, Northumberland and Southern Scotland.

The City of Carlisle is the largest settlement with approximately 68% of the population. The remaining area is rural, with a number of smaller market towns and large villages spread across the district, including Brampton, Dalston, Longtown and Wetheral.

Across the district, there are a wealth of assets making Carlisle a great place to live, work and visit. Carlisle draws natural strength from its location, with heritage and environmental sites of national and international importance and good connections to the country's infrastructure. Carlisle has the greatest concentration of businesses and opportunities for future development in Cumbria. The city has built on its established economic importance and encouraged the development of food processing, engineering and logistics sectors.

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.



Clarity, confidence and commitment



## Our vision:

**To improve the health, wellbeing and economic prosperity of the people of Carlisle. We will work in partnership to further establish our position as the regional centre and focus for investment, ensuring that residents can share in the benefits through increased opportunities and greater choice of jobs, range of housing and a quality environment.**

We have a key role in improving health and wellbeing through our plans and services. Many of these have a significant impact on the wider social, economic and environmental determinants of health and wellbeing. Our employees work to address health inequalities on a daily basis and have a positive impact on the lives of some of the most vulnerable residents in Carlisle.

We will be the best possible partner to organisations, communities and individuals that share our commitment, clarity and confidence in Carlisle. We will help shape the future of Carlisle, delivering the priorities in the Carlisle Plan whilst operating a highly effective organisation where employees are supported to be the best they can be. We are changing, dynamically, to meet the financial challenges of the future by making the necessary savings and developing new incomes.

## Principles:

### Clarity, confidence and commitment

- We will be a clear, committed and confident Council.
- The principles have been developed by our staff and councillors to guide how we will deliver our vision for Carlisle.
- By setting out our vision, we show that we understand the needs of Carlisle's residents, businesses and visitors. Our plans to respond to these needs are clear and straightforward. We know what is expected of us and do our best to create clarity in how we work.
- We are committed to achieving our vision for Carlisle. We will ensure that our day to day work and resources are consistent with the priorities.
- We will continue to work effectively with partners to drive positive change for Carlisle and will celebrate our successes and achievements. As part of our ongoing work to develop all our communities we will engage young people and make sure the Carlisle Plan helps to deliver their aspirations for Carlisle.





**Priority:**

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

We will build on Carlisle's position as a regional centre for economic prosperity through the implementation of the draft Carlisle District Local Plan 2015-2030. The Plan sets out how Carlisle will grow and develop, and identifies potential sites for new housing, economic and commercial development. We will provide businesses with quality space in which to grow and optimise the digital and transport infrastructure. We will continue to work with partners to develop the tools to deliver economic growth. We will ensure that Carlisle has a workforce prepared to respond to more opportunities, the demand for skills and the need for flexibility.

**Priority:**

**Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents**

We are investing in the long term sustainability of sports, arts and cultural facilities to provide quality experiences and promote healthy lifestyles for our residents. This will also help to make Carlisle an attractive prospect to investors and new residents. We are committed to supporting the city centre and visitor economy through our vibrant events programme.



**Priority:**

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

Carlisle's green spaces and natural resources are a source of pride for our residents and provide economic and health benefits. By making sure they are cared for to a high standard, they will help to promote Carlisle as a healthy and attractive city. We will keep Carlisle clean and tidy and we are working to improve our standards in all areas of waste management and recycling. We will work with partners to make sure the public realm in Carlisle presents a vibrant and well cared-for image of the city, with welcoming and attractive spaces in which to live, play and work.

**Priority:**

**Address current and future housing needs to protect and improve residents' quality of life**

Housing is both a driver for the local economy and a vital way of attracting new residents. The standard of housing accommodation is a major contributory factor in attaining good health and conversely poor housing can lead to a range of health conditions. The Carlisle's Housing Strategy 2012-16 has the vision that: 'Everyone can access affordable, safe and warm housing, and the support they need to live independently'.

We will work through the Carlisle Housing Partnership to balance the housing market, provide decent and healthy homes, and support vulnerable people.





Priority:

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

Carlisle has the assets and opportunity to put itself on the map as the capital of Cumbria and the City of the Lake District. The city has a rich, unique heritage that offers an amazing history and experience for visitors. It continues to develop as a modern, vibrant city, building on its successful independent and entrepreneurial nature. Carlisle has quality employment sites and is perfectly positioned with links to the road, rail and air infrastructure to attract investment.

We have an opportunity to develop and promote Carlisle's reputation at a local, national and international level and ensure that Carlisle continues to fulfil its potential.



Performance Monitoring

**Progress against the plan will be measured through a new performance framework; this framework will include progress in key projects, risk and opportunities; and a new set of measures.**

The new set of measures will be agreed with Service Managers and Senior Management Team; they will be presented under each priority. Their purpose will be to help steer services and projects towards the benefits we want to realise through implementing the plan. The measures will be drawn from sets of management information being collated as part of the PRISM project. The performance framework will be monitored through the Directorate Management Team meetings with a quarterly report being presented to Senior Management Team. A quarterly summary of performance will be reported to Executive and made available to Overview and Scrutiny.

The plan will be reviewed annually, prior to the setting of service plans within the Directorates.



## Further information

**For further information about the Carlisle Plan, visit [www.carlisle.gov.uk](http://www.carlisle.gov.uk) or please contact the Policy Team at:**

**Email**            [policy@carlisle.gov.uk](mailto:policy@carlisle.gov.uk)

**Telephone**    01228 817258

**Post**            Policy Team  
                    Carlisle City Council  
                    Civic Centre  
                    Rickergate  
                    Carlisle  
                    CA3 8QG

If you require this plan in an alternative format or language please contact us to discuss your needs.

---

## **EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 24 AUGUST 2015**

---

**EX.93/15     CARLISLE PLAN 2015 - 2018**  
(Key Decision – KD.28/15)

**Portfolio**     Leader's

**Relevant Overview and Scrutiny Panel**     Community; Environment and Economy;  
and Resources

### **Subject Matter**

The Leader submitted report PC.11/15 presenting the draft Carlisle Plan.

By way of background, the Leader informed Members that the first Carlisle Plan 2013-16 was a departure from the previous Corporate Plan formats to remind all that the Council served Carlisle first. That change was embodied in the vision: to promote Carlisle as a prosperous City, one of which we could be proud.

An extensive period of consultation, the Listening Council initiative (2013), was undertaken by the Leader and Executive to engage with communities around the priorities. That consultative approach had continued through key projects such as the draft Local Plan and Arts Centre.

In addition, the 2014/15 End of Year Performance Report provided updates on key actions within the Carlisle Plan. It highlighted the progress the Council had reached through the priorities and promoting Carlisle as a prosperous City. Details of the key achievements were set out at Section 1.3 of report PC.11/15.

The Council had undertaken a Peer Review in September 2014 to challenge its performance and help prepare for the future. The review compared its services nationally, providing an opportunity to benchmark against the best authorities and guide the thinking for the future development of services and employees.

The Peer Review found that the Carlisle Plan 2013-16 provided a strong focus for the Council's activities through the key priorities. It suggested that the Council could use a refresh of the Plan as an opportunity to maintain impact and momentum with diminishing resources. The development of the new Carlisle Plan offered an opportunity to build on the Council's successes and address new challenges.

Attention was then drawn to the draft Carlisle Plan 2015-18 (attached as Appendix 1) which set out the Council's overall vision for Carlisle, supported by five priorities. The vision gave a clear direction and context for all of the Council's activities. Opportunities



to improve health, wellbeing and economic prosperity would be maximized through the five priorities that supported the vision.

The Leader advised that progress against the plan would be measured through a new performance framework; the framework would include progress in key projects, risk and opportunities; and a new set of measures. The performance framework would be monitored through the Directorate Management Team meetings with a quarterly report being presented to Senior Management Team. A quarterly summary of performance would be reported to Executive and made available to Overview and Scrutiny. It was proposed that the plan be reviewed annually, prior to the setting of service plans within the Council's Directorates.

The Leader added that a programme of 'Listening Council' events would be held from 24 August 2015 to give residents the opportunity to comment on the draft plans for Carlisle's future. In addition to consultation with partners, community and voluntary groups consultation would also be carried out the Youth Council to seek their views on the plan.

In conclusion, the Leader moved the recommendations which were seconded by the Deputy Leader, and Environment and Transport Portfolio Holder

**Summary of options rejected**    None

## **DECISION**

That the Executive:

1. Referred the draft Carlisle Plan to Overview and Scrutiny Panels for consultation.
2. Referred the draft Carlisle Plan to partners and the community for consultation.

## **Reasons for Decision**

To ensure that the Council consulted fully with its partners and the public



# Report to Environment & Economy Overview and Scrutiny Panel

Agenda  
Item:  
**A.4**

Meeting Date: 17 September 2015  
Portfolio: Finance, Governance and Resources  
Key Decision: No  
Within Policy and  
Budget Framework YES  
Public / Private Public

Title: 1<sup>st</sup> QUARTER PERFORMANCE REPORT 2015/16  
Report of: Policy and Communications Manager  
Report Number: PC 14/15

## **Purpose / Summary:**

This Performance Report updates the Panel on the Council's service standards that help measure performance. It also includes updates on key actions contained within the Carlisle Plan 2013-16. It is anticipated that the revised priorities contained within the Carlisle Plan 2015-18 will be reported from the 3<sup>rd</sup> quarter onwards following full Council in November.

Details of each service standard are in the table in Section 1. The table illustrates the cumulative year to date figure, a month-by-month breakdown of performance and, where possible, an actual service standard baseline that has been established either locally or nationally. To coincide with the proposed introduction of a new Complaints Policy, Corporate Complaints has been included in this report as a new service standard.

The updates against the actions in the Carlisle Plan follow on from the service standard information in Section 2.

**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:	19 October2015
Overview and Scrutiny:	Community – 3 September2015 Resources – 10 September2015 Economy and Environment – 17 September 2015
Council:	<b>N/A</b>

**1. BACKGROUND**

Service standards were introduced at the beginning of 2012/13. They provide a standard in service that our customers can expect from the City Council and a standard by which we can be held to account. The measures of the standard of services are based on timeliness, accuracy and quality of the service we provide in areas that have a high impact on our customers.

Regarding the information on the Carlisle Plan, 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 Overview and Scrutiny agendas and Portfolio Holder reports.

**2. PROPOSALS**

**None**

**3. CONSULTATION**

The report was seen by the Senior Management Team in August2015 and will be considered by the Overview and Scrutiny Panels on the following dates:

Community – 3 September 2015

Resources – 10 September 2015

Economy and Environment – 17 September 2015

**4. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

The Panel are asked to comment on the 1<sup>st</sup> Quarter Performance Report prior to it being submitted to Executive.

## 5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report

<b>Contact Officers:</b>	<b>Steven O’Keeffe</b>	<b>Ext:</b>	<b>7258</b>
	<b>Martin Daley</b>		<b>7508</b>
	<b>Gary Oliver</b>		<b>7430</b>

**Appendices**                      **None**  
**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/RISKS:**

**Chief Executive’s** – Responsible for monitoring and reporting on service standards, customer satisfaction and progress in delivering the Carlisle Plan whilst looking at new ways of gathering and reviewing customer information.

**Economic Development** – Responsible for managing high level projects and team level service standards on a day-to-day basis.

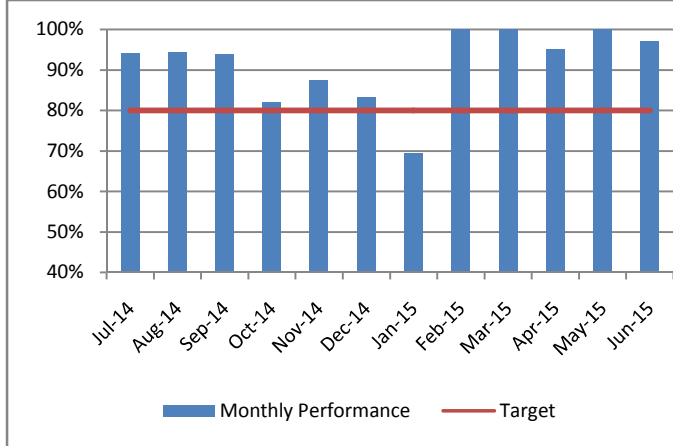
**Governance** – Responsible for corporate governance and managing team level service standards on a day-to-day basis.

**Local Environment** – Responsible for managing high level projects and team level service standards on a day-to-day basis.

**Resources** – Responsible for managing high level projects team level service standards on a day-to-day basis.

## SECTION 1: 2015/16 SERVICE STANDARDS

### Service Standard: Percentage of Household Planning Applications processed within eight weeks

Service Standard	Year to Date Figure	Performance by Month																										
80% (Nationally set target)	97.8% (Q1 2014/15 87%)	 <table><caption>Monthly Performance Data</caption><thead><tr><th>Month</th><th>Monthly Performance (%)</th></tr></thead><tbody><tr><td>Jul-14</td><td>95%</td></tr><tr><td>Aug-14</td><td>95%</td></tr><tr><td>Sep-14</td><td>95%</td></tr><tr><td>Oct-14</td><td>82%</td></tr><tr><td>Nov-14</td><td>88%</td></tr><tr><td>Dec-14</td><td>83%</td></tr><tr><td>Jan-15</td><td>70%</td></tr><tr><td>Feb-15</td><td>100%</td></tr><tr><td>Mar-15</td><td>100%</td></tr><tr><td>Apr-15</td><td>95%</td></tr><tr><td>May-15</td><td>100%</td></tr><tr><td>Jun-15</td><td>98%</td></tr></tbody></table>	Month	Monthly Performance (%)	Jul-14	95%	Aug-14	95%	Sep-14	95%	Oct-14	82%	Nov-14	88%	Dec-14	83%	Jan-15	70%	Feb-15	100%	Mar-15	100%	Apr-15	95%	May-15	100%	Jun-15	98%
Month	Monthly Performance (%)																											
Jul-14	95%																											
Aug-14	95%																											
Sep-14	95%																											
Oct-14	82%																											
Nov-14	88%																											
Dec-14	83%																											
Jan-15	70%																											
Feb-15	100%																											
Mar-15	100%																											
Apr-15	95%																											
May-15	100%																											
Jun-15	98%																											

89 household planning applications were processed during Quarter 1.

## Service Standard: Number of missed waste or recycling collections

Service Standard	Year to Date Figure	Performance by Month																										
40 missed collections per 100,000 (Industry standard)	Average of 46 misses per 100,000 collections per month (Q1 2014/15: 40)	<table><caption>Missed Collections per 100,000 by Month</caption><thead><tr><th>Month</th><th>Missed Collections per 100,000</th></tr></thead><tbody><tr><td>Jul-14</td><td>36</td></tr><tr><td>Aug-14</td><td>28</td></tr><tr><td>Sep-14</td><td>40</td></tr><tr><td>Oct-14</td><td>40</td></tr><tr><td>Nov-14</td><td>33</td></tr><tr><td>Dec-14</td><td>38</td></tr><tr><td>Jan-15</td><td>37</td></tr><tr><td>Feb-15</td><td>34</td></tr><tr><td>Mar-15</td><td>28</td></tr><tr><td>Apr-15</td><td>43</td></tr><tr><td>May-15</td><td>30</td></tr><tr><td>Jun-15</td><td>65</td></tr></tbody></table>	Month	Missed Collections per 100,000	Jul-14	36	Aug-14	28	Sep-14	40	Oct-14	40	Nov-14	33	Dec-14	38	Jan-15	37	Feb-15	34	Mar-15	28	Apr-15	43	May-15	30	Jun-15	65
Month	Missed Collections per 100,000																											
Jul-14	36																											
Aug-14	28																											
Sep-14	40																											
Oct-14	40																											
Nov-14	33																											
Dec-14	38																											
Jan-15	37																											
Feb-15	34																											
Mar-15	28																											
Apr-15	43																											
May-15	30																											
Jun-15	65																											

The Council made 1,216,215 collections during this quarter. The number of failures per 100,000 for the first quarter was 46 which equates to 560 actual missed collections. June shows a significant spike in the number of misses. The majority of these were due to the Police incident in Upperby. The Police instructed the Council to delay collections while their enquiries were taking place.

## Service Standard: Percentage of household waste sent for recycling

Service Standard	Year to Date Figure	Performance by Month																																																				
Nationally set target of 45% by 2015 and 50% by 2020.	48.16% (Q1 2014/15: 49.5%)	<table><thead><tr><th>Month</th><th>Monthly Value (%)</th><th>2015 Monthly Target (%)</th><th>2020 Monthly Target (%)</th></tr></thead><tbody><tr><td>Jul-14</td><td>48</td><td>50</td><td>57</td></tr><tr><td>Aug-14</td><td>47</td><td>50</td><td>56</td></tr><tr><td>Sep-14</td><td>49</td><td>49</td><td>55</td></tr><tr><td>Oct-14</td><td>42</td><td>48</td><td>54</td></tr><tr><td>Nov-14</td><td>39</td><td>40</td><td>52</td></tr><tr><td>Dec-14</td><td>34</td><td>35</td><td>40</td></tr><tr><td>Jan-15</td><td>32</td><td>35</td><td>38</td></tr><tr><td>Feb-15</td><td>30</td><td>35</td><td>38</td></tr><tr><td>Mar-15</td><td>40</td><td>40</td><td>45</td></tr><tr><td>Apr-15</td><td>45</td><td>45</td><td>50</td></tr><tr><td>May-15</td><td>47</td><td>48</td><td>55</td></tr><tr><td>Jun-15</td><td>52</td><td>50</td><td>55</td></tr></tbody></table>	Month	Monthly Value (%)	2015 Monthly Target (%)	2020 Monthly Target (%)	Jul-14	48	50	57	Aug-14	47	50	56	Sep-14	49	49	55	Oct-14	42	48	54	Nov-14	39	40	52	Dec-14	34	35	40	Jan-15	32	35	38	Feb-15	30	35	38	Mar-15	40	40	45	Apr-15	45	45	50	May-15	47	48	55	Jun-15	52	50	55
Month	Monthly Value (%)	2015 Monthly Target (%)	2020 Monthly Target (%)																																																			
Jul-14	48	50	57																																																			
Aug-14	47	50	56																																																			
Sep-14	49	49	55																																																			
Oct-14	42	48	54																																																			
Nov-14	39	40	52																																																			
Dec-14	34	35	40																																																			
Jan-15	32	35	38																																																			
Feb-15	30	35	38																																																			
Mar-15	40	40	45																																																			
Apr-15	45	45	50																																																			
May-15	47	48	55																																																			
Jun-15	52	50	55																																																			

The graph above shows what the monthly target would be in order to achieve the national 2015 target of 45% and the 2020 target of 50%.



**Service Standard: Average number of days to process new benefits claims (Carlisle claims only)**

Service Standard	Year to Date Figure	Performance by Month																										
Average number of new claims should be processed within 22 days	19.6 days  (Q12014/15 – 31 days)	<table><tr><th>Month</th><th>Monthly Performance (Days)</th></tr><tr><td>Jul-14</td><td>33</td></tr><tr><td>Aug-14</td><td>35</td></tr><tr><td>Sep-14</td><td>34</td></tr><tr><td>Oct-14</td><td>26</td></tr><tr><td>Nov-14</td><td>25</td></tr><tr><td>Dec-14</td><td>21</td></tr><tr><td>Jan-15</td><td>20</td></tr><tr><td>Feb-15</td><td>20</td></tr><tr><td>Mar-15</td><td>19</td></tr><tr><td>Apr-15</td><td>19</td></tr><tr><td>May-15</td><td>21</td></tr><tr><td>Jun-15</td><td>18</td></tr></table>	Month	Monthly Performance (Days)	Jul-14	33	Aug-14	35	Sep-14	34	Oct-14	26	Nov-14	25	Dec-14	21	Jan-15	20	Feb-15	20	Mar-15	19	Apr-15	19	May-15	21	Jun-15	18
Month	Monthly Performance (Days)																											
Jul-14	33																											
Aug-14	35																											
Sep-14	34																											
Oct-14	26																											
Nov-14	25																											
Dec-14	21																											
Jan-15	20																											
Feb-15	20																											
Mar-15	19																											
Apr-15	19																											
May-15	21																											
Jun-15	18																											

## Service Standard: Percentage of Corporate Complaints dealt with within timescale

Service Standard	Year to Date Figure	Total Number of CCs per Directorate
A full response issued to the customer within 15 days of receipt at each stage.	85% (Q1 2014/15 – 72%)	Local Environment – 15 Governance – 4 Economic Development – 4 Resources – 2 Chief Exec’s Team – 1

There were 26 corporate complaints received during the first quarter of which 22 were dealt with within the timescale. There were 32 corporate complaints received for the same period last year.

## **Section 2: Carlisle Plan Update**

### **PRIORITY – We will support the growth of more high quality and sustainable business and employment opportunities**

The Council's Key Decisions will support business growth, with its services being viewed as 'business friendly' through working more closely with them to meet business' needs.

#### **Carlisle Local Plan 2015 - 2030**

The emerging Carlisle Local Plan sets out a planning framework for guiding the location and level of development in the District up to 2030, as well as a number of principles that will shape the way that Carlisle will develop between now and then.

Updates since the last report include:

- The appointment of Programme Officer for the purposes of forthcoming Examination in Public (EIP)
- The Local Plan and necessary supporting information was submitted to Government on 22 June 2015 for independent examination
- Planning Inspectorate (PINS) Inspector has been appointed.

Formal adoption of the Plan is still anticipated to be early 2016.

#### **Durranhill Industrial Estate – Road Improvements**

A programme of road improvements funded by both Cumbria LEP and the Homes & Communities Agency to create an additional access road and widening of the existing estate entrance.

Updates since the last report include:

- Currently reviewing tender submissions to undertake works – appointment imminent.
- Land agreements secured with 2 of the 3 land owners.

It is anticipated works will commence late summer with completion anticipated within twelve months.

## **Promoting Carlisle**

Since the appointment of Kate Wilson of Business Toolbox Cumbria (BTC) and Michelle Masters of Michelle Masters Consulting to deliver the Carlisle Ambassador Programme, four successful meetings have been held with 200 delegates at each event. To date 88 businesses have subscribed and contributions will support delivery of the programme. Carlisle Ambassadors are about collaboration through a strong business network with a commitment to supporting each other and raising the profile of Carlisle.

## **PRIORITY - We will develop vibrant sports, arts and cultural facilities, showcasing the City of Carlisle**

This priority supports tourism, the arts and creative industries. It is recognised that arts and leisure are important in making Carlisle a great place to work, live and visit. Developing public realm improvements is a key piece of work under this priority. This involves the city and county councils working together.

### **Old Town Hall Phase 2 / TIC**

The second phase of improvement works to develop the Old Town Hall as a strategic Tourist Information Centre and city centre hub were completed on 24 July 2015.

The Tourist Information Centre re-opened at the Old Town Hall on 3 August 2015.

### **Public Realm**

A programme of public realm improvements has been developed to improve both City Centre orientation and welcome signage at key road gateways to the City. Although the proposals were endorsed by the County Council's Highways & Transportation Group (HTWG), when the report went before their Local Committee it was referred back to HTWG as they were not happy with the proposals. We are currently liaising with County colleagues to resolve issues.

### **Arts Centre**

The Arts Centre was opened in May 2015. Many events have taken place since opening and over fifty further events are scheduled between August and the end of the year.

### **Harraby Campus Development**

The work is approximately 6 weeks behind schedule due to ground conditions and other unforeseen delays. Completion and handover is not now anticipated for the school and Community Centre until early October. This will have minimal impact on the Community Association who can continue to use the existing centre. It is hoped that the Sports Facilities will still be completed by mid September. Discussions are underway regarding the launch event and continue with regard to joint operations within the building (see issues and emerging risks).

Discussions have also progressed with British Cycling to extend the scheme to include a 1km closed circuit cycle track (funded via British Cycling). Planning permission has been secured and an Executive paper has been submitted requesting approval for the City Council to complete a solicited application for British Cycling funding (up to a potential £650k).

## **PRIORITY – We will work more effectively with partners to achieve the City Council’s priorities**

The City Council wants to establish Carlisle as a nationally recognised sub-regional capital by becoming an effective partner in the key areas of housing and economic growth.

### **Home Improvement Agency (HIA)**

For the second year in a row Homelife Carlisle won an award for the services they deliver. In the “innovative approach to design and delivery” category, Homelife Carlisle were highly commended at the National Home Improvement Agency (HIA) and Handyperson Awards hosted at the House of Lords.

Last year they helped over 1,250 people with energy efficiency measures, handyman services, befriending, heating repairs, maintenance and repairs as well as helping people to be discharged safely from hospital. Their key aim is to help people remain independent and warm, safe and well at home.

### **Homelessness Strategy**

Carlisle’s Interagency Homelessness Strategy 2015-20 has now been launched. It is available on websites and is being promoted across the partnership and implementation group. In order to promote this locally to the public, and to highlight the collective advice and assistance available within the district to those experiencing housing, homelessness and welfare issues , an event was held at the Old Fire Station on 8 July from 10am – 1pm which correspondent with the strategy launch.

A key priority in the strategy is to increase and improve positive outcomes for young people experiencing homelessness. To strengthen and co-ordinate the Cumbria-wide Homelessness protocol for 16/17 year olds and improve safeguarding across agencies, we have developed and finalised a local commitment for Carlisle with key partners who work with young people locally. The protocol and local commitment will be implemented from 1 August 2015.

### **The Carlisle Partnership**

The Carlisle Partnership held a successful Executive meeting in June which focused on “Promoting Carlisle, attracting resource and workforce challenges within the health sector”. We are grateful to all the partners that attended and added to the

debate, discussion and problem solving and are advancing this agenda on a task and finish basis.

In June the Carlisle Partnership held its annual forum / AGM event. We have been overwhelmed by the positive comments from those who attended and requests for inclusion in the Partnership work. This year's AGM saw the integration of Carlisle Youth Council into the Partnership as a subgroup and the inclusion of new partners (Hospital, Clinical Commissioning Group, etc) to the Executive due to local priority needs and the evidence base. We additionally appointed Moira Tattersall (Principal of Carlisle College) as the new Chair of the Executive and Phil Houghton (Business Development Manager at Story Homes) as the Vice Chair.

At the AGM we launched the Carlisle Partnership newsletter, highlighting and celebrating some of the projects that have been advanced over the past year. There was a focus on the launch of the Carlisle Economic Potential Report and the Joint Strategic Needs assessment.

We would like to take this opportunity to thank all partners (from public, private, voluntary and community sectors) for their continued support and valuable contributions.



**PRIORITY - We will work with partners to develop a skilled and prosperous workforce, fit for the future**

The City Council continues to work closely with partners through the Carlisle Economic Partnership (CEP). Part of the CEP action plan of key priorities sets out actions to address skills gaps by identifying skills needs for growth and encouraging provision which meets those needs.

A skills plan is being developed together with training providers and the commercial sector to target and plan provision to address skills gaps.

Engagement with Cumbria Local Enterprise Partnership (Cumbria LEP) and Centre of Nuclear Excellence (CoNE) continues to be vital in supporting the CEP key priorities for Carlisle of Infrastructure, Skills and Housing to help deliver growth.

The City Council continues to support the Knowledge Transfer Project which aims to maximise the potential of 'e'-commerce by supporting local retailers (SMEs) and especially independents to make use of the internet to promote and grow their business. This two year project will support businesses to develop specific products together with experts from the University of Cumbria with the aim of maximising the use of the City Centre WiFi, using apps, for example, to support the local economy.

The on-line web portal for city centre businesses was launched in November with 'Your Carlisle' (for shoppers and visitors) launched at the Cumberland Show on 6 June 2015. Social media, marketing and digital training is also part of the offer through the Edge Project with the fourth session completed in June 2015.

The City Council also continues to lead by example as one of Carlisle's large employers by investing in the development of its staff. This includes working with the University of Cumbria, Carlisle College and local training providers to deliver a wide range of technical and professional learning and development opportunities to staff.

## **PRIORITY - Together we will make Carlisle clean and tidy**

The City Council recognises the shared responsibility between it and the community and is committed to a pro-active approach to making Carlisle a place that its residents can be proud of.

### **Rethinking Waste Project**

A report was presented to Executive 29 June detailing 16 options for consideration balancing performance and cost. The direction of travel has now been agreed and a framework for future decisions is in place. A full business case is now being produced. The aim is to present this to Executive on 24th August and will include funding options. The Corporate Project Board will consider the business case and project plan at their next meeting.

## **PRIORITY - We will address Carlisle's current and future housing needs**

The key to this priority is the delivery of the City Council's housing strategy.

### **Delivery of the Affordable Housing Programme:**

Recent achievements include:

- 134 affordable homes completed for affordable rent and low cost home ownership in 2014-15 (the best figure for several years).
- HCA Affordable Homes Programme 2015-18: Planning permission submitted in June by Riverside for a second 12 property site at Morton (in addition to 31 units with planning permission already secured on 2 Riverside sites at Morton and Longtown).
- Progress developing a Demonstration Project for affordable housing using Council land, funding from the Homes and Communities Agency, Registered Providers and trainees from Carlisle College. Further information is contained in a report to Executive dated 24 August 2015.
- The Low Cost Home Ownership Policy was formally adopted on 14 July 2015.

Other associated activity included a HCA Cumbria Developer event arranged for 13th July – aimed at attracting a wider range of developers to support the delivery of homes and jobs linked to the implementation of major infrastructure projects in the County.

### **Affordable Warmth**

The Executive have approved a partnership with Npower to deliver energy efficiency measures in the District to reduce fuel poverty.

Joint working between Homelife, the Private Sector Team, and across the Districts co-ordinated by Allerdale BC, resulted in a cross Cumbria award of £1.14m from the Department of Energy and Climate Change (DECC) to fund heating systems in off-gas properties without central heating. Carlisle's share of the pot is £275,000. The private sector team and Homelife will work to identify properties, publicise the

scheme and make referrals through to Npower who will deliver the measures. It is expected that around 65 people in the urban and rural areas will benefit. Funding for the scheme ends in March 2016.

### **Empty Properties**

Utilising Cluster bid funding, 54 properties were returned to use against a target of 45. Carlisle's empty property officer was highly commended for his work returning empty properties into use at the National Empty Properties Conference in May.

# Report to Environment and Economy Overview and Scrutiny Panel

Agenda  
Item:  
**A.5**

Meeting Date: 17<sup>th</sup> September 2015  
Portfolio: Environment and Transport  
Key Decision:  
Within Policy and Budget Framework Yes  
Public / Private Public

Title: CLEAN UP CARLISLE UPDATE  
Report of: The Director of Local Environment  
Report Number: LE23/15

## Purpose / Summary:

Clean up Carlisle has been a corporate priority since 2012 because people were noticing and complaining about the deterioration in the tidiness of Carlisle's streets and parks. Temporary additional funding was found for two years to improve the enforcement, education and cleaning of the streets. This report summarises the work carried out over the last two years. It also includes information on the new campaign "We're Watching You".

## Recommendations:

To consider the report

## Tracking

Executive:	
Overview and Scrutiny:	
Council:	

## 1. BACKGROUND

- 1.1** Local amenity and environmental quality remain a key priority for residents, Members and the Executive. The 2012 /13 budget setting process released additional annual funding of £155,000 for 2 years from the Reserves to make improvements in the cleanliness of Carlisle. This led to the “Clean Up Carlisle” campaign with its three key activities of improved cleansing, enforcement and education.
- 1.2** Over the last 2 years many of the planned processes have come to fruition; the coming on line of improved mechanisation; new programmes of street cleansing; the development of the Enforcement and Education Team, and partnerships and procedures with groups such as the Police and Housing Associations. This report provides a summary of the work carried out over the last two years under the “Clean Up Carlisle” campaign and looks at the impact that the cleaning, enforcement and educational activities have had on local amenity and environmental quality.
- 1.3** The Neighbourhood Enforcement Team is now fully staffed, comprising of a Neighbourhood Enforcement Team Leader and 5 Neighbourhood Enforcement Officers. Levels of enforcement activity have continued, and Table 1 details the number of Fixed Penalties issued for environmental crime offences over the last few years:
- 1.4** The environmental support team to clean up fly-tipping and to provide extra litter picking and cleansing capacity in response to complaints has continued for a further year with an increase in budget this year and next year.

## 2. ENFORCEMENT

**2.1 Table 1**

Year/Offence	2012 / 2013	2013 / 2014	2014 / 2015	2015/2016 (Up to 2/9/15)
<b>Dog Fouling</b>	37	44	17	12
<b>Dogs Off Leads</b>	19	12	9	7
<b>Littering</b>	40	44	28	17
<b>Waste Receptacles</b>	11	5	4	3
<b>Fly Posting</b>	24	8	1	0
<b>Total</b>	<b>131</b>	<b>113</b>	<b>59</b>	<b>39</b>

In addition to these fixed penalty notices, so far this year we have seen 3 successful prosecutions for a variety of offences. In May this year we had a successful fly tipping prosecution, in July a successful illegal transfer of waste and in September a successful dog

fouling prosecution. There is also a further 7 prosecutions pending for littering, fly tipping, dog fouling and waste receptacles.

### 3. CASE STUDIES:

#### 3.1 Case Study 1

In January 2015 a report was received that a large amount of household waste was found at Willowholme Industrial Estate. Investigations carried out by officers proved that the person had failed to take reasonable measures available to him to secure that household waste produced by him was transferred for disposal from his property to an authorised person or to a person for authorised transport purposes, contrary to Section 34 (2a) and (6) of The Environmental Protection Act . The magistrates imposed a £65 fine, £20 victim surcharge, £85 legal costs and £20 contribution towards the clean-up. Total £190

#### 3.2 Case Study 2

In February a dog fouling incident was witnessed occurring on a green and open space in the Botcherby area. As a result of officers witnessing the offence, they approached the offender and issued a fixed penalty fine. This was not paid and the matter was heard in the Magistrates Court in September. He was fined £150 with costs of £85 and victim support of £20.

#### 3.3 Case Study 3

In March 2015 a report was received that a large amount of commercial waste had been deposited to the rear of Matalan. Investigations carried out by the officers proved that 2 companies were responsible. Action taken initially was by way of fixed penalty, only one company paid, the other person (the company had dissolved) was taken to court for fly tipping. The magistrates imposed a £600 fine (reduced by 1/3 for early guilty plea), awarded compensation of £90.00 towards clear up costs, legal fees of £85 and Victim Surcharge of £45.00 – Total - £620.00.

### 4. COMPLAINTS AND EVIDENCE OF IMPROVEMENT

#### 4.1 Table 2

Dog Fouling Complaints				
2011 /12	2012 /13	2013 /14	2014 /15	2015/2016 (Up to 2/9/15)
594	712	596	479	94

Table 2 Details the number of service requests logged by the Enforcement and Education Team under the dog fouling category. The Clean-up Carlisle Campaign generated a lot of publicity raising the profile of the work carried out by the Enforcement and Education Team, it is not surprising therefore that the complaints received by the Team increased during the Campaign.

A better indicator of the success of Clean up Carlisle would be a reduction in fouling visible on the streets. It is pleasing that there has been a clear reduction and improvement of dog fouling in the areas monitored by the Education and Enforcement Team. The Team undertakes periodic counts on the same streets throughout the District and records the amount of fouling. In July 2014 the total count of dog fouling was 69; in July 2015 the total was 24, this has resulted in a 66% reduction.

**4.2 Table 3**

Litter Complaints				
2011 /12	2012 /13	2013 /14	2014 /15	2015/2016 (Up to 2/9/2015)
70	85	98	72	34

Table 3 shows the number of litter requests the service received, despite an increase during the campaign, we are now seeing a steady reduction.

## 5. EDUCATION

The Enforcement and Education Team have been very proactive over the last two years and have visited many schools to reinforce the ethos of keeping our environment clean. The Council embraced the Keep Britain Tidy's "Love Where You Live" campaign and has taken this campaign into schools; community groups and used it to generate media interest. Although the Love Where You Live message is still used, the team have now embraced a new campaign in partnership with Keep Britain Tidy. This will highlight the issue the Council faces regarding dog fouling.

## 6. WE'RE WATCHING YOU CAMPAIGN

September sees the launch of the above campaign. Keep Britain Tidy worked with 17 land manager partners, across 120 dog-fouling hot-spot sites, to trial these innovative glow-in-the-dark eyes posters. They monitored dog fouling incidents both at the target sites where the posters were displayed and at displacement sites up to 100m away. Overall the experiment showed a 46% reduction in dog fouling incidents.



Carlisle City Council in partnership with Keep Britain Tidy has recently launched this campaign, we have installed extra frames onto litterbins and placed the glow in the dark posters into these, an example of the poster can be seen below.

We have also replaced the Love Where You Live message with this new campaign; the recycling



wagons will carry this message around the city as signage has been fixed to these wagons.

This campaign highlights the importance of cleaning up after your dog has fouled, not only does it educate, but it also targets the minority of those that are failing to clean. This message will not only be profiled on litterbins and recycling wagons, but the team will continue to educate through school talks, on the street surveys including monitoring as well as media coverage.

There is an improvement in the cleanliness of the streets measured through monitoring and reports, however we must continue to spread the message and this will be done with not only the new campaign, but through the support of members and the public.

## **7. Litter Bin Task and Finish Group**

The Task Group make the following recommendation in relation to the Clean-up Carlisle Campaign:

***“That the education and enforcement undertaken by the Directorate continues and that action is taken against those members of the public and businesses who misuse public litter bins.”***

Work is undertaken across the Directorate to respond to issues raised from the misuse of litterbins by both the public and businesses. Education is provided through on site visits as well as following up with written warnings. Businesses are visited by the Neighbourhood Enforcement Team to ensure they have the appropriate waste collection authority in place to remove their waste. If they do not the appropriate action is taken through both education and enforcement.

The continuing work with the section on education and enforcement and the performance both in terms of Fixed Penalty Notices, prosecutions and the reductions seen in dog fouling and litter reports and levels demonstrates that the recommendation has been actioned.

## **8. Gull Sacks**

In Spring and Summer 2015, significant work was undertaken to encourage residents to use gull sacks correctly. The mis-use of the gull sacks included putting out extra waste and not using the sacks at all. A planned approach was taken to the education and enforcement, beginning with reminder letters and ending with enforcement action if residents continued to mis-use gull sacks.

Most residents are now using gull sacks correctly and the improvement in the service can be seen on our streets after collection day. Testimonials from crew members has confirmed the improvement in the collection service and the cleanliness of the area has been confirmed by the street cleaning team that used to have to clear up the mess left by the ripped black bags.

Other benefits of the work is that there has been increased recycling both at the kerbside and at bring sites in recent months. In addition the number of seagull complaints has reduced from 43 in 2014/15 to 36 in 15/16 and issues arising from the old purple bag scheme has significantly reduced.

## **9. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

9.1 The Clean-up of Carlisle is a priority identified in the Carlisle Plan

### **Appendices**

**Contact Officers: Angela Culleton Ext: 7325, Helen Graham Ext 7577**

**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/RISKS:**

**Chief Executive's -**

**Deputy Chief Executive –**

**Economic Development –**

**Governance –**

**Local Environment –**

**Resources –**