

Report to Economic Growth Scrutiny Panel

Agenda
Item:

A.4

Meeting Date: 7 September 2017
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: QUARTER 1 PERFORMANCE REPORT 2017/18
Report of: Policy and Communications Manager
Report Number: PC 15-17

Purpose / Summary:

This report contains the 1st quarter performance by exception against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Proposed new Service Standards and Key Performance Indicators (KPIs) are also included.

Recommendations:

1. Consider the performance of the City Council presented in the report with a view to seeking continuous improvement in how the Council delivers its priorities.
2. Consider the new Service Standards and KPIs in the report with a view to providing a more holistic view of the Council's performance.

Tracking

Executive:	25/9/17
Overview and Scrutiny:	Health and Wellbeing Scrutiny Panel 31/8/17 Economic Growth Scrutiny Panel 7/9/17 Business and Transformation Scrutiny Panel 14/9/17
Council:	N/A

1. BACKGROUND

This report contains the 1st quarter performance by exception against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Proposed new Service Standards and Key Performance Indicators (KPIs) are also included.

Service Standards were introduced at the beginning of 2012/13 to provide a standard in service that our customers can expect. The measures are based on timeliness, accuracy and quality of the service. Details of the current standards are in the table in **Section 1**, only the standard relevant to this Panel are included in this report. A set of proposed new Service Standards and Key Performance Indicators (KPI) are presented in **Section 2**.

The Carlisle Plan actions are reported in a new template, designed to provide more detail on the delivery of the actions, only actions within the remit of the Panel are included in this report. The intention is to give the Panel a brief overview of the current position without duplicating the more detailed reporting that takes place within the Scrutiny agendas and Portfolio Holder reports. The updates against the actions in the Carlisle Plan are presented in **Section 3**.

2. PROPOSALS

1. The existing Service Standards are maintained with new standards being introduced, these will be reported by exception once a baseline and threshold or target has been set.
2. New Key Performance Indicators will be introduced and reported by exception once a baseline and threshold or target has been set.

3. CONSULTATION

The report was reviewed by Directorate Management Teams in August, by the Senior Management Team on 14 August 2017 and will be considered at the other Scrutiny Panels.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

1. The Panel are asked to comment on the Quarter 1 Performance Report and new measures prior to it being submitted to Executive.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

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**Appendices
attached to report:
None**

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:

Corporate Support and Resources – Responsible for monitoring customer satisfaction, financial management and for managing high level projects.

Community Services – Responsible for monitoring and reporting on service standards, progress in delivering the Carlisle Plan and for working with teams to develop team service standards for operational use.

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

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

Section 1: 2017/18 Service Standards

Percentage of Household Planning Applications processed within eight weeks – Quarter 1 on target

Section 2: Service Standards and Key Performance Indicators Review

Background

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT, O&S and JMT. An initial set of four Service Standards were added to in 2015/16 with one additional standard, creating the current set of five Service Standards (two for this Panel):

SS02 Number of missed waste or recycling collections

SS03 Percentage of household waste sent for recycling

These are currently reported to SMT and by exception at Overview and Scrutiny and Executive.

Purpose

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

Service Standards are not the only set of measures used to interrogate the performance of the Council. Alongside the review of Service Standards a set of Key Performance Indicators, derived from the links between the service plans and Budget Resolution are also proposed.

Review

SMT agreed to a review of Service Standards to assist the delivery of service objectives as part of the Performance Management Audit May 2017. This fitted with the requirements of O&S Members at the Performance Management workshops in June. We would recommend that a two-tier approach is maintained.

1. Service Standards are the measures that are judged to be the most influential.
2. A set of Key Performance Indicators, directly linked to service objectives and aligned to measure the success of service plan objectives.

Service Standard Criteria

The following criteria has been applied to a long list of potential measures to create a shortlist of proposed new service standards:

1. A service directly used by our customers (residents, visitors and businesses)
2. Notable media or social media interest in the service
3. A high volume of customers use the service
4. The service has a significant revenue budget
5. High quality data is accessible to report on the new measure on a quarterly cycle

Proposed New Service Standards

It is proposed that five additional service standards will also be reported at DMTs and SMT and by exception at Overview and Scrutiny and Executive. They will also be published on the Council's website.

None of the new service standards are within the remit of this Panel.

Proposed New Key Performance Indicators (KPIs)

The following criteria has been applied to the remaining long list of measures to create a shortlist of potential KPIs:

1. Data available or easily collected.
2. Measure linked to service plan objective and Budget Resolution.

These would be reported at DMTs and SMT and, where appropriate, by exception at Overview and Scrutiny and Executive. Where exceptions are identified, consideration will be given for further work with the Service Manager for improvement actions.

The following list is a short list following discussions at DMT and other feedback. Once agreed, further work will be needed to refine the definitions and set targets, particularly where a response within a set number of working days is the performance indicator.

The agreed KPIs will form the basis for service-level performance dashboards, enabling service managers and directors to monitor the delivery of their service plans and provide Members with a more holistic view of the Council's performance.

Code	Name
CS14	Net carparking revenue
CS16	User satisfaction with new Discover Carlisle website
CS17	Carlisle visitor satisfaction
CS22	City Centre revenue
CS33	Number of and value of successful grants brought into the Council
ED01	To carry out 100% of site inspections within 24 hours of requests.
ED02	To respond to incidents involving dangerous building and dangerous structures (including 24hour emergency call for out of hour calls if an officer is available)
ED03	To check 90% of all full plans applications within 14 days of receipt and decide 100% of all applications within the statutory time period of 5 weeks or 2 calendar months.
ED04	To carry out 100% of all inspection requests within 24 working hours.
ED05	60% major applications determined within 13 weeks
ED06	65% minor applications determined within 8 weeks
ED07	80% other applications determined within 8 weeks
ED08	Ensure that all TPOs are confirmed within 6 months
ED09	Determine all hedgerow removal notifications within 6 weeks
ED10	Determine all Tree Preservation Order (TPO) applications within statutory time period of 8 weeks

Section 3: Carlisle Plan Nov 16 – Mar 18 Delivery [EGOSP Actions]

The following actions relevant to this Panel are complete and will be removed from future reports:

- Complete the Durranshill Industrial Estate infrastructure improvements
- Complete the capital improvements to the public realm along Castle Way
- Deliver the Heritage Cities Visit Britain Project to provide an augmented reality Roman themed experience in Bitts Park

Updates are provided in the following tables for the actions relevant to this Panel:

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

Business Property & Infrastructure:

OUTCOME	<u>1. Complete the Durranshill Industrial Estate infrastructure improvements</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Complete the Durranshill Industrial Estate infrastructure improvements
Measurable – What are the standards and or parameters?	
Achievable – Is it feasible?	
Realistic – Resources available	
Time Bound – Start/end dates	End date: Nov 2016
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	COMPLETE
Emerging issues / risks to the project	None

OUTCOME	<u>2. Promote City Centre redevelopment projects</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP / BTOSP
Specific – What is the task	Promote development opportunities for City Centre property assets at Caldew Riverside and English Street, with Cumbria County Council
Measurable – What are the standards and or parameters?	Produce a report setting out the alternatives and preferred options for the delivery of these city centre development opportunities.
Achievable – Is it feasible?	Yes
Realistic – Resources available	The technical and complex nature of the work will necessitate the engagement of external consultants drawing on the awarded LGF funding
Time Bound – Start/end dates	The report will be completed within the current financial year. Work will commence mid Q2 2017 with a final draft expected by the end of Q3 2017.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Discussions with the County Council and other interested parties are continuing regarding the redevelopment potential of these sites. The preferred consultant has been appointed to produce the delivery options report. Council officers have met with the Heritage Lottery Fund regarding potential funding opportunities
Emerging issues / risks to the project	

OUTCOME	<u>3. Support the delivery of a Carlisle Enterprise Zone at Kingmoor Park</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Support the delivery of a Carlisle Enterprise Zone at Kingmoor Park
Measurable – What are the standards and or parameters?	Accelerate growth in business and jobs at this strategic site.
Achievable – Is it feasible?	Enhanced promotion of specific opportunities and Carlisle/Cumbria to inward investment
Realistic – Resources available	Partnership governance arrangements in place.
Time Bound – Start/end dates	Zone effective from 1 st April 2016 and ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Partnership MOU agreed 31 st May 2017 Implementation Plan submitted to Government 31 May 2017 Business Rate Relief Guidance approved 31 May 2017
Emerging issues / risks to the project	

OUTCOME	<u>4. Support the development of Carlisle Airport as a regional gateway</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Support the development of Carlisle Airport as a regional gateway
Measurable – What are the standards and or parameters?	Airport offer expands to include increased freight and in addition passenger services
Achievable – Is it feasible?	Through Economic Development Planning and Building Control Services professional advice and support.
Realistic – Resources available	Planning/Building Control advice
Time Bound – Start/end dates	Ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Recently received an application for variation of conditions to enable construction of Stobart Rail and Terminal Facilities, changes to the apron circulation area and landscaping.
Emerging issues / risks to the project	

Strategy & Planning:

OUTCOME	<u>5. Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan
Measurable – What are the standards and or parameters?	Development of project pipeline; alignment of priorities and projects with Cumbria LEP Strategic Economic plan to ensure they are supported by the LEP and/or attract funding.
Achievable – Is it feasible?	Through engagement with the LEP and TOG
Realistic – Resources available	Corporate Director/Senior Officer time
Time Bound – Start/end dates	Ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Continued close partnership working on: Kingmoor Park Enterprise Zone St Cuthbert's Garden Village Growth enabling transport improvements
Emerging issues / risks to the project	

OUTCOME	<u>6. Progress the Borderlands Initiative</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Progress the Borderlands Initiative
Measurable – What are the standards and or parameters?	Innovative and long term partnership to create a mechanism for leveraging additional public and private sector investment and resources to drive sustainable and inclusive growth across the Borderlands.
Achievable – Is it feasible?	Co-ordinated approach to: Support regional economic development Invest in infrastructure Attract additional private sector investment as to how will success be measured
Realistic – Resources available	Corporate Director and Economic Development Officer
Time Bound – Start/end dates	Ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	<p>Borderlands Framework: <i>‘A Framework for Unlocking our Potential’ has received partner signoff.</i></p> <p><i>Work is progressing to engage with key stakeholders, including UK & Scottish Government to move the framework forward.</i></p> <p><i>Additionally, the Borderlands Growth Deal was mentioned in the Conservative Party Manifesto – ‘Building on the City and Growth deals we have signed across Scotland, we will bring forward a Borderlands Growth Deal, including all councils on both sides of the border, to help secure prosperity in southern Scotland’</i></p> <p>Proposals currently being prepared to submit a bid to Government for funding to support projects and about to finalise the appointment of a Project Officer to support this work.</p>
Emerging issues / risks to the project	

OUTCOME	<u>7. Infrastructure Delivery Plan</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Maintain an up to date Infrastructure Delivery Plan and develop proposals to address identified issues
Measurable – What are the standards and or parameters?	Progress and issues to be reported through the statutory Authority Monitoring Report.
Achievable – Is it feasible?	Ongoing dialogue with infrastructure providers.
Realistic – Resources available	Can be delivered within existing staff resource and budget allocation.
Time Bound – Start/end dates	Comprehensive update critical to development of masterplan and delivery strategy for St. Cuthbert's Garden Village.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	<ul style="list-style-type: none"> • Discussion with infrastructure providers ongoing in the form of continuous dialogue, including recent meeting with United Utilities. • Need for viability and infrastructure task and finish group identified as part of St. Cuthbert's Garden Village governance / project management structure. Work ongoing on terms of reference and membership.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

OUTCOME	<u>8. Develop a Carlisle South Masterplan covering housing, urban design, employment land, transport and infrastructure</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Develop a Masterplan for St. Cuthbert's Garden Village covering housing, urban design, employment land, transport and infrastructure
Measurable – What are the standards and or parameters?	Masterplan will be incorporated into a Development Plan Document (DPD) which will require approval by Council.
Achievable – Is it feasible?	Production of DPD governed by Government Regulations, with policy and guidance also set out nationally.
Realistic – Resources available	The project is detailed in the Council's approved Local Development Scheme (LDS). An adequate allocation has followed through the process of the MTFP. Additional funding to accelerate delivery and enhance quality has been forthcoming through inclusion in the Government's Locally Led Garden Villages Programme.
Time Bound – Start/end dates	Mandate forthcoming from LDS which was approved in July 2016. Inclusion in Garden Village programme confirmed on 2nd January 2017. Anticipated adoption date of DPD April 2020.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Executive approval forthcoming on 8th May for project governance structures, draw down of MTFP allocation; indicative spending profile including grant received and permission to commence public engagement. Appointment of Hyas Associates to provide advisory support on progressing project. Receipt of final 'Landscape & Townscape' Appraisal for the area.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

OUTCOME	<u>9. Work with the Environment Agency and partners on future plans</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Work with the Environment Agency and partners on future flood risk management plans
Measurable – What are the standards and or parameters?	Agreement of flood risk management plans and delivery thereafter of defined temporary and permanent improvements and activities.
Achievable – Is it feasible?	City Council are a key stakeholder but do not have direct control reflecting EA are the lead on developing Flood Risk Management Plans.
Realistic – Resources available	Business cases needed to draw down previously allocated Government funding.
Time Bound – Start/end dates	Flood Risk Management Plans to be agreed by close of 2017. Delivery of subsequent interventions likely required with in current parliamentary cycle i.e. 2022.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Long list of appraisal options developed by EA and shared with local community groups and overview and scrutiny. To be shortlisted for late Autumn. Corporate Director is a member of the new Cumbria Strategic Flood Partnership.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

Skills Development:

OUTCOME	<u>10. Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy
Measurable – What are the standards and or parameters?	Successes in relation to skills improvements and better alignment with key sectors is yet to be determined and will be defined through the emerging Economic Strategy.
Achievable – Is it feasible?	The emerging Economic Strategy will contribute significantly towards the achievement of this objective through the exploration of the requirements of key sectors operating and expanding within the area and the alignment of these requirements with the education offer of local education providers.
Realistic – Resources available	Whilst the delivery of the skills plan will be challenging, the emerging Economic Strategy will continue to support its delivery and may, in some cases, enhance this through targeted sector work to establish the skills requirements of key sectors.
Time Bound – Start/end dates	The emerging Economic Strategy is anticipated to be adopted early 2018.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	The scope of the emerging Economic Strategy was presented to EGOSP, JMT and SMT. There is ongoing dialogue with key stakeholders to establish priorities and actions to ensure growth in the economy, of which skills is a key consideration. An initial draft report was also received from Regeneris consulting, investigating the key sectors of Carlisle's economy with the greatest potential for growth. Ensuring the right skills are available for these key sectors will be vital.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

Working with business:

OUTCOME	<u>11. Proactively develop business support through supporting the Growth Hub</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Proactively develop business support through supporting the Growth Hub
Measurable – What are the standards and or parameters?	Actions and activities undertaken to support businesses will be defined through the emerging Economic Strategy. This will include supporting the activities of the Growth Hub. Success of business support will be measured through annual review of the Economic Strategy actions (once adopted).
Achievable – Is it feasible?	The emerging Economic Strategy will contribute significantly towards the achievement of this objective through the exploration of the requirements of businesses and therefore linking requirements with targeted support, including through the Growth Hub.
Realistic – Resources available	Whilst the delivery of business support is often challenging due to limited resources, the emerging Economic Strategy will provide some tangible actions linked to business support, including supporting the Growth Hub.
Time Bound – Start/end dates	The emerging Economic Strategy is anticipated to be adopted early 2018.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	The scope of the emerging Economic Strategy was presented to EGOSP, JMT and SMT. There is ongoing dialogue with key stakeholders to establish priorities and actions to ensure growth in the economy, of which business support is a key consideration. An initial draft report was also received from Regeneris consulting, investigating the key sectors of Carlisle's economy with the greatest potential for growth. Ensuring the right business support is available for these key sectors will be vital.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

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

City Centre Public Realm:

OUTCOME	<u>23. Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage
Measurable – What are the standards and or parameters?	Installation of new fingerpost signage, interpretation boards and gateway signage
Achievable – Is it feasible?	Yes
Realistic – Resources available	Can be progressed to completion within existing staff capacity and allocated budget
Time Bound – Start/end dates	Commencement 2015 Completion <ul style="list-style-type: none"> • Fingerpost signage and interpretation boards - December 2017 • Gateway Signage - ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Design/Artwork for fingerpost signage and interpretation boards is complete with preferred installation locations identified. Programme for installation currently being agreed.
Emerging issues / risks to the project	The Gateway Signage aspect of the project has been deferred pending a wider review that will incorporate existing highways signage, undertaken in partnership with the County Council. The risk to the delivery of this element of this priority objective is that it becomes enmeshed in the programming of the County Council.

OUTCOME	<u>24. Complete the capital improvements to the public realm along Castle Way</u>
SMT OWNER	Darren Crossley
O+S Panel	EGOSP
Specific – What is the task	Complete the capital improvements to the public realm along Castle Way
Measurable – What are the standards and or parameters?	<ol style="list-style-type: none"> 1) By the opening of the new crossing and completion of repaving works on Castle Way footway. 2) The carrying out of a Safety Audit to verify that the crossing is operating safely before control of the crossing becomes the responsibility of the County Council.
Achievable – Is it feasible?	A contract has been awarded to implement the scheme, work started March 2017, crossing opened for use 14 th July 2017, safety audit carried out with results awaited. Re-paving works due to be carried out in August 2017.
Realistic – Resources available	Work commenced in March 2017. Crossing works are complete and became operational on 14 th July 2017. Repaving works due for completion August 2017.
Time Bound – Start/end dates	Work started March 2017. Completion due August 2017.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Construction works substantially complete. Excavation works to install cable ducting took longer than expected due to having to unexpectedly dig into existing concrete.
Emerging issues / risks to the project	Result of Safety Audit awaited to see if any issues are identified that may affect safe operation of the crossing. Any major issues may require remedial action.

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

OUTCOME	<u>30. and 31. Prepare and publish an updated Housing Strategy and Develop and implement a Housing Delivery Action Plan</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Preparation and adoption of an up to date Housing Strategy inclusive of a housing delivery action plan, informed by appropriate stakeholder consultation and engagement as an integral part of the process.
Measurable – What are the standards and or parameters?	Housing Strategy adopted by Council
Achievable – Is it feasible?	Yes
Realistic – Resources available	Can be progressed within existing staff capacity and base budgets
Time Bound – Start/end dates	Commenced Spring 2017 - Adoption late 2017
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Draft produced but requires further refinement. Target is for revised draft to go to SMT in September for approval to proceed to Exec/ EGOSP/ Council, and external consultation.
Emerging issues / risks to the project	Slight delay due to need for further redrafting to ensure the Housing Strategy is fit for purpose.

Housing Quality/Access:

OUTCOME	<u>37. Work with landowners, developers, and partner agencies (e.g. HCA) to accelerate the delivery of sites</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Work with landowners, developers, and partner agencies (e.g. HCA) to accelerate the delivery of sites
Measurable – What are the standards and or parameters?	Number of Net New Homes Per Annum - Performance measured against Local Plan housing target and anticipated rates of delivery in housing trajectory.
Achievable – Is it feasible?	Whilst out with the direct control of the Council, there are a number of actions the Council can and is taking to support the realisation of this objective. These actions including potentially new activities will be detailed and coordinated through the Housing Strategy which is under development.
Realistic – Resources available	Can be delivered within existing staff resource and budget allocation. Need for additional resources will be flagged, if necessary, through the development of the housing strategy and consequently pursued through the MTFP process.
Time Bound – Start/end dates	Ongoing.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	<ul style="list-style-type: none"> • Preparation of a draft Promotional Housing Prospectus, which is subject to ongoing refinement in order to finalise. • New Housing Strategy inclusive of a programme of activities linked to the objective of accelerating delivery being developed.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

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

Tourism:

OUTCOME	<u>38. Redevelop the Discover Carlisle website</u>
SMT OWNER	Darren Crossley
O+S Panel	EGOSP
Specific – What is the task	Redevelop the Discover Carlisle (DC) website
Measurable – What are the standards and or parameters?	Delivery of a new functional and in-house managed DC website.
Achievable – Is it feasible?	Yes in-house project management team has been established and is progressing the work.
Realistic – Resources available	Yes – resources are being drawn from existing staff.
Time Bound – Start/end dates	Start Feb 2017 / End Dec 2017
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Dummy site is live and permanent content is being sourced and refined.
Emerging issues / risks to the project	None

OUTCOME	<u>40. Deliver the Heritage Cities Visit Britain Project to provide an augmented reality Roman themed experience in Bitts Park</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Deliver the Heritage Cities Visit Britain Project to provide an augmented reality Roman themed experience in Bitts Park
Measurable – What are the standards and or parameters?	Creation of an England's Heritage Cities Microwebsite and individual Apps for each of the 12 member cities
Achievable – Is it feasible?	Project and financial plans signed off. Project governance and Accountable Body status established, partner agreements in place
Realistic – Resources available	Visit England / Visit Britain Discover England Funding Round 1 in place including partner match funding
Time Bound – Start/end dates	Completed
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Project completed in April 2017. Testing of Carlisle App identified some technical glitches which have been corrected. Marketing and promotion of the project outputs at a range of Tourism industry events ongoing. Evaluation underway.
Emerging issues / risks to the project	

Business Growth:

OUTCOME	<u>41. Work with Carlisle Ambassadors to raise the profile of Carlisle through business engagement.</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Work with Carlisle Ambassadors to raise the profile of Carlisle through business engagement.
Measurable – What are the standards and or parameters?	Membership numbers increase, Ambassadors are engaged in activities which promote Carlisle and the Carlisle offer
Achievable – Is it feasible?	Delivery of quarterly Carlisle Ambassador meetings themed around economic priorities.
Realistic – Resources available	External marketing and relationship managed support procured, Corporate Director and Officer support for support, direction and project management
Time Bound – Start/end dates	Established 2013 and ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Two Carlisle Ambassador meetings delivered both with circa 170 in attendance (oversubscribed). Marketing workshop delivered to engage marketeers in sharing information and using CA and Carlisle Story in promoting Carlisle. Project workshop delivered to establish a new mechanism for CA to manage the process of CA endorsed projects. Model to include CA Panel of mentors to support project development and encourage delivery which meets with agreed CA project criteria.
Emerging issues / risks to the project	

OUTCOME	<u>42. Encourage Carlisle Ambassadors to engage partners in promoting the Carlisle story/offer</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Encourage Carlisle Ambassadors to engage partners in promoting the Carlisle story/offer
Measurable – What are the standards and or parameters?	Media statistics: Circulation figures, On line views Website / YouTube, Facebook, Twitter, LinkedIn, Blogs etc. Increased sharing of Carlisle success stories by Carlisle Ambassadors in their sector and CA support for joint promotional opportunities such as Northern Powerhouse or GP Recruitment
Achievable – Is it feasible?	Engagement through Carlisle Ambassador Initiative and Marketing Sub Group
Realistic – Resources available	External marketing and relationship managed support procured, Marketing Sub Group of Carlisle Ambassadors to be implemented
Time Bound – Start/end dates	Ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Report to Scrutiny setting out progress. Marketing workshop delivered to engage marketeers in sharing information and using CA and Carlisle Story in promoting Carlisle. Agreed method for increased sharing of Carlisle good news stories. Project workshop to refresh CA endorsed project activity to ensure that outcomes promote the Carlisle Story and offer.
Emerging issues / risks to the project	

OUTCOME	<u>43. Deliver the Cumbrian "Better Business for All Programme" in 2017 through the Cumbria Public Protection Group</u>
SMT OWNER	Mark Lambert
O+S Panel	EGOSP
Specific – What is the task	Deliver the Cumbrian "Better Business for All Programme" in 2017 through the Cumbria Public Protection Group
Measurable – What are the standards and or parameters?	
Achievable – Is it feasible?	
Realistic – Resources available	
Time Bound – Start/end dates	End: March 2018
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Copeland have taken the lead on this and progress has been slow. Further discussions are required regarding the process of surveying business's needs.
Emerging issues / risks to the project	