

Economic Growth Scrutiny Panel

Agenda

Thursday, 30 November 2017 AT 10:00

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

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

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

Members of the Economic Growth Scrutiny Panel

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

Substitutes:

Councillors Mrs Birks, Bloxham, Mrs Parsons, Ms Patrick, Paton, McNulty, Mrs Mallinson

PART A

To be considered when the Public and Press are present

Apologies for Absence

To receive apologies for absence and notification of substitutions.

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

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

Public and Press

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

Minutes of Previous Meetings

7 - 16

To note that Council on 7 November 2017 received and adopted the minutes of the Economic Growth Scrutiny Panel held on 7 September 2017 (Minute Book Vol 44(3)). The Chairman will sign the minutes.

To approve the minutes of the meeting held on 19 October 2017 (Copy herewith).

A.1 CALL-IN OF DECISIONS

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

A.2 OVERVIEW REPORT AND WORK PROGRAMME

17 - 24

Portfolio: Cross Cutting

Directorate: Cross Cutting

Officer: Steven O'Keeffe, Policy and Communications Manager

Report: OS.23/17 herewith

Background:

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

Why is this item on the agenda?

The Economic Growth Panel operates within a Work Programme which has been set for the 2017/18 municipal year. The Programme will be reviewed at every meeting so that can be adjusted to reflect the wishes of the Panel and take into account items relevant to this Panel in the latest Notice of Executive Key Decisions.

What is the Panel being asked to do?

- Note the items (within the Panel's remit) on the most recent Notice of Executive Key Decisions.
- Discuss the Work Programme and prioritise as necessary.

A.3 BUDGET 2018/19

Portfolio: Finance, Governance and Resources, Culture, Heritage and Leisure, Environment and Transport and Economy, Enterprise and Housing

Directorate: Corporate Support and Resources

Members are reminded that the Budget reports were circulated to all Scrutiny Members on 10 November 2017. Members are asked to bring the relevant budget reports to the meeting. The Executive Decisions from 20 November 2017 will be tabled at the meeting.

Revenue Budget Reports:**(a) Budget Update - Revenue Estimates 2018/19 to 2022/23**

Report: RD.31/17 pages 1 - 30

Officer: Alison Taylor, Chief Finance Officer

Background:

To consider new revenue spending pressures and reduced income projections which fall within the area of responsibility of this Panel:

Economic Investment Initiatives Page 7

To consider new savings proposals and additional income generation which fall within the area of responsibility of this Panel:

Bring Site Savings Page 8

Building Control Income Page 8

(b) Individual Charges Reviews -**Background:**

To consider and comment on the review of charges in respect of the following areas which fall within the area of responsibility of this Panel:

Community Services

Report: CS.33/17 pages 31 - 58

Officer: Darren Crossley, Deputy Chief Executive

City Centre Page 32

Car Parking Page 33

Tourist Information Centre Page 34

Summary of Income Page 35

Economic Development

Report: ED.38/17 pages 59 - 68

Officer: Jane Meek, Corporate Director of Economic Development

Development Control Income Page 61

Building Control Income Page 61

Investment and Policy Income Page 63

(c) Revised Capital Programme 2017/18 and Provisional Capital programme 2018/19 to 2022/23

Report: RD.32/17 pages 119 - 130

Officer: Alison Taylor, Chief Finance Officer

Background:

To consider the capital spending which falls within the area of responsibility of this Panel:

Regeneration of Botchergate/Carlisle Settle.	Pages
Chatsworth/Portland Square Townscape Initiative	122,123

Why are these items on the agenda?

Annual scrutiny as part of the Budget process

What is the Panel being asked to do?

Scrutinise the reports and provide feedback to the Executive.

A.4 HOUSING DELIVERY AND ST. CUTHBERT'S GARDEN VILLAGE UPDATES

25 - 52

Portfolio: Economy, Enterprise and Housing

Directorate: Economic Development

Officer: Garry Legg, Investment and Policy Manager

Report: ED.40/17 herewith

Background:

The Corporate Director of Economic Development to submit a report providing updates on Housing Delivery and St. Cuthbert's Garden Village.

Why is this item on the agenda?

Agenda item agreed by the Panel in their Work Programme.

What is the Panel being asked to do?

1. To note the existing efforts and contribute to emerging thinking regarding actions to help increase and accelerate housing delivery.
2. To note and scrutinise the progress with regards to the planning of St. Cuthbert's Garden Village.

A.5 QUARTER 2 PERFORMANCE REPORT 2017/18

53 - 78

Portfolio: Finance, Governance and Resources

Directorate: Economic Development

Officer: Gary Oliver, Policy and Performance Officer

Report: PC.19/17 herewith

Background:

The Policy and Communications Manager to submit the second quarter performance against current service standards and a summary of the Carlisle Plan 2015-18 actions.

Why is this item on the agenda?

Quarterly performance monitoring report.

What is the Panel being asked to do?

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

PART B
To be considered in Private

-NIL-

Enquiries, requests for reports, background papers etc to:

Rachel Plant, Democratic Services Officer, (01228) 817036 or
rachel.plant@carlisle.gov.uk

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

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

THURSDAY 19 OCTOBER 2017 AT 10.10AM

PRESENT: Councillors Nedved (Chairman), Betton (10.15am – 11.43am), Bowditch, Burns, Christian, Mrs Coleman, McDonald and Mitchelson

**ALSO
PRESENT:** Councillor Glover – The Leader
Councillor Mrs Bradley – Economy, Enterprise and Housing Portfolio Holder
Councillor Ms Quilter – Culture, Heritage and Leisure

OFFICERS: Deputy Chief Executive
Corporate Director of Economic Development
Regeneration Manager
Investment and Policy Manager
Development Manager
HIA Team Leader
Tourist Information Officer
Policy and Performance Officer

EGSP.17/17 APOLOGIES FOR ABSENCE

There were no apologies for absence submitted.

EGSP.18/17 DECLARATIONS OF INTEREST

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

EGSP.19/17 PUBLIC AND PRESS

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

EGSP.20/17 MINUTES OF PREVIOUS MEETINGS

RESOLVED – 1) That the minutes of the meeting held on 27 July 2017, which had been approved by Council on 12 September 2017, be signed by the Chairman.

2) That the minutes of the meeting held on 7 September 2017 be approved.

EGSP.21/17 CALL IN OF DECISIONS

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

EGSP.22/17 OVERVIEW REPORT AND WORK PROGRAMME

The Policy and Communications Manager presented report OS.19/17 which provided an overview of matters relating to the work of the Economic Growth Scrutiny Panel.

The Policy and Communications Manager reported that the most recent Notice of Executive Key Decisions, copies of which had been circulated to all Members, had been published on 22 September 2017. The following items fell within the remit of the Panel and had been included in the Panel's Work Programme:

- KD.23/17 – Budget Process 2018/19 (November meeting)
- KD.27/17 – Consideration of Dalston Parish Neighbourhood Plan (Following public consultation)

The Panel's Work Programme had been attached as appendix 1 to the report for the Panel's consideration.

RESOLVED – That the Overview Report incorporating the Work Programme and Key Decision items relevant to this Panel (OS.19/17) be noted.

EGSP.23/17 CARLISLE BUSINESS INTERACTION CENTRE

The Panel welcomed Steven Robinson, Regeneration Manager to his first Scrutiny Panel.

The Regeneration Manager submitted report ED.36/17 which updated the Panel on the developments at the Business Interaction Centre (BIC).

The Regeneration Manager reminded the Panel of the background to the BIC, including the strategic aims, and reported that the University of Cumbria's (UoCs) lease for buildings at Paternoster Row with Carlisle City Council had expired and they would be vacating the premises on 22 December 2017. The Council's Asset Investment Services Team had dealt with the lease expiry issues and the Regeneration Team had been tasked with identifying a sustainable future use for the BIC.

The Regeneration Team, along with the Policy and Investment Team, had undertaken stakeholder engagement and the outcome of the engagement had confirmed that there was substantial demand from individuals, micro and small businesses for incubator and shared workspace within the city.

The stakeholder engagement showed that the BICs strategic aim for incubation and start up space had not been fully realised due to the lack of understanding of the specific and unique needs of businesses in the creative, cultural and digital sectors. The feedback received was that the environment in the building had not cultivated the liberal and innovative culture that was essential. The engagement also identified a number of individuals and businesses that would return/relocate to the BIC if the right culture/environment was created.

On the basis of the stakeholder engagement and the Regeneris report which had been commissioned by the Council, refurbishing and relaunching the BIC to provide workspaces that met diverse and identified needs of the cultural, creative and digital sectors that operated across Carlisle and the wider Borderlands area would be a positive step.

The Regeneration Manager detailed the next steps as set out in section 4 of the report and asked the Panel for feedback on the proposed future direction.

The Corporate Director of Economic Development reminded the Panel of the importance of the building within the historic quarter. The BIC had not fulfilled its purpose and the Council had to consider how to achieve its purpose so that the building provided support and space in an interactive and creative way which inspired new businesses and added to the economic growth of Carlisle.

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

- What notice did the City Council receive from the University of Cumbria and what was their reason for leaving the building?

The Deputy Chief Executive responded that the City Council had been given short notice of the official leaving but had heard from tenants that there had been concerns that their leases would not be renewed. There had been attempts at communications with the University and had resulted in a very formal and structure communication with them, opposed to the more relaxed communications which had been enjoyed previously. He understood that it was difficult for the University to manage their estate due to its dispersed nature but had not seen their Estates Strategy.

In response to a further question the Deputy Chief Executive confirmed that he did not have any deeper concerns regarding the University's position in Carlisle. The changes had been a result of a change in staff and new relationships being established. He reminded the Panel that the University had their own challenges and had to offer more than an excellent educational offer.

The Corporate Director of Economic Development agreed that the University had to compete to attract students with the overall offer and accommodation. She added that the Council would continue to work closely with the University.

The Leader had met with the Vice Chancellor of the University and she had been clear that, as an organisation under financial pressure, they had to concentrate on their campus and look at estate management to ensure they remained sustainable. She reassured the Leader that Carlisle would continue to be the headquarters for the University and they would continue to grow their educational offer.

- The Council had invested a significant amount of money into the BIC at the start of the process, would this be recovered?

The Corporate Director informed the Panel that the money that the Council had invested had been into the fabric of the building to bring it back into use, the investment had not been lost. The building was owned by the City Council and the building would continue to be used.

- Had the lease with the University of Cumbria for the BIC been strong enough?
- The Panel had undertaken a detailed Task and Finish Group regarding the BIC and it was suggested that the report and minutes of those meetings be revisited for suggestions and ideas going forward.
- Would the Council consider opportunities with other partners for the BIC?

The Corporate Director confirmed that opportunities with other partners would be explored.

- How would support be given to tenants and were there any restrictions going forward for support offered to new tenants?

The deputy Chief Executive explained that in the interim the existing tenants would be provided for and the University had been helping to navigate the changes and had agreed an acceptable offer in terms of dilapidations. There were risks associated with developing the building and granting long term leases to tenants but the Council needed to keep the property in use and would like fee paying tenants to offset the cost as it had previously been a difficult building to let out.

- Who would determine who the tenants would be? What was the proposed process for leasing out space?

- Previous tenants had found that the BIC had not been inspiring, how would the challenge of changing the culture be addressed?

The Regeneration Manager explained that existing tenants had been heavily involved in discussions and had been very positive and wanted to work collaboratively to deliver the aims of the BIC. The tenants needed a unique environment to inspire the businesses as the building had become more academic and was not conducive to collaborative working and network sharing. The building would require some small amendments to create an environment which delivered interactive and flexible work spaces for tenants from a similar sector who could share skills and services.

The Corporate Director added that a facilitator would run the building to bring together businesses from the creative industry and help would be required for this through a funding stream.

- The Chairman asked how the BIC would be financed and what the timescales for a business plan would be.

The Corporate Director understood that funding would need to be obtained and there were opportunities available to secure funding but it was very early in the process.

- A Member reminded the Panel that the Enterprise Centre had been established as a start-up facility but had changed and now had long term tenancies, how would this be avoided at the BIC?

The Corporate Director explained that the Enterprise Centre had been allowed to develop into a managed work space. The BIC would be for specific types of businesses and the BIC facilitator would be fundamental in achieving this.

The Economy, Enterprise and Housing Portfolio Holder reminded the Panel that the process was at a very early stage. She reminded the Panel of the history of the building and its redevelopment for various educational organisations. There had been several changes to the building but the City Council had always been a part of its evolution. The BIC would establish a place for young businesses with a prestigious address and prestigious premises which would be used in a flexible way that allowed young businesses to develop and add to the economic viability and growth of the City. She added that she felt the BIC was an opportunity for the Council and should be supported for long term achievement.

RESOLVED – 1) That the Regeneration Manager be thanked for the update and that the Carlisle Business Interaction Centre (CBIC) report be noted (ED.36/17)

2) That a verbal update on the BIC be given to the Panel as part of their consideration of the Economic Strategy.

3) That representatives of the University of Cumbria be invited to a future meeting of the Panel to give an overview of their position in and commitment to the City.

EGSP.24/17 UPDATE ON THE TOURIST INFORMATION CENTRE AND COMMERCIAL ACTIVITY

The Tourist Information Officer presented report CS.37/17 which gave an update on the operation of the Tourist Information Centre and Assembly Room.

The Tourist Information Officer explained that the report was split into three sections, the first section covered the existing service outputs for the Tourist Information Centre (TIC) and included detailed information on the services provided and the income received at the TIC. The second section of the report set out the existing service outputs for Discover Carlisle which included the website, social media and links with the TIC. The third section detailed opportunities and proposals for the future service with regard to tourism and Discover Carlisle online resources. She drew attention to the proposals for a new tourism and marketing plan for the TIC which would present a business model and approach that helped deliver the TICs aims.

The Culture, Heritage and Leisure Portfolio Holder commended the Tourist Information Officer for presenting the information in the absence of her line manager who was on maternity leave. She commented that Tourism was changing constantly and the report reflected the move to the internet and tourists arranging accommodation before they travel. The Tourist Information Centre had been refurbished and work was now being undertaken on the new tourism and marketing plan. There were a lot of events, attractions and activities in Carlisle and the TIC was building on those and moving the tourism in the City forward.

In considering the update Members raised the following comments and questions;

- Was the TIC affected by the level of signposting within the City?

The Culture, Heritage and Leisure Portfolio Holder confirmed that that signage in the City had been an issue but this was being rectified, however, further work would be required to define and promote areas such as the Historic Quarter.

- Was there any scope for a joint procurement for gifts, which could reduce costs and increase income, with other tourist attractions in the City?

The Culture, Heritage and Leisure Portfolio Holder responded that there was scope for changes to the retail offer; however, this was an ongoing process that would take some negotiations and time.

- The Panel had previously asked for a business plan for the TIC, was the Tourism offer so fluid that this was unachievable? How was the TIC performance monitored without a business plan?

The Deputy Chief Executive agreed that the offer was fluid and continuously changing to match trends. He reassured Members that he closely monitored the budget and success of the TIC and received monthly reports on performance. The Deputy Chief Executive informed the Panel that a reorganisation of the service was being undertaken and consultation with staff would be carried out. The basis of the reorganisation was the changing nature of the TIC, it was hoped that the reorganisation would result in more flexibility for staff to provide the service. The refresh of the Discover Carlisle website was fundamental and would keep on top of trends and tell Carlisle's story. Any business plan for the TIC would have to reflect the change in direction, it would need to identify key assets and reflect the Economic Strategy.

The Corporate Director of Economic development agreed that the TIC could not be considered in isolation, the Economic Strategy and historic assets all supported tourism and were part of the whole strategy.

A Member asked the Deputy Chief Executive if the TIC actually needed a business plan a clear vision to deliver the dynamic ideas coming forward. Members were concerned that there was increasing demand on officers with reduced resources and they had no clear direction. The Deputy Chief Executive confirmed that the traditional business plan would not be suitable for the

TIC as a more organic approach was required to keep up with changing trends. Work was being carried out on the reorganisation of the TIC which would clarify themes, opportunities and resources and further information would be available for the Panel the next time the TIC was scrutinised.

- The Panel had previously undertaken a Task and Finish Group on the TIC and it was suggested that the work of the Group be revisited to help the Panel monitor the performance of the TIC.

The Deputy Chief Executive explained that the report had not included all of the financial information with regard to the TIC as officers were trying to move away from dated targets. The financial information for the TIC was available to Members and could be added to future reports should they so wish. He explained that work was being carried out to investigate what other heritage cities carried out and how they generated income. Some of the work being undertaken was out with the scope of Carlisle due to size of the city but there were ideas which could be used.

- Were the TIC utilising emails to market and promote services?

The Deputy Chief Executive confirmed that email drops would be used and were very useful for the local market.

- How were the tourists from the USA, Australia and Asia accessing information to come to Carlisle?

The Tourist Information Officer explained that tourists from China usually travelled on organised coach trips which had specific routes, tourists from the USA and Australia tended to be individual travellers. Many American tourists were tracing their family tree and often travelled with entire families.

The Culture, Heritage and Leisure Portfolio Holder commented that work was needed to determine where travellers were coming from and why so that the market could be accessed and grown.

The Deputy Chief Executive agreed that consideration was needed to determine what to target and how to engage local operators to promote Carlisle.

RESOLVED – 1) That the update on the Tourist Information Centre and Commercial Activity (CS.37/17) be welcomed;

2) That the new Tourism and Marketing Plan for the Tourist Information Centre be added to the Panel's work programme.

The Panel adjourned for a short break at 11.43am and reconvened at 11.50am

EGSP.25/17 DRAFT PLANNING OBLIGATIONS ANNUAL REPORT 2016-2017

The Investment and Policy Manager submitted the draft Planning Obligations Annual Report 2016-17.

The Investment and Policy Manager informed the Panel that Section 106 (s106) Agreements were private legal agreements between Local Authorities and developers which were linked to planning permissions and could also be known as planning obligations. The Report detailed when a s106 agreement would be attached to a planning permission and the legal test required for the use of one.

The Council's Community Infrastructure Levy (CIL), Section 106 and monitoring officer managed the recording of, collection and reporting on the delivery of obligations within planning agreements relating to the City Council. The procedures in place were subject to an internal audit, the outcome of which would be taken on board in the future management of the process. He added that it should be noted that the Government had sought to scale back the use of s106 agreements in favour of a tariff based approach to planning obligations in the form of the CIL. The CIL process was under review by the Government, the outcome of which was awaited. Whilst some early consideration had been given to the suitability of CIL for Carlisle District, it had been decided that any further work should be put on hold until the outcome of the review was known.

The Planning Obligations Annual Report 2016-17 had been attached and gave an overview of s106 agreements (and Unilateral Agreements) entered into over the last year and provided an updated on the payments received by the Council and expenditure/delivery of the obligations within those and previous years. The purpose of the report was to update Members, developers and the public on the how and when planning obligations were being implemented and therefore demonstrating how such obligations had a direct positive impact throughout the District in those areas where development was taking place.

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

- Members felt that the Planning Obligations 2016-2017 Report had several issues for members of the public:
 - It was not easy to understand;
 - Areas did not read very well;
 - There were several terms used which were not clear;
 - It was clear where money had been allocated but it was not clear where the money had gone;
 - It was difficult to understand if money had been allocated but not used on the specific development site.

The Investment and Policy Manager welcomed the views of the Panel and agreed that the document would be amended where possible to make it easier to understand, further information would be added regarding allocation of monies and a glossary of terms would be included.

- Were Members informed when there were outstanding s.106 monies in their area?

The Development Manager explained that Ward Members were often involved in planning application processes and made officers aware of any specific local requests for monies, however, the legislation did not allow a great deal of flexibility for where the money could be used.

- Did the CIL reduce the s.106 allocation and did it affect the Local Plan?

The Corporate Director of Economic Development informed the Panel that the legislation for s.106s had become tighter and the Council had to give detailed justification for requesting one. The regulations allowed for developers to challenge a request, as a result money had diminished.

The Investment and Policy Manager responded that the CIL did not affect the robustness of the Local Plan. There was a wholesale review of the CIL and its effectiveness by Government and so the City Council would not progress any work until the outcome was known.

- Were s.106s easier to achieve compared to the CIL?

The Investment and Policy Manager explained that a CIL was supposed to give more certainty as the information was public and therefore more stable, however, a CIL had proved to be expensive to deliver and not viable which was the reason for the review.

The Economy, Enterprise and Housing Portfolio Holder commented that CILs had been a very complicated and expensive process which required specialist input. The Planning Team had taken the sensible decision not to proceed with CILs until the outcome of the review was known.

- Did developers challenge s.106 requests and did they challenge how monies were spent?

The Corporate Director confirmed that developers often challenged the requests for s.106s but not how money was actually spent. Money was only returned when the impact on the area from the development was not achieved.

- Were the affordable housing contributions placed into a central pot?

The Development Manager confirmed that the money was placed in a central pot which was used in one of the three specific housing market areas.

- Could s.106 monies still be used to install public art in developments?

The Development Manager confirmed that public art could be installed in a development using s.106 money, however, officers encouraged designs to be built into the developments and therefore s.106 monies could be used in other areas.

- Did the City Council negotiate s.106s on behalf of Cumbria County Council and did they provide any funding for the negotiations?

The Corporate Director confirmed that the City Council did carry out the negotiations on behalf of the County Council as part of their role as the planning authority. If the negotiations incurred specialist costs ie lawyers then the County Council would be expected to share that cost.

RESOLVED –1) That the comments and observations of the Panel, as detailed above from the scrutiny of report ED.34/17, be considered and incorporated into an amended, more transparent and easier to use Planning Obligations Annual Report;

2) That Members of the Economic Growth Scrutiny Panel be invited to attend any future Development Control Committee training sessions on housing strategy issues.

EGSP.26/17 LOCAL LIST OF NON-DESIGNATED HERITAGE ASSETS

The Investment and Policy Manager submitted report ED.35/17 which detailed process which underpinned the preparation of a local list of non-designated heritage assets.

The Investment and Policy Manager explained that national planning policy advocated the establishment of a local list of non-designated heritage assets. Such a notion was also strongly championed by Historic England. The local heritage asset register ('Local List') was a way of identifying locally and regionally important heritage assets that may not meet the strict requirements of national designations, but nonetheless made an important contribution to the historic environment of Carlisle District and contribute to the sense of place for local people.

The Investment and Policy Manager detailed the relevant policy as set out in the report and explained that the Local List ensured that those assets on it were regarded as such as a material consideration in the planning process. The City Council was therefore able to consider the scale of any harm or loss a development may cause to heritage assets and their setting. In considering planning applications a balanced judgement would be required having regard to the scale of any harm and the significance of the heritage asset. Listing could also assist grant funding applications and serve wider educational and promotional purposes.

The Investment and Policy Manager drew Members attention to the process for preparing a list set out in section 3 of the report and asked Members to focus on the Local List Guidance which was appended to the report.

Members supported the proposals and process for a local list of non-designated heritage assets and asked that the Investment and Policy Manager circulate feedback from the pilots and the examples of assets which had been added to the list.

The Investment and Policy Manager agreed to circulate the information and explained that the proposed Local List Guidance would be considered by the Executive, following adoption it would be made available on the website. He added that the process would be a long term one which would involve partners and the local community and consideration would be given to how the Guidance would be promoted.

RESOLVED –1) That the Local List of Non-Designated Heritage Assets (ED.35/17) and the proposed Local List Guidance be supported by the Panel;

2) That an update on the Local List of Non-Designated Heritage Assets be submitted to the Panel for scrutiny in one year's time;

3) That the Investment and Policy Manager circulate feedback from the pilot, the scoring sheets and examples of assets added to the Local List of Non-Designated Heritage Assets to Members of the Panel.

(The meeting ended at 12.31pm)

Economic Growth Scrutiny Panel

Agenda
Item:
A.2

Meeting Date: 30th November 2017

Portfolio: Cross Cutting

Key Decision: No

Within Policy and
Budget Framework

Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME

Report of: Policy & Communication Manager

Report Number: OS 23/17

Summary:

This report provides an overview of matters related to the Economic Growth Scrutiny Panel's work. It also includes the latest version of the work programme.

Recommendations:

Members are asked to:

- Note the items (within Panel remit) on the most recent Notice of Key Executive Decisions
- Comment on the work programme and prioritise where necessary

Contact Officer: Steven O'Keeffe

Ext:
7258

Appendices attached
to report:

1. Economic Growth Scrutiny Panel Work Programme 2017/18

1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 20th October 2017. This was circulated to all Members. The following items fall within the remit of this Panel:

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

KD.23/17 Budget Process 2018/19 (today's meeting)

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

KD.32/17 Botchergate and London Road Heritage Action Zone

2. References from the Executive

There are no references from the Executive.

3. Progress on resolutions from previous meetings

At the recent Scrutiny Chairs Group meeting (10/11/17) there was a discussion on tracking progress with resolutions. The Lead Member reported that the Business and Transformation Scrutiny Panel had begun tracking the outcome of their resolutions to enable the monitoring of responses and outcomes. The Scrutiny Chairs Group felt that this was a positive move for Scrutiny and resolved that the Overview Report for each Scrutiny Panel would include a section which tracked the progress of resolutions of the Panel.

The following table sets out the meeting date and resolution that requires following up. The status is presented as either 'completed', 'pending' or 'outstanding'. An item is considered outstanding if no update or progress has been made after three panel meetings.

No.	Meeting Date	Action	Status
1	19 October 2017	That the Investment and Policy Manager circulate feedback from the pilot, the scoring sheets and examples of assets added to the Local List of Non-Designated Heritage Assets to Members of the Panel.	Pending
2	19 October 2017	That an update on the Local List of Non-Designated Heritage Assets be submitted to the Panel for scrutiny in one year's time;	Pending
3	19 October 2017	That Members of the Economic Growth Scrutiny Panel be invited to attend any future Development Control Committee training sessions on housing strategy issues.	Pending
4	19 October 2017	That the comments and observations of the Panel, as detailed above from the scrutiny of report ED.34/17, be considered and incorporated into an amended, more transparent and easier to use Planning Obligations Annual Report;	Pending
5	19 October 2017	That the new Tourism and Marketing Plan for the Tourist Information Centre be added to the Panel's work programme.	Completed

No.	Meeting Date	Action	Status
6	19 October 2017	That representatives of the University of Cumbria be invited to a future meeting of the Panel to give an overview of their position in and commitment to the City.	Pending (April 2018)
7	19 October 2017	That a verbal update on the BIC be given to the Panel as part of their consideration of the Economic Strategy.	Pending (Jan.2018)
8	7 September 2017	4) That the Divisional Director be invited to attend a future meeting of the Panel; 5) That the annual scrutiny of Riverside take place in March 2018 and the Panel would then decide the frequency of the future scrutiny of Riverside.	Pending (Mar. 2018)
9	7 September 2017	That representatives from Housing Associations within the Carlisle District be invited to attend a workshop with the Panel.	Pending (Mar. 2018)
10	7 September 2017	The Policy and Communications Manager suggested that the Community Infrastructure Levy be removed from the Work Programme until advice had been received from Central Government on the matter.	Completed
11	27 July 2017	That Chairman liaise with the Overview and Scrutiny Officer to develop the Panel's Work Programme in light of the Panel's comments detailed above, and that a further draft work programme be submitted for consideration to the Panel's meeting of 7 September 2017	Completed
12	27 July 2017	That the Overview and Scrutiny Officer circulate a list of working definition of the plans and strategies detailed in the Panel's Work Programme.	Pending (update on 30/11/17)
13	27 July 2017	That a workshop in conjunction with Carlisle Flood Action Group be considered for autumn 2017.	Pending
14	27 July 2017	That the Environment Agency and Cumbria County Council be invited to attend a future meeting of the Panel to further update Members on progress.	Pending (Jan. 2018)
15	27 July 2017	That upon the completion of the necessary fact checking work, the Corporate Director of Economic Development circulate the Regeneris report "Identification of Future Growth Opportunities in Carlisle" to Members of the Panel.	Completed
16	27 July 2017	That a session dedicated to the scrutiny of the draft Economic Strategy be arranged for autumn 2017.	Pending (Jan. 2018)
17	27 July 2017	That the Policy and Investment Manager provide a written response detailing the sector categorisations of education and local government.	Completed

4. Work Programme

The Panel's current work programme is attached at **Appendix 1**.

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

Issue Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring									
								15 Jun 17	27 Jul 17	07 Sep 17	19 Oct 17	30 Nov 17	18 Jan 18	01 Mar 18	05 Apr 18
CURRENT MEETING –30 th November 2017															
Budget 2018/19 Alison Taylor						✓	Scrutiny of Budget proposals within the remit of the Panel					✓			
Garden Village Project & Housing Prospectus Garry Legg			✓				Scrutiny involvement to be determined					✓			
Performance Monitoring Reports Gary Oliver	✓						Monitoring of performance relevant to the remit of Panel	✓		✓		✓		✓	
TASK AND FINISH GROUPS															
FUTURE ITEMS															
Housing Strategy Jeremy Hewitson			✓				To consider the new Housing Strategy							✓	
Borderlands Report Jane Meek			✓				Possible agenda item to consider next steps for Borderlands						✓		

Issue Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring									
								15 Jun 17	27 Jul 17	07 Sep 17	19 Oct 17	30 Nov 17	18 Jan 18	01 Mar 18	05 Apr 18
Future Flood Risk Management Jane Meek				✓			Andy Brown (Environment Agency) and Doug Coyle (County Council) to report on the options. All Members of the two other O&S Panels invited. Second session to involve community groups.		✓				✓		
Economic Strategy Jane Meek			✓				Draft Economic Strategy to be considered		✓				✓		
Flood Update Report Darren Crossley				✓		✓	Final comprehensive report						✓		
Heritage Asset Plan			✓				Selected by Panel as area of interest. Work likely to be early 2018. Possible Task and Finish Group approach.							✓	
Local Enterprise Partnership Jane Meek				✓			Annual scrutiny of the Partnership							✓	
Education and Skills				✓			Panel selected this area for scrutiny. UoC to be invited to discuss this matter.								✓
Riverside Housing Association Jeremy Hewitson				✓			Annual scrutiny of Partner							✓	
Regeneration Strategy Jane Meek			✓				Selected by Panel.							tbc	
Tourism Strategy Jane Meek			✓				Selected by Panel								?

Issue Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring									
								15 Jun 17	27 Jul 17	07 Sep 17	19 Oct 17	30 Nov 17	18 Jan 18	01 Mar 18	05 Apr 18
Enterprise Zone Jane Meek						✓	Update in June 2017. Panel selected for further updates								✓
Scrutiny Annual Report Dave Taylor							Draft report for comment before Chairs Group approval								✓
Community Infrastructure Levy Garry Legg			✓				Selected by Panel. Awaiting clarification from central Government								
Portland Square and Chatsworth Square Conservation Area Appraisal and Management Plan Garry Legg			✓				This will be considered for the work programme following on from public consultation.								
Other Key Planning Documents (SPDs) Garry Legg			✓				Various documents, including Affordable Housing SPD, Brownfield register, Dalston Neighbourhood Plan This will be considered for the work programme following on from public consultation.								
Tourism and Marketing Plan for the Tourist Information Centre Gavin Capstick			✓				That the new Tourism and Marketing Plan for the Tourist Information Centre be added to the Panel's work programme.								✓

Issue Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring									
								15 Jun 17	27 Jul 17	07 Sep 17	19 Oct 17	30 Nov 17	18 Jan 18	01 Mar 18	05 Apr 18
COMPLETED ITEMS															
Enterprise Zone Jane Meek							Update	✓							
Future Flood Risk Management Jane Meek							Andy Brown (Environment Agency) and Doug Coyle (County Council) to report on the options. All members of the other two O&S Panels invited		✓						
Economic Strategy Jane Meek			✓				Draft Economic Strategy to be considered		✓						
Relationship with Riverside Jane Meek				✓			Feedback from issues raised at Workshop in February 2017			✓					
Performance Monitoring Reports Gary Oliver	✓						Monitoring of performance relevant to the remit of Panel	✓		✓					
Tourist Information Centre Gavin Capstick						✓	Business Plan and Marketing Plan				✓				
Section 106 Monitoring Report Gary Legg						✓					✓				

Economic Growth Scrutiny Panel

Agenda
Item:
A.4

Meeting Date: 30th November 2017
Portfolio: Economy, Enterprise and Housing
Key Decision: Not Applicable
Within Policy and Budget Framework YES
Public / Private Public

Title: Housing Delivery and St. Cuthbert's Garden Village Updates
Report of: Corporate Director of Economic Development
Report Number: ED 40/17

Purpose / Summary:

To present the Panel with an update on these important workstreams and to invite contributions to their emerging direction whilst scrutinising progress.

Recommendations:

1. To note existing efforts and contribute to emerging thinking regarding actions to help increase and accelerate housing delivery.
2. To note and scrutinise progress with regards to the planning of St. Cuthbert's Garden Village.

Tracking

Executive:	N/A
Scrutiny:	30/11/17
Council:	N/A

1. BACKGROUND

- 1.1 Housing is a cornerstone of Carlisle's growth ambitions. Economic growth will bring many more people into the District. New and existing employers need to be able to attract and retain talent. New housing will support workforce and population growth as identified in the Cumbria Skills Plan. It will also help to rebalance age profiles across the City to grow the working age population, ensuring that new as well as existing jobs can be filled. New affordable and high quality housing will also allow young people to take up opportunities and attract skilled people to generate wealth.
- 1.2 The Carlisle District Local Plan (2015 – 2030) pursues the highest levels of housing growth in Carlisle's recent history. The Local Plan spearheads these efforts through the allocation of land for housing development, with the identification of St. Cuthbert's Garden Village a key element of the longer term strategy.
- 1.3 Carlisle's ambitions align with the well-established Government priority to build more new homes faster. The recent Housing White Paper – Fixing Our Broken Housing Market – reinforces this and sets out measures to further boost an increased and accelerated supply of new homes. New garden settlements feature prominently within the Government's thinking.
- 1.4 It must be recognised that the allocation of land for housing, whilst positive, does not in itself guarantee the delivery of new homes. The reality is that the City Council, working with other key public sector partners, needs to consider how opportunities are promoted and work to create the right conditions within which investment in sites will follow.
- 1.5 The City Council are developing an updated Housing Strategy. A key focus of this will be setting out the actions needed to help increase and accelerate the supply of new homes. Notwithstanding the development of this strategy, good work is ongoing, with good progress also being made on advancing the planning of St. Cuthbert's Garden Village.

2. EMERGING GOVERNMENT POLICY

- 2.1 Housing remains a key government policy with a consensus across the main political parties that there is a need to deliver more new homes faster. Wider reforms include freeing Registered Providers to deliver more affordable housing as well as a bottom up comprehensive review of social housing included how it is funded and delivered. Many changes to aid realisation of the Governments

emerging new housing objectives were set out in a recent white paper 'Fixing Our Broken Housing Market', with proposals grouped around the following key themes:

- Planning for the right homes in the right places;
- Building homes faster;
- Diversifying the market; and
- Helping people now.

- 2.2 From a delivery perspective, national policy requires local authorities to plan to meet objectively assessed housing needs in their area. It also requires local authorities to have in place a five-year deliverable housing land supply. This means being able to point to a number of sites which can be demonstrated to be suitable for housing development, available for housing development (i.e. there is a willing land owner) and achievable (development must be viable) with a realistic prospect that a specific number of new homes will be delivered within the next five-year period. The absence of a five-year land supply results in the default presumption in favour of sustainable development set out in national policy taking effect, essentially running rough shod over local policies concerned with housing supply.
- 2.3 The Government have indicated that they are likely to replace the need to demonstrate a five year land supply with a housing delivery test, the precise details of which are yet to emerge. This move has been welcomed by most local authorities as it will ensure a transition to the application of the national default favour in presumption of sustainable development, giving local authorities the opportunity to intervene to bring delivery back on track. Where land supply is becoming marginal by way of an assessment against a local housing target set out in local plans, the test will require local authorities to develop and implement a delivery action plan. Notwithstanding a formal requirement to do so, a delivery action plan is for most authorities a sensible approach which many authorities, including Carlisle, currently do informally in any event.
- 2.4 Confirmation regarding what will be taken forward and the precise details regarding how and when new policy and initiatives will be implemented are still awaited, but expected towards the end of the financial year. The pace of progressing an updated housing strategy for the City Council has been slowed in order to be able to have regard to emerging Government policy. It is hoped that pace will pick back up in early 2018 once clarity on emerging Government policy and the finer details of implementation begin to emerge. It would be illogical to proceed with the housing strategy in ignorance of what are significant changes at the national level.

3. RECENT DELIVERY

- 3.1 The Carlisle District Local Plan identifies a need to deliver a minimum of approximately 9,600 new homes between 2013 and 2030. The Plan sets out a 'stepped' housing target, responding to evidenced needs, which requires 478 net new homes a year between 2013 and 2020 and 626 net new homes a year between 2020 and 2030.
- 3.2 Historic net completions are illustrated through Figure 1. As can be seen record levels of net completions, exceeding the Local Plan target, have been recorded in the past two consecutive years. This owes directly to having an up to date Local Plan.

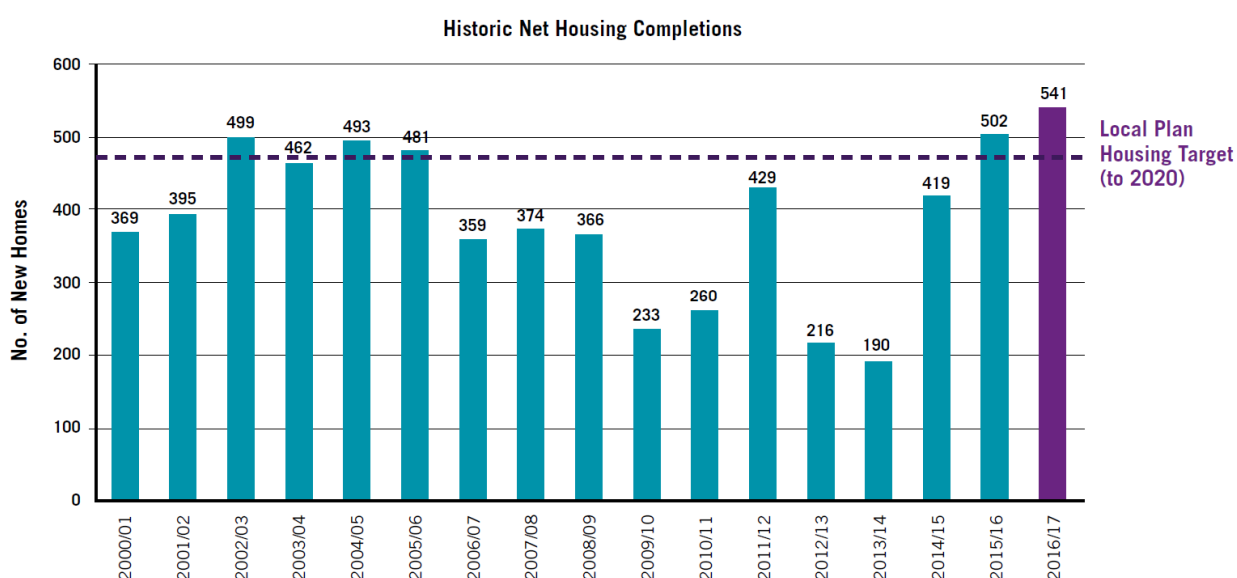


Figure 1 – Historic Net Housing Completions

- 3.3 One of the key challenges in sustaining current delivery rates, and importantly increasing them to ensure the Local Plan target from 2020 onwards is met, will be attracting new developers to Carlisle. This reflects that there is a direct correlation between the number of net new homes and the number of delivery outlets active on the ground in any location.

4. ATTRACTING NEW INVESTMENT

- 4.1 As part of wider place branding and efforts to raise the profile of the City, spearheaded by the Carlisle Story, the need to tailor promotional material for the house building industry has long been apparent. In response to this the City Council worked with Lichfields to develop a prospectus entitled 'Help Us to Build Our

Growing City'. Whilst Lichfield supported the research and editorial element of the work, the Prospectus was designed in house and utilised the well-established Carlisle Story branding. A copy is appended to this report.

- 4.2 The Prospectus was launched at a Royal Town Planning Institute (RTPI) housing event in the City on 27th September. The presence of this event in the City was a major coup given that it has never before strayed from Manchester. Officers worked hard and closely with the RTPI to make this happen. Whilst aimed at members of the Institute as a key continuing professional development event, key speakers included the Director of Planning from Communities and Local Government and as such it was a platform upon which to raise the profile of the City.
- 4.3 The intended audience for the Prospectus is the board room of housing developers and other investors. Already it has succeeded in generating interest from new developers and land agents. It aims to raise awareness of the investment opportunities in Carlisle and to demonstrate the very favourable existing conditions for growth. Ultimately it aims to demonstrate that there has never been a better time to invest in Carlisle. The Prospectus is available on the Council's website.
- 4.4 In terms of next steps consideration is being afforded to how best to target investors and developers to promote the City, using the Prospectus to instigate a conversation. This thinking is being supported by Lichfields and contact has been made with the Home Builders Federation. Beyond this consideration is also being afforded to how best to support and grow small and medium builders, which is an emerging key Government objective.
- 4.5 Discussions are also ongoing with Registered Providers to understand how their efforts can be supported. In addition a self and custom house building event is being scoped to bring together interested parties to consider how this agenda can be progressed. Finally, there are early discussions with other Cumbrian Districts about better coordinating efforts to help promote Cumbria to a wider and more diverse range of housebuilders, as well as wider actions to accelerate development aided by the Homes and Communities Agency.

5. ST. CUTHBERT'S GARDEN VILLAGE

- 5.1 Members will be aware that the Executive approved a governance structure for the St. Cuthbert's project in May of this year, at the same time approving an indicative expenditure profile and a key overarching project structure comprised of four key

strands as follows: Planning; Masterplanning; Carlisle Southern Link Road; and Delivery.

- 5.2 Governance arrangements (appended to this report) are now well embedded and working well. The Strategic Board is succeeding in ensuring that the project has the buy-in of and profile amongst key public-sector partners. The cross-party Member Advisory Group is now up to speed on the project aided by a site visit and tour which was well received. Most recently this group has reviewed and contributed to a draft emerging Communication Plan for the project.
- 5.3 The project steering group continues to lead on advancing key works streams and day to day project management. This task has been made easier through the appointment of a part time project support officer who has been in post since June. Previously secured government funding is also enabling continued specialist advisory support from HYAS Associates.
- 5.4 Below the project steering group a number of task and finish groups have been established. Each has clear terms of reference. These groups and their current focus are as follows:
- Infrastructure and Viability – infrastructure provider engagement and development of a high-level viability model.
 - Land Assembly – land ownership analysis and development of a land owner engagement strategy.
 - Low Carbon – scoping a way forward to understand the feasibility of and benefits of and opportunities to deploy low carbon energy networks.
 - Communications – development of a communications plan and protocol.
- 5.5 In addition to the above officers continue to support the County Council in progressing feasibility work on a new Carlisle Southern Link Road as an integral part of the garden village programme. This included the development of a bid to secure capital funding for the delivery of the road through the Government's Housing Infrastructure Fund.
- 5.6 In terms of the masterplanning of the site, a bespoke consortium of consultants has recently been appointed, following a competitive tender process, to assist the Council in progressing the first phase of this work. This will see a vision developed for the garden village and importantly start to consider and assess concept options in terms of where within the broad area development should be focussed and what

form it should take. Public and stakeholder engagement has been placed at the forefront of this work with public engagement to commence early in 2018.

5.7 Alongside and supporting the development of the concept options is a sustainability appraisal with consultants now appointed to lead on this specialist and statutory area of work. Engagement in early 2018 will invite comments on the scope of this work.

5.8 In conclusion it is considered excellent progress is being made in advancing what is amongst the most complex projects currently being advanced by the City Council. Momentum has been aided by previously secured government funding, with the 2016/17 garden village capacity funding allocation of £228,000 now largely committed. A bid for additional capacity funding was submitted in August. Whilst the 2016/17 allocation was divided equally amongst those in the programme, the 2017/18 allocation is to be awarded on a competitive bidding basis. An announcement on successful bids is expected as part of or close to the Autumn Statement budget announcement.

6. CONCLUSION AND REASONS FOR RECOMMENDATIONS

6.1 Increasing the supply of new homes is central to the Council's growth ambitions. Consequently, it is an area which it is important to regularly update Members on and upon which scrutiny is welcomed. The same is true of St Cuthbert's Garden Village which in addition to supporting local growth ambitions, affords the potential to raise the profile of Carlisle on the national stage.

Contact Officer: Garry Legg

Ext: 7160

Appendices attached to report: 'Help Us Build Our Growing City' Prospectus
St. Cuthbert's Garden Village Governance Structure and Overview
St. Cuthbert's Garden Village 'The Story So Far'

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:

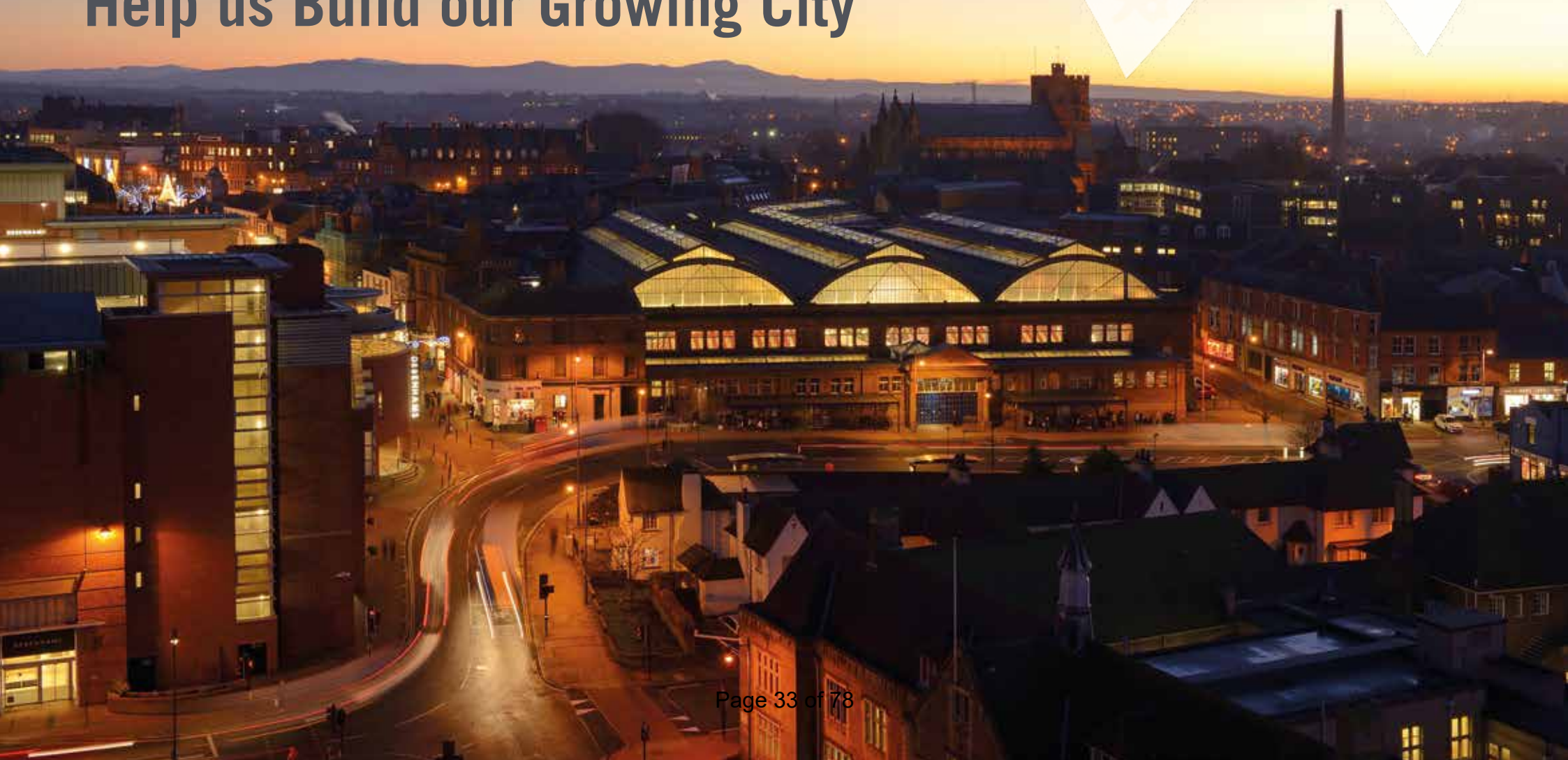
- **None**

CORPORATE IMPLICATIONS/RISKS:

- **Not Applicable**

CARLISLE

Help us Build our Growing City





Introduction

The recently adopted Carlisle District Local Plan (2015-30) sets an ambitious house building target, aiming to deliver over 9,500 new homes by 2030, equating to an annual average of 565. To facilitate this growth Carlisle City Council has allocated sites across the District, complementing an attractive pipeline of already consented developments.

The land supply includes a large number of greenfield 'ready-to-go' viable sites across urban and rural locations, with a range of site sizes aiding diversity. The Local Plan target represents the highest growth level in Cumbria and constitutes a 20% uplift in the current housing stock.

Carlisle is also home to a Government backed Garden Village. St Cuthbert's is the largest of the 14 Garden Villages in the country and is an exciting and ground breaking project aiming to deliver up to 10,000 new homes, alongside new employment opportunities. This substantial level of growth will be supported by upgrades in infrastructure, and has cross-party and strategic partner support.

Carlisle City Council has worked alongside Lichfields to develop this prospectus, which we believe highlights that there has never been a better time for developers to gain a foothold in Carlisle. We are keen to work with housebuilders and developers to bring sites forward to deliver Carlisle's ambitious development targets. This document represents the start of a dynamic conversation.



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Carlisle in Context

Carlisle, the City of the Lakes, is the regional capital of Cumbria, and the economic capital of an area expanding into south west Scotland, encompassing 500,000 people. Located in the north west of England, Carlisle is only 10 miles from the Scottish border - the nearest city neighbours are Newcastle (58 miles to the east); Lancaster (68 miles to the South); and Glasgow (96 miles to the north).

Carlisle is a vibrant historic city; the urban focus of Cumbria’s population; a key economic driver; a sub-regional retail, leisure and cultural destination; and is home to the University of Cumbria.

Many of Carlisle’s strengths are closely linked to its location, its physical infrastructure and the quality of its urban and rural environments. The city enjoys excellent north-south road connectivity via the M6 and is similarly advantaged by west to east road and rail links. With a principal train station on the West Coast Main Line, London is under three and a half hours by direct services to the south with Glasgow and Edinburgh an hour to the north. Carlisle Lake District Airport continues to grow and is being actively developed as a regional gateway for passengers.

Planned infrastructure investments will further enhance Carlisle’s connectivity, increasing the city’s sphere of influence.

Existing Housing Stock



50,000+

(Source: ONS Census 2011)

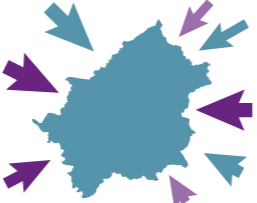
Population



108,200

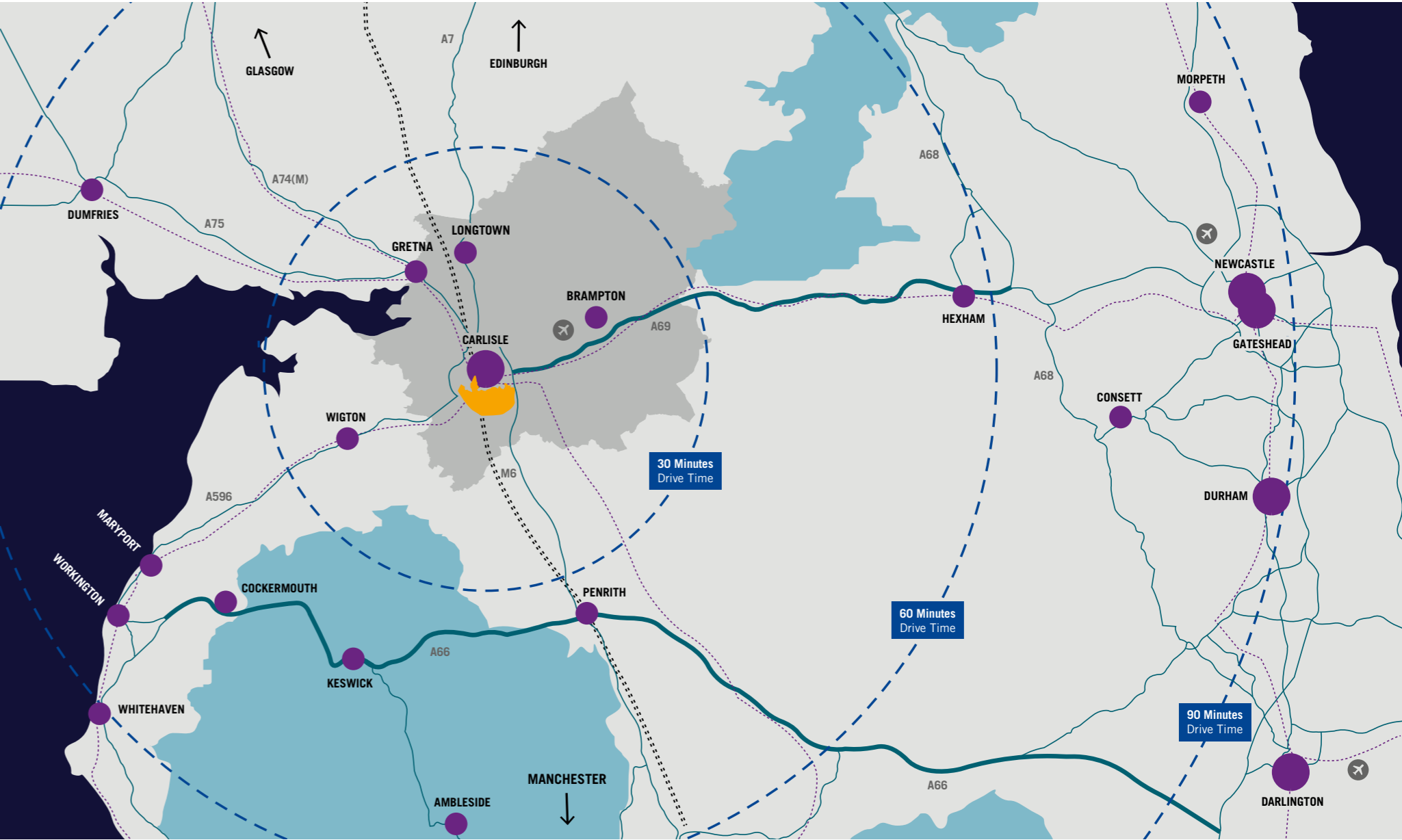
(Source: ONS 2015)

Catchment



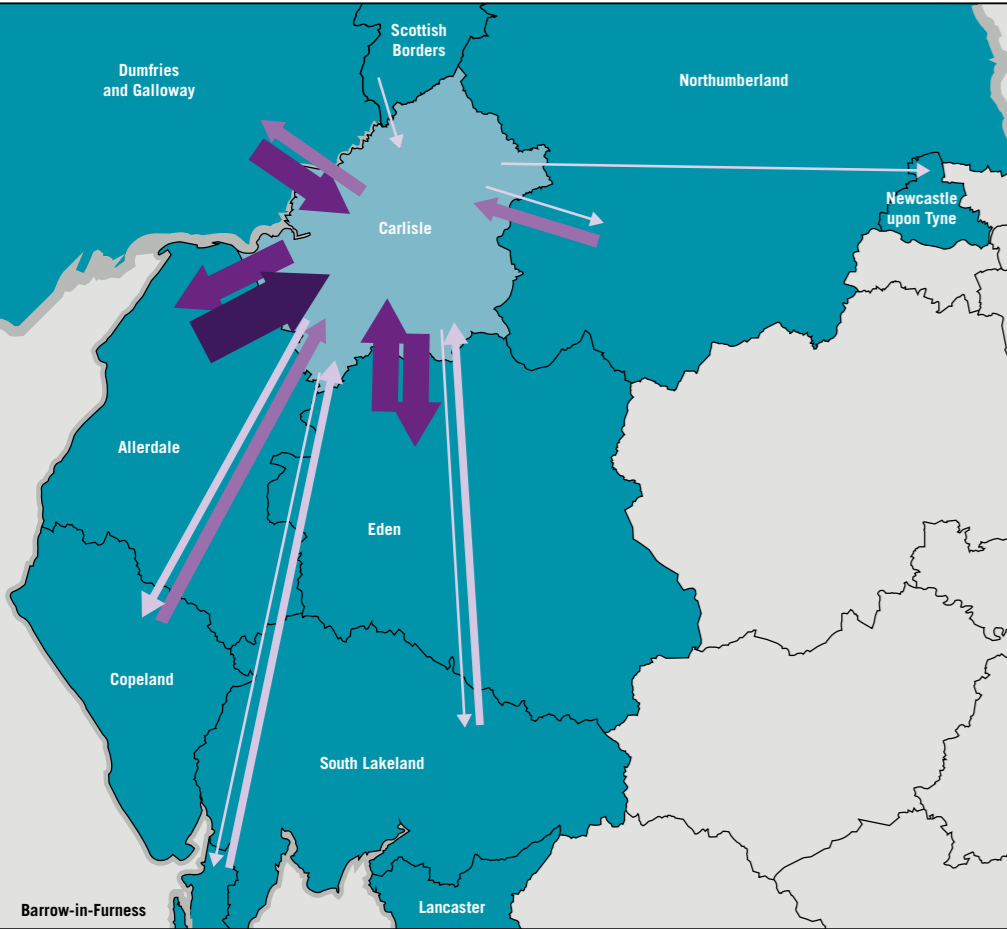
500,000+

(Source: Carlisle City Centre Development Framework 2015)



KEY		Major Road		St Cuthbert's Garden Village		Carlisle District Boundary	
Airport		Rail Line		Planned Highway Upgrades and Improvements		West Coast Mainline	
Settlement		National Park					

Commuting Patterns

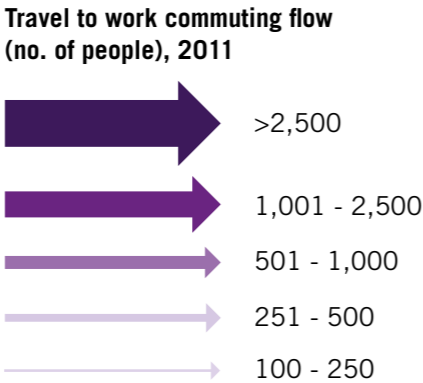


Carlisle Local Authority

Local Authority with a commuting in or out flow of 100 or more people to Carlisle

Live and work in Carlisle: **38,368**
Mainly work at or from home: **5,605**
No fixed place: **3,112**
Offshore installation: **84**
Outside UK: **65**

- The city has strong connections to its hinterland.
- 87% of Carlisle’s working residents live and work in the District.
- 12,350 workers commute into Carlisle.
- The District is a well contained area where people want to live and work.



Source: ONS Crown Copyright Reserved ©



A Diverse Economy and Well Skilled Workforce

Carlisle has a prosperous economy which is already home to many international and successful brands. The city's advantageous location and skilled workforce have helped to power thriving engineering, manufacturing and logistics industries with the presence of Nestlé, Pirelli, McVities and the legendary Eddie Stobart brand being testament to this. Beneath these headline companies sit a diverse and growing range of innovative SMEs.

Looking to the future, growth in the: manufacturing; logistics and storage; agriculture and related services; and construction sectors will drive employment growth and increased prosperity. This reflects a relative strength in these sectors in comparison to the national and northern position.

Carlisle's construction sector out-performs the sector nationally with both a lower proportion of workers with no qualifications at 10% against 13% nationally and a higher proportion of those with levels 3 and 4 qualifications at 38% against 35% nationally.

Continued employment growth in Carlisle will be aided by Kingmoor Park Enterprise Zone and a healthy supply of forward employment land. Underpinning all of this is Carlisle City Council's ambitious housing growth target and the desire to increase the District's working age population.

Carlisle is also at the heart of the sub-region's skills agenda being home to the University of Cumbria. Carlisle College, which has seen more than £30million investment in its city centre campus over recent years, also plays a key role with world class facilities on offer. Both of these institutions boast excellent relationships with employers across the county.



Bold Growth

Over the last decade, Cumbria has been the fourth fastest growth area in the UK. Looking forward, it has an investment pipeline of £25billion over the next decade, a level largely unrivalled elsewhere in the UK. In the north west alone, five of the eight largest proposed investment projects will be delivered in Cumbria.

Cumbria's Local Enterprise Partnership (LEP) has set out a bold vision to create 31,500 additional jobs and an increase in GVA of £1.3billion across the next decade. Carlisle is central to the LEP's ambitions and therefore the wider economic wellbeing of the sub-region. Owing to its location and status, the city is ideally placed from a supply chain and labour pool perspective to support and benefit from the significant investments in West Cumbria which are at the heart of the UK energy economy.

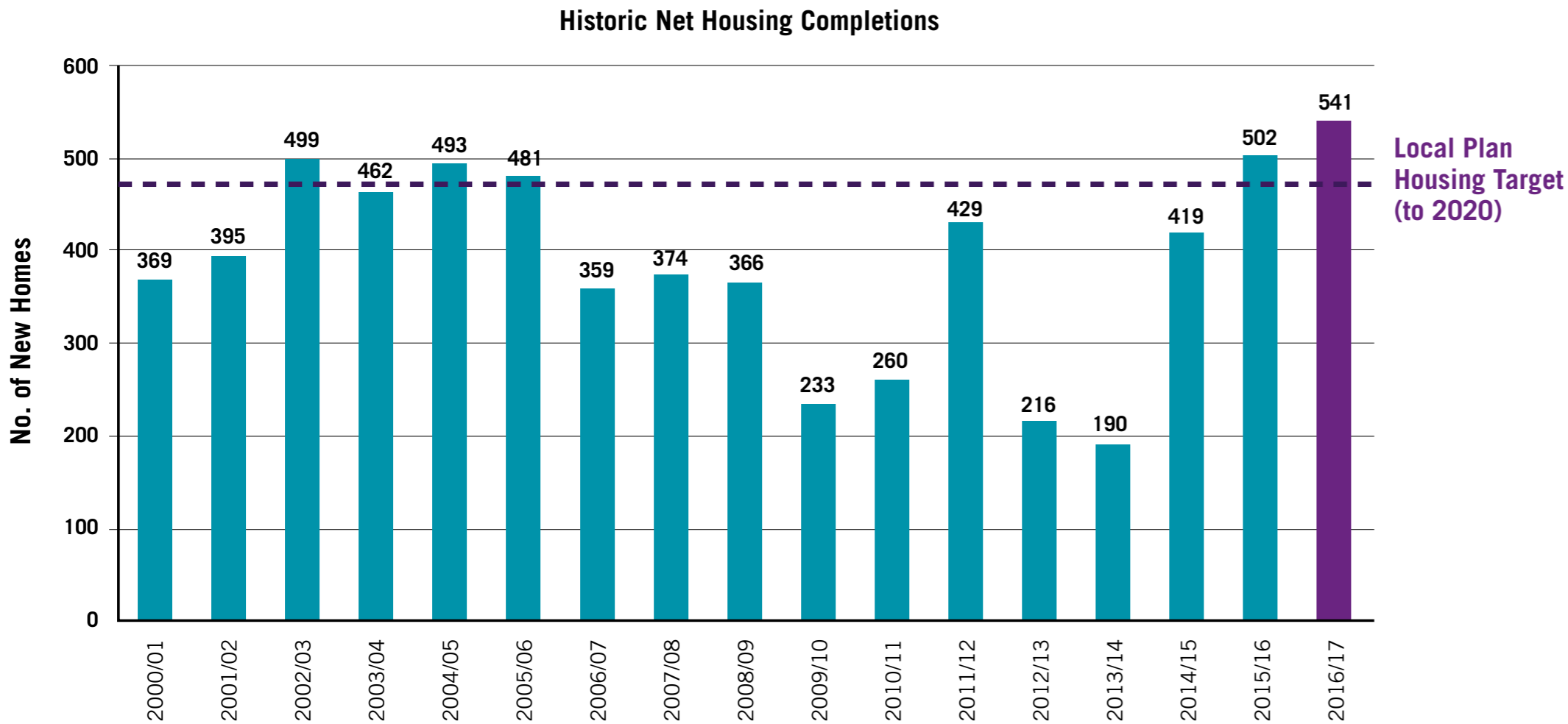
The LEP also recognise housing as a key economic driver both in terms of the jobs it supports (construction contributes £674million in GVA and 13,500 jobs to the Cumbrian economy) and to the economy as a whole. Carlisle is spearheading efforts to increase housing delivery within the county. The target pursued through the Local Plan is the most ambitious pursued to date, with increasing completions testament to this target being achievable.

Carlisle also has a significant pipeline of residential opportunities to support housing growth with the scale of these, aided by St Cuthbert's Garden Village, acting to secure continuity in the long term supply of housing land within the sub-region.

Carlisle is a city where the public and private sector share an ambitious view of the future. It is a place which is alive to its potential, more confident than ever and looking to its future. Carlisle offers enormous potential for those who want to be part of a growing city.



New Housing in Carlisle



- Record net completions recorded in the past two consecutive years.
- Five market-led sites recorded annual build rates of between 45 - 50 units in 2016/17.



St Cuthbert's Garden Village

St Cuthbert's is a planned new mixed use development comprising up to: 10,000 new homes; a strategic employment offer; ancillary infrastructure; and a new southern link road of larger than local significance. It was announced as a Garden Village in January 2017.

Of the 14 sites included in the Government's programme, St Cuthbert's is by far the largest in terms of its potential capacity. It is also one of only two Garden Villages north of Manchester and easily amongst the most ambitious development projects being actively progressed within the north of England.

St Cuthbert's has its grounding in the Carlisle District Local Plan 2015 - 2030 being identified as a broad location (known as Carlisle South) for future growth both within, and beyond, the current plan period.

The opportunities afforded by the carefully chosen location provide multiple ideal starting points for a series of new, sustainable garden settlements that are well connected to local services and facilities, as well as the offer of the existing city of Carlisle. The location has unique potential to deliver transformational long term housing growth with associated investment in infrastructure in direct response to the housing and development needs of Carlisle District and the wider sub-region.

Good progress has been made on advancing the project. A major focus of the past six months has been getting robust foundations in place and defining a clear strategy to drive momentum. The scale is such that there are genuine opportunities for new private sector partners to work alongside the public sector to deliver a forward looking and exemplary new community for both current and future generations.



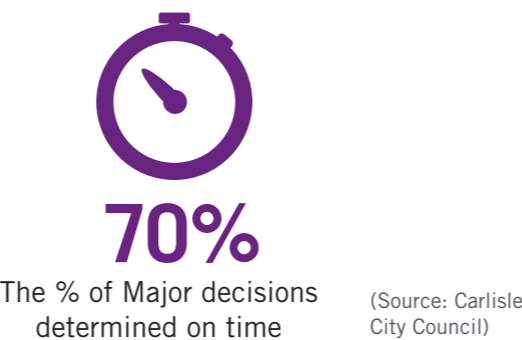
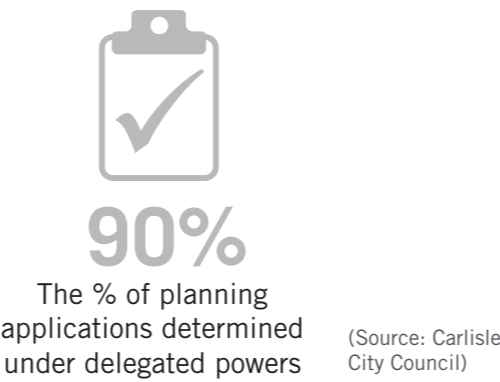
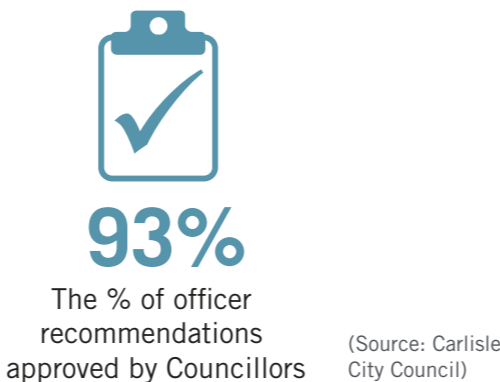
Positive Planning and Opportunities

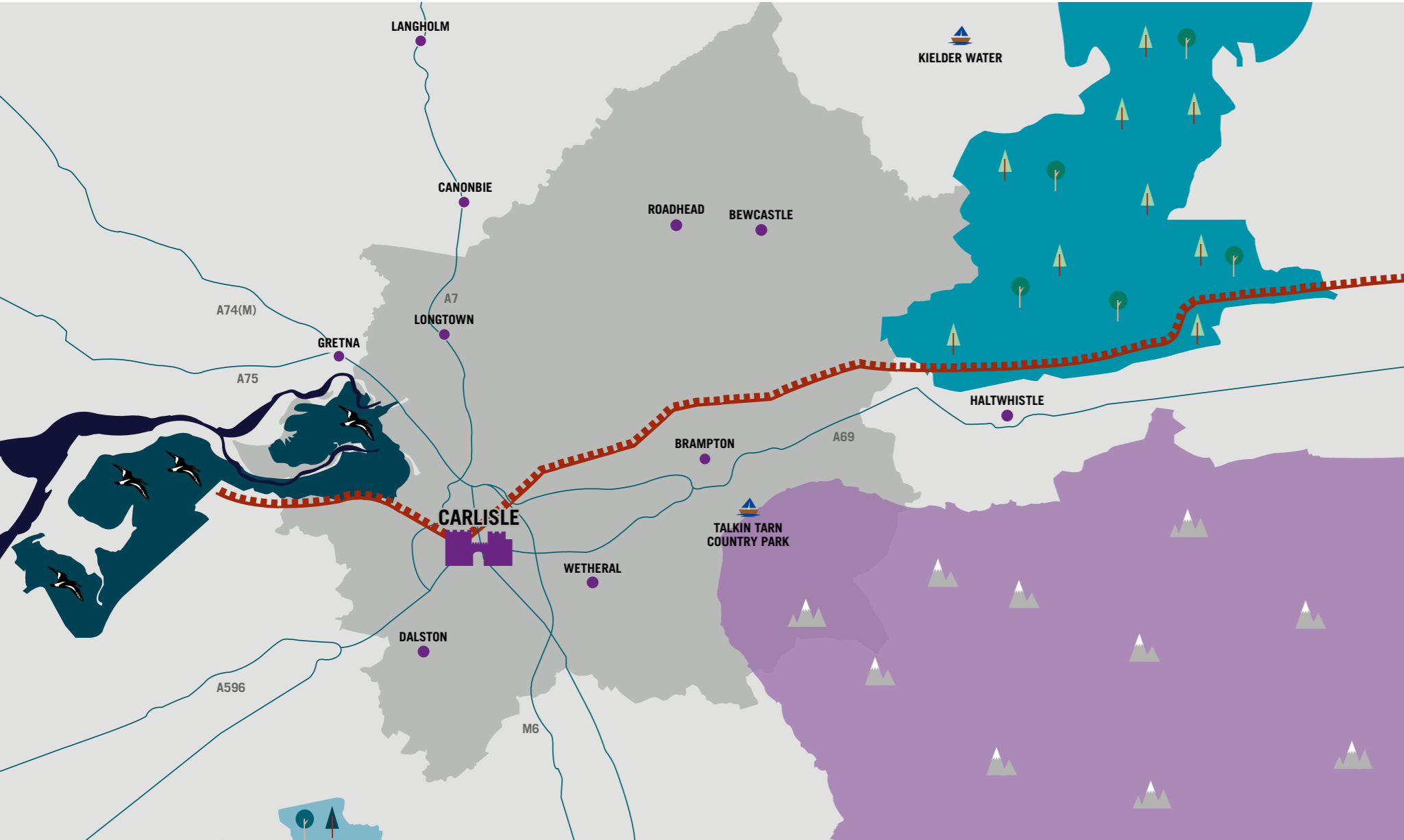
Carlisle is very much open for business and development friendly. There is strong local leadership, a can do attitude and a great coming together of the private and public sector with a genuine shared ambition to make Carlisle the best it can possibly be.

Despite record and increasing housing completions, c.2,000 homes remain on allocated sites which are not yet attached to a developer, as well as several hundred on consented sites. There are genuine opportunities for new delivery partners with a number of new developers already enjoying success having established a presence in the District.

Carlisle is one of a reducing number of local planning authorities who still offer free and comprehensive pre-application advice to smooth the formal planning process. Carlisle City Council has a track record of taking a realistic approach to viability including a pragmatic and flexible approach to affordable housing.

Our Economic Liaison Panel offers access to our Executive and Senior Management Team. This has proved a successful forum for new developers to announce their presence and to introduce their products and approach, raising awareness and an appreciation at the highest level.





Nature and Heritage on the Doorstep

KEY

Carlisle District

Northumberland National Park

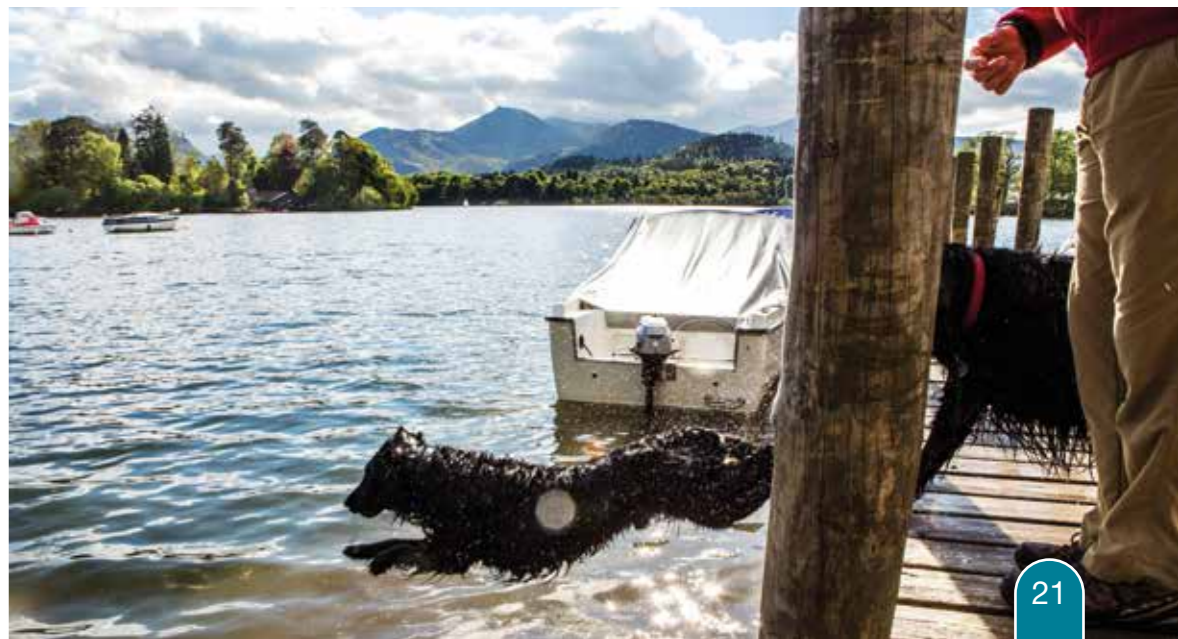
North Pennines AONB

Solway Coast AONB

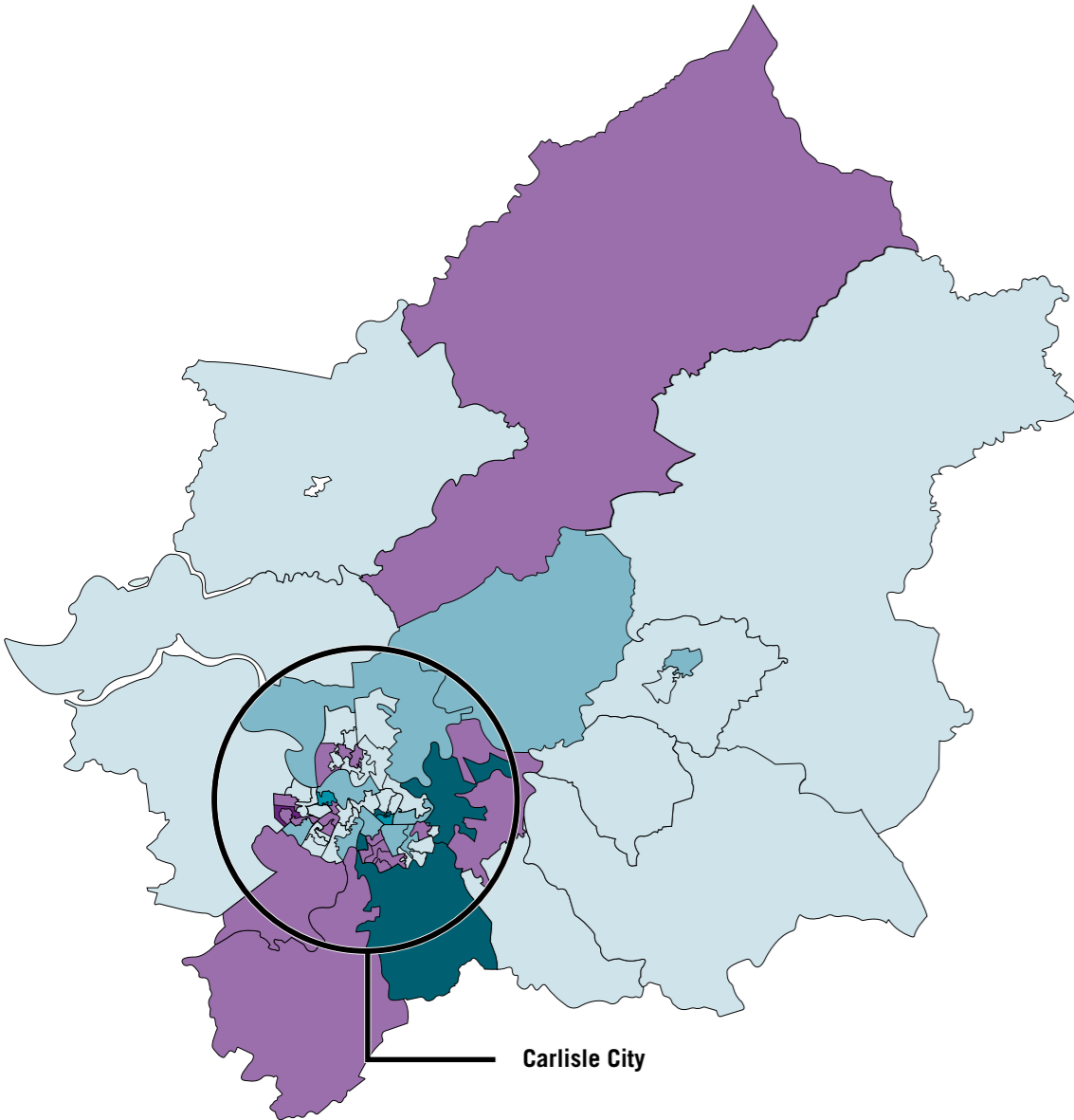
Hadrian's Wall World Heritage Site & National Trail

Lake District National Park & World Heritage Site

Settlement

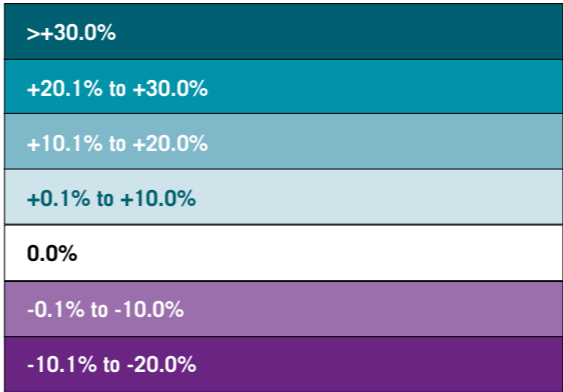


A Growing Population



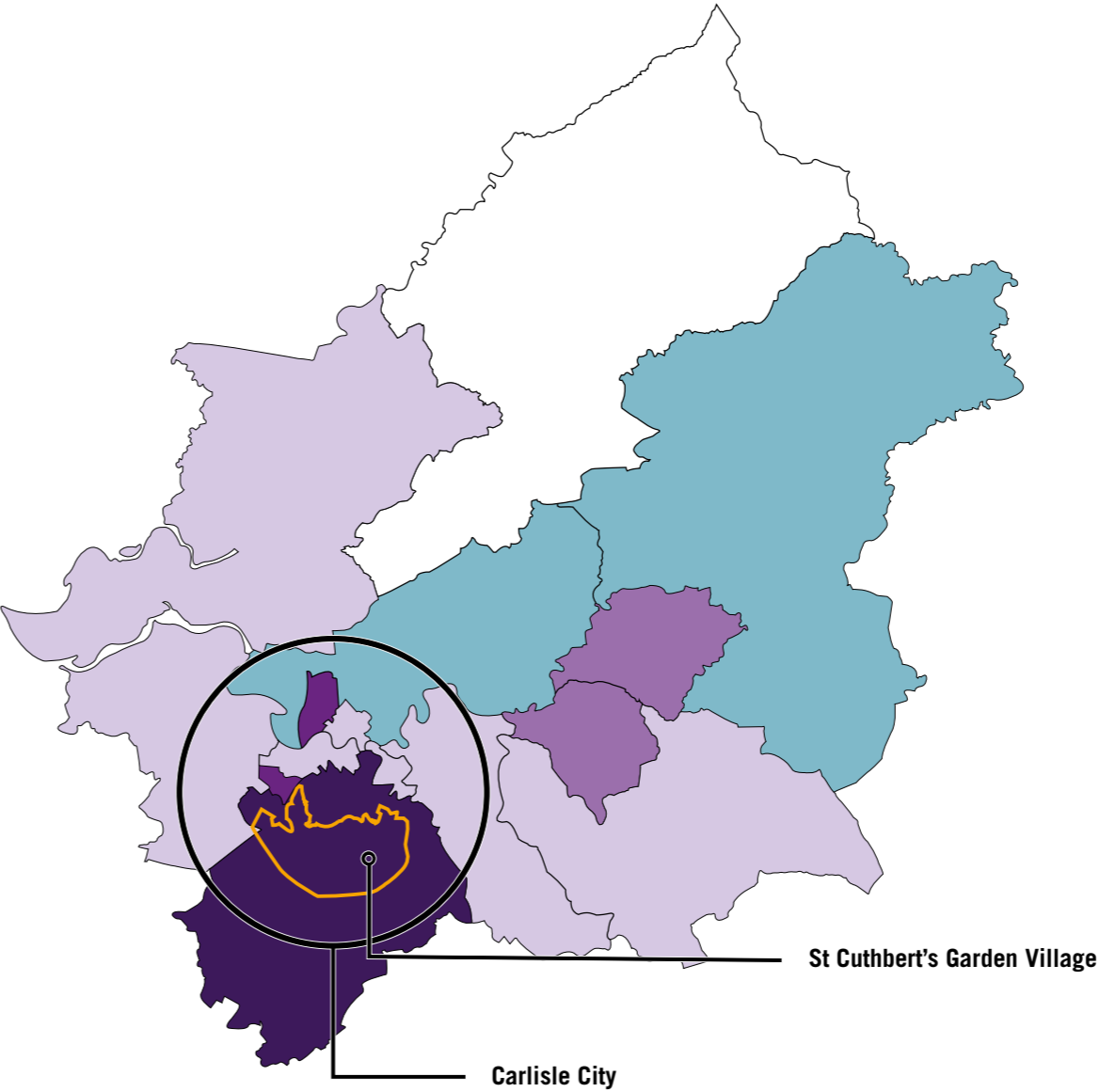
- Projected growth in Carlisle 2015 - 2031 is almost 3% higher than the Cumbria average.
- Most significant growth to the south of the city.
- Key drivers for growth are internal migration and rising birth rates.

Population Growth, 2001 - 2011, by LSOA



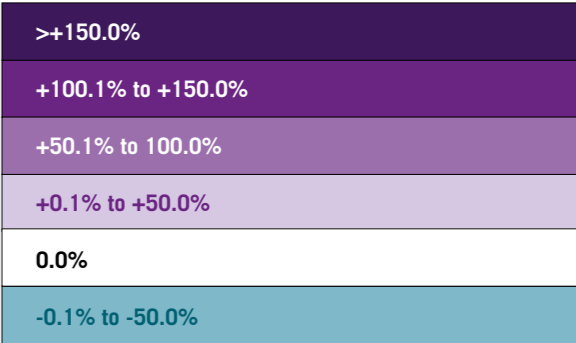
Source: ONS Crown Copyright

An Unmet Need



- The correlation between increased house prices and concealed households demonstrates pressures in the market.
- This creates a captive market for housebuilders and developers.
- Concealed households are families or adults living with “host” households, for example with parents or friends.

% Change in Concealed Families, 2001 - 2011 (shown by ward).

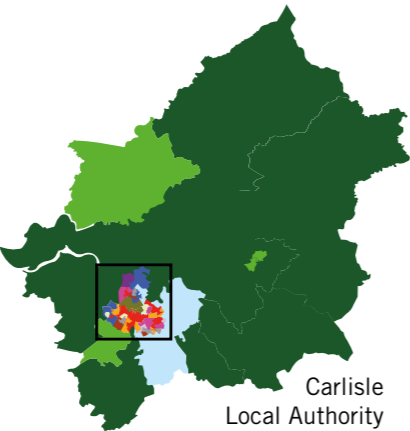


Source: ONS Crown Copyright

Market Conditions



- Mosaic mapping identifies the dominant group in an area based on a range of demographic analysis.
- Carlisle has the youngest first time buyers in the UK at 27. (Halifax, 2016)
- Culture of buying feeds housing demand.
- Mosaic consists of 15 socio-economic groupings informed by 450 different data points.

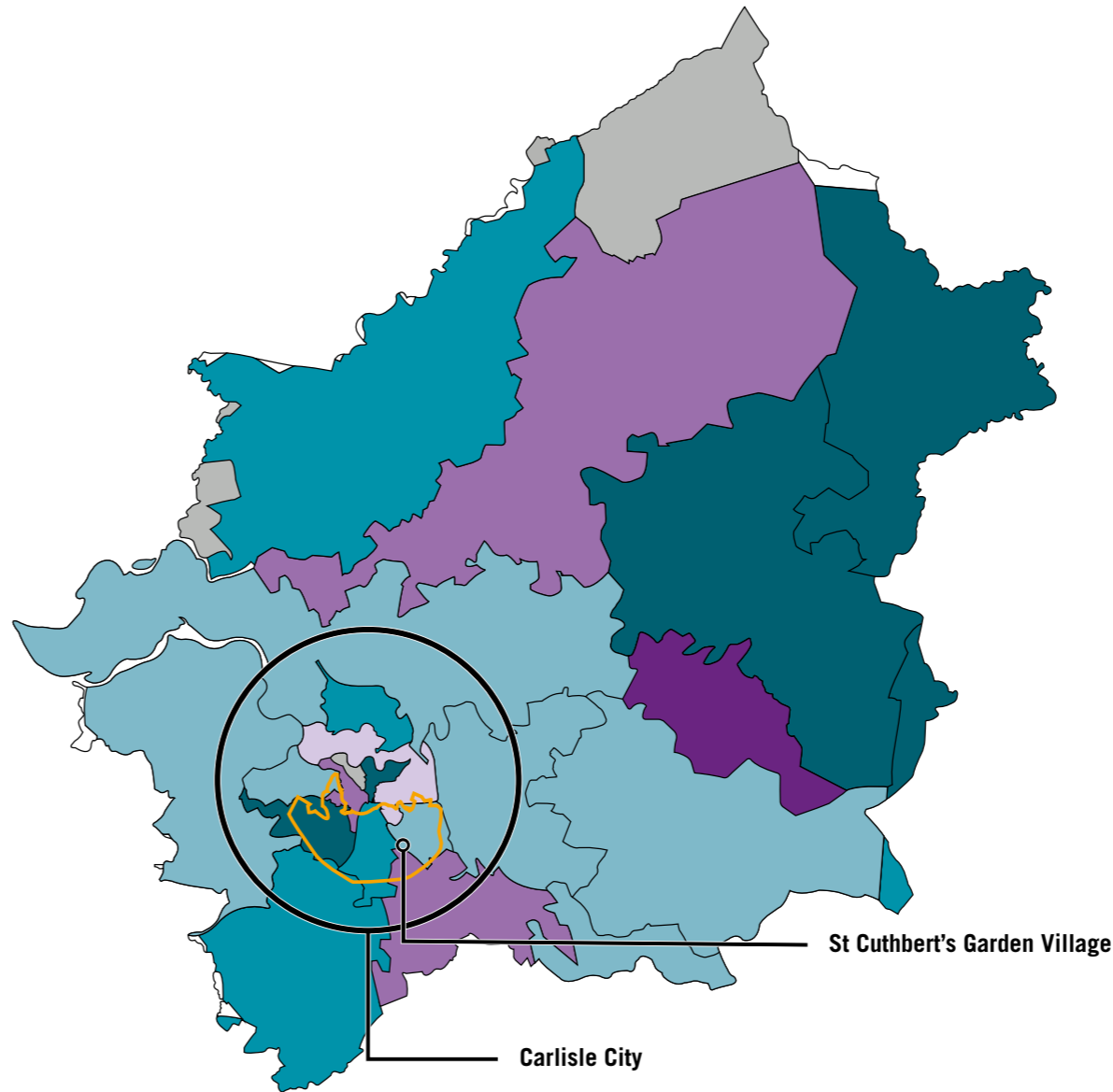


MOSAIC, 2015
(most dominant group by LSOA):

A	City Prosperity
B	Prestige Positions
C	Country Living
D	Rural Reality
E	Senior Security
F	Suburban Stability
G	Domestic Success
H	Aspiring Homemakers
I	Family Basics
J	Transient Renters
K	Municipal Challenge
L	Vintage Value
M	Modest Traditions
N	Urban Cohesion
O	Rental Hubs

Source: Experian, 2017 ©

Rising House Prices



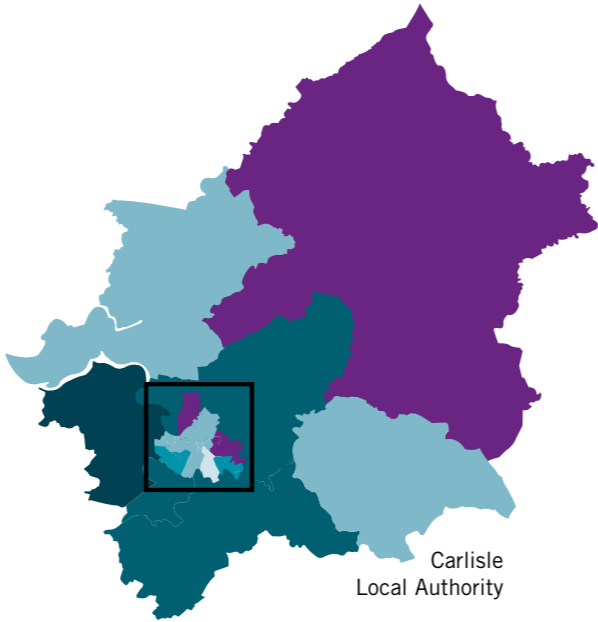
- Positive trends in many areas, particularly where the Local Plan allocates homes within and on the periphery of the city.
- Some of the negative price changes are due to an increase in terrace house sales which are lower in value.

Average House Price Change by Postal Sector, 2012 - 2014

>+20.0%
+10.1% to +20.0%
+0.1% to +10.0%
0.0%
-0.1% to -10.0%
-10.1% to -20.0%
<-20.0%
No Data

Source: Land Registry. Crown Copyright Reserved

A Broad Range of Sales Values



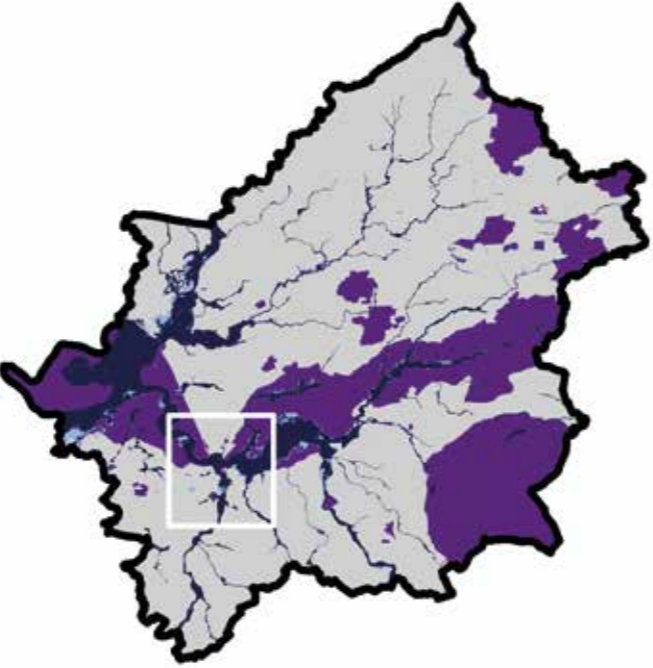
Average New Build House Price, 2014 - 2016 (by Ward)

>£250k
£200k - £250k
£150k - £200k
£100k - £150k
<£100k
No New Build Sales Data

Source: Price Paid Data, Land Registry
© Crown Copyright 2016



Planning Constraints



- 66% of land area is free from NPPF Footnote 9 constraints.
- All allocated sites are within Flood Zone 1.
- No Greenbelt.

Flood Zone 2
Flood Zone 3
Footnote 9 Constraint *

* Area of Outstanding Natural Beauty SSSI
 Special Protection Area (& 400m buffer)
 RAMSAR
 World Heritage Sites
 Special Areas of Conservation
 Scheduled Ancient Monuments
 Registered Parks and Gardens
 National Parks
 Local Nature Reserves
 National Nature Reserves

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Copyright © and Database rights Environment Agency 2010.
 All rights reserved. Some of the information within the Flood Map is based in part on digital spatial data licensed from the Centre for Ecology and Hydrology © NERC.



How to Find Out More

Carlisle is up for growth and open for business. We are a forward thinking and proactive city. A city that knows where it wants to be and has plans in place to get it there. The private sector is valued and there is a commitment to partnership working. Strong local leadership prevails and there is a genuine appetite for innovation, flexibility and a can-do attitude.

If you are excited by our development ambitions and would like to find out more about the opportunities available in Carlisle then contact us for an informal, no obligation, chat about the possibilities Carlisle could hold for you and your business or investment interest.

Please contact us at:

Email: lpc@carlisle.gov.uk

Telephone: 01228 817160

Visit: www.carlisle.gov.uk/planning-policy



Designed and published by Carlisle City Council September 2017

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Stuart Walker Photography and www.sjstudios.co.uk

**CARLISLE
CITY COUNCIL**

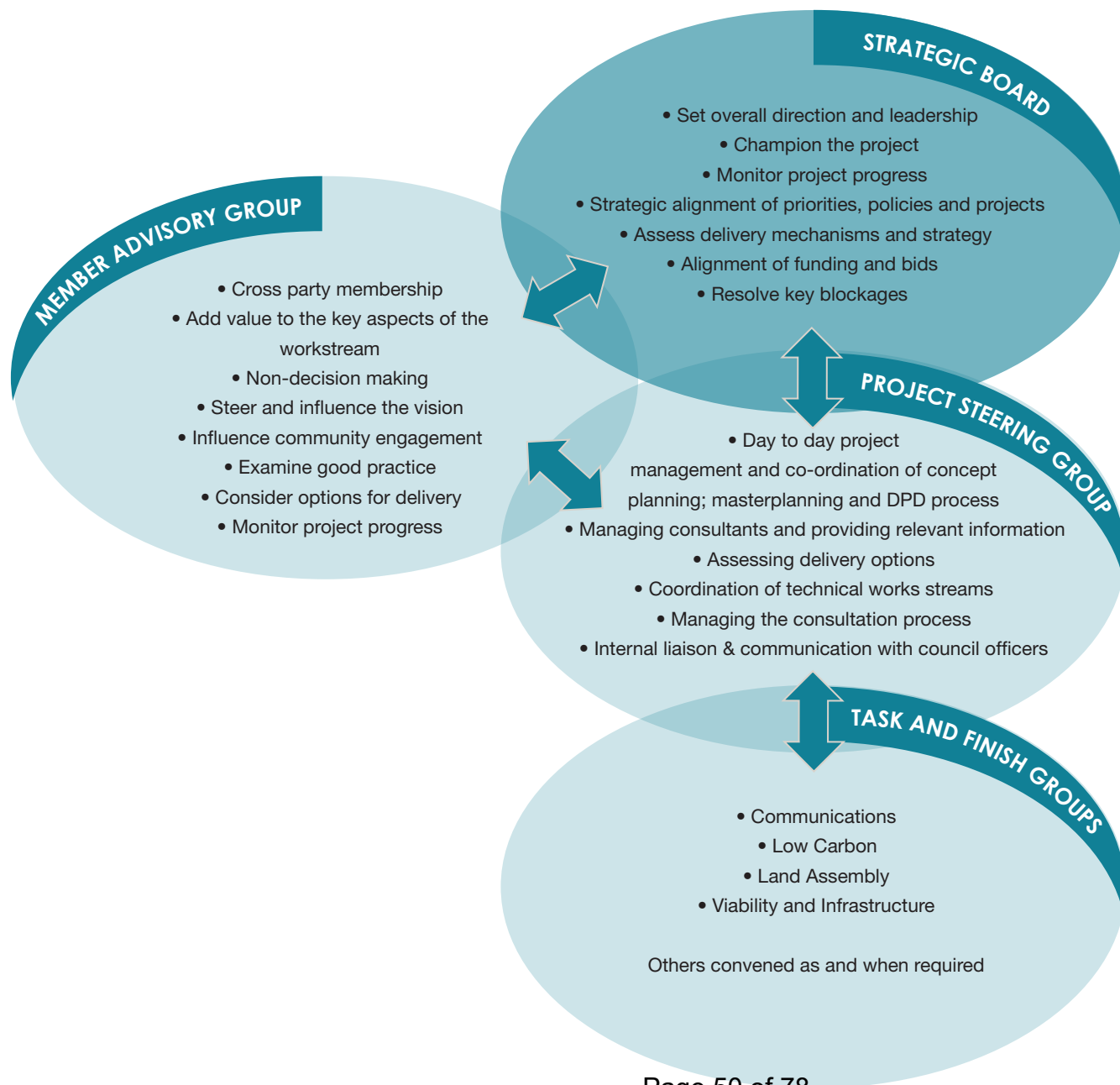


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LICHFIELDS

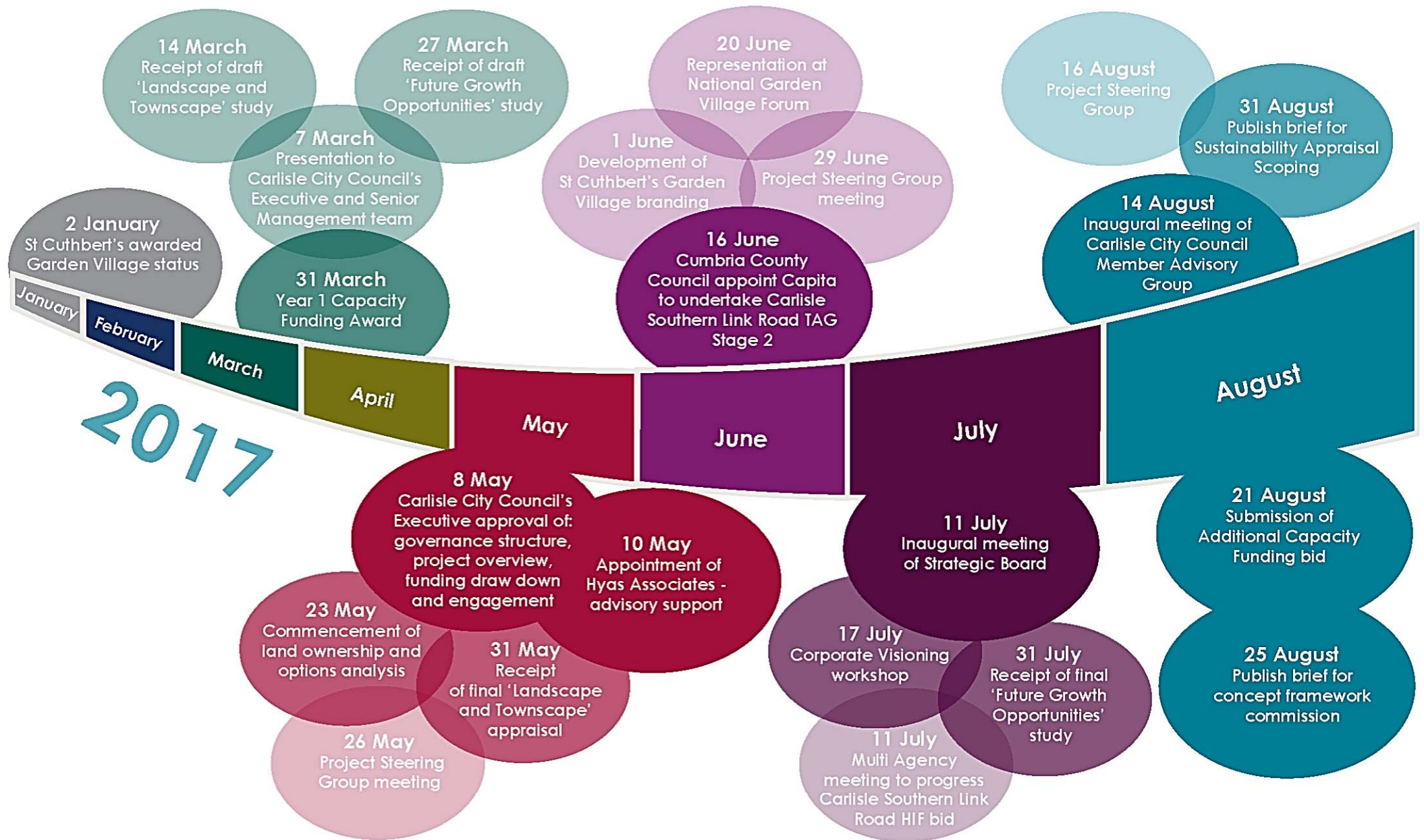


St Cuthbert's Garden Village Governance Structure and Overview





The Story So Far



Report to Economic Growth Scrutiny Panel

Agenda
Item:

A.5

Meeting Date: 30 November 2017
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and
Budget Framework YES
Public / Private Public

Title: QUARTER 2 PERFORMANCE REPORT 2017/18
Report of: Policy and Communications Manager
Report Number: PC 19-17

Purpose / Summary:

This report contains the second quarter performance against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Performance against the Panel's Service Standard and new Key Performance Indicators (KPIs) are also included for the first time.

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 and comment on the layout of the new KPI dashboard with a view to providing a more holistic view of the Council's performance.

Tracking

Executive:	18/12/17
Overview and Scrutiny:	Health and Wellbeing 23/11/17 Economic Growth 30/11/17 Business and Transformation 5/12/17
Council:	N/A

1. BACKGROUND

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

Service Standards were introduced at the beginning of 2012/13 to provide a standard in service that our customers can expect. The standards were reviewed at the end of 2016/17 and further standards and KPIs have been introduced.

The following criteria was applied to a long list of potential measures to create the new service standards (no new ones for this Panel):

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 uses 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

The measures are based on timeliness, accuracy and quality of the service. Details of the standard for this Panel are in the table in **Section 1**. Only the standard relevant to this Panel is included. The following criteria was applied to the remaining long list of measures to create a shortlist of KPIs:

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

The appendix attached contains the Council's performance against the KPIs within the Panel's remit. The greyed-out measures are annual measures and are only included in this report for information. Future reports will only include the quarterly and monthly measures.

The updates against the actions in the Carlisle Plan are presented in **Section 2**. Only actions within the remit of the Panel are included in this report. The intention is to give the

Panel a brief overview of the current position without duplicating the more detailed reporting that takes place within the Scrutiny agendas and Portfolio Holder reports. It is proposed that Key Action 43 (Deliver the Cumbrian "Better Business for All Programme (BBfA)" in 2017 through the Cumbria Public Protection Group) is closed and removed from future reports. The project was to be a collaborative initiative across the County with the District's Environmental Health Departments and the Cumbria Hub. It is uncertain at this time if sufficient interest exists amongst the necessary agencies to progress the BBfA initiative. If the situation changes and progress becomes more rapid, then we would look to reinstate as a Carlisle Plan action.

Summary of KPIs and Service Standards:

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

KPIs – 1 'red', 2 'amber', 8 'green'

2. PROPOSALS

None

3. CONSULTATION

The report was reviewed by Directorate Management Teams in October, by the Senior Management Team on 7 November 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 2 Performance Report and new KPI dashboard prior to it being submitted to Executive.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

Contact Officers: **Steven O'Keeffe**
 Gary Oliver

Ext: 7258
7430

Appendices

attached to report:

Performance

Dashboard

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

- **None**

CORPORATE IMPLICATIONS/RISKS:

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

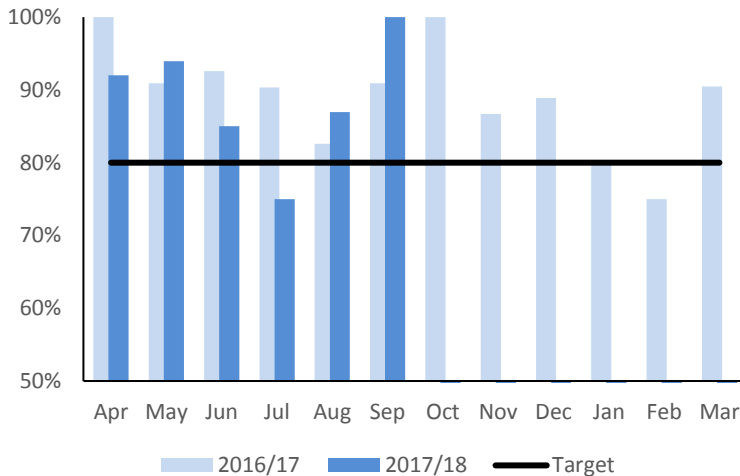

Community Services – Responsible for monitoring and reporting on service standards and KPIs, progress in delivering the Carlisle Plan and for working with teams to develop team service standards for operational use.

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: Service Standards

SS01: Percentage of Household Planning Applications processed within eight weeks

Service Standard	2017/18 to end of Quarter 2	Performance by Month	Further Information																																																				
80% (Nationally set target)	87.8% (end of Q2 2016/17: 91.6%)	 <table><caption>Performance by Month Data</caption><thead><tr><th>Month</th><th>2016/17 (%)</th><th>2017/18 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Apr</td><td>100</td><td>92</td><td>80</td></tr><tr><td>May</td><td>91</td><td>94</td><td>80</td></tr><tr><td>Jun</td><td>93</td><td>85</td><td>80</td></tr><tr><td>Jul</td><td>90</td><td>75</td><td>80</td></tr><tr><td>Aug</td><td>82</td><td>87</td><td>80</td></tr><tr><td>Sep</td><td>91</td><td>100</td><td>80</td></tr><tr><td>Oct</td><td>100</td><td>100</td><td>80</td></tr><tr><td>Nov</td><td>87</td><td>100</td><td>80</td></tr><tr><td>Dec</td><td>89</td><td>100</td><td>80</td></tr><tr><td>Jan</td><td>80</td><td>100</td><td>80</td></tr><tr><td>Feb</td><td>75</td><td>100</td><td>80</td></tr><tr><td>Mar</td><td>91</td><td>100</td><td>80</td></tr></tbody></table>	Month	2016/17 (%)	2017/18 (%)	Target (%)	Apr	100	92	80	May	91	94	80	Jun	93	85	80	Jul	90	75	80	Aug	82	87	80	Sep	91	100	80	Oct	100	100	80	Nov	87	100	80	Dec	89	100	80	Jan	80	100	80	Feb	75	100	80	Mar	91	100	80	148 household planning applications have been processed in the first two quarters of 2017/18 compared with 155 for the same period last year. In July eight applications were processed outside the eight-week timescale. Seven of these had extensions of time agreed with the applicant to continue to consider their application rather than issue a refusal within the eight-week period. The reasons for extensions were impacts on listed buildings (3) amendments to the design (3) and resolve neighbour concerns (1).
	Month		2016/17 (%)	2017/18 (%)	Target (%)																																																		
	Apr		100	92	80																																																		
May	91	94	80																																																				
Jun	93	85	80																																																				
Jul	90	75	80																																																				
Aug	82	87	80																																																				
Sep	91	100	80																																																				
Oct	100	100	80																																																				
Nov	87	100	80																																																				
Dec	89	100	80																																																				
Jan	80	100	80																																																				
Feb	75	100	80																																																				
Mar	91	100	80																																																				
On target?																																																							
																																																							

Section 2: Carlisle Plan Nov 16 – Mar 18 Delivery [EGSP Actions]

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

Business Property & Infrastructure:

OUTCOME	<u>2. City Centre redevelopment projects</u>
SMT OWNER	Jane Meek
O+S Panel	EGSP / BTSP
Specific – What is the task	Promote development opportunities and regeneration opportunities within the city centre (including Carlisle Station, Caldew Riverside, The Citadel, English Street and the Pools).
Measurable – How will success be measured?	Produce a report setting out the alternatives and preferred options for the delivery of these city centre development opportunities.
Achievable – Is it feasible?	Yes
Realistic – Resources available	The technical and complex nature of the work will necessitate the engagement of external consultants drawing on the awarded Local Growth Fund.
Time Bound – Start/end dates	The report will be completed within the current financial year. Work will commence in Quarter 3 2017/18, with a final draft produced by the end of Quarter 4.
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	The consultants will present an interim report outlining conceptual ideas and the scope of works required to produce a detailed options appraisal to SMT late October. The brief for the main report will be agreed at this meeting.
Emerging issues / risks to the project	None

OUTCOME	<u>3. Support the delivery of a Carlisle Enterprise Zone at Kingmoor Park</u>
SMT OWNER	Jane Meek
O+S Panel	EGSP
Specific – What is the task	Support the delivery of Carlisle Kingmoor Park Enterprise Zone (EZ)
Measurable – How will success be measured?	Accelerated rate of take up at the site in terms of number of businesses, number of jobs and ultimately growth in business rates against the baseline position.
Achievable – Is it feasible?	Yes, detailed implementation plan in place and role required of partners clear.
Realistic – Resources available	Partnership governance arrangements in place.
Time Bound – Start/end dates	Zone effective from 1 st April 2016 and ongoing.
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	<p>Draft masterplan and infrastructure investment plan considered by the EZ Board and undergoing ongoing refinement.</p> <p>First Business Rate Relief application received and subsequently approved.</p> <p>Decision in principle given on Business Rate Relief for a new inward investment enquiry from outside Cumbria.</p> <p>Guidance note on Enhanced Capital Allowances added to website.</p>
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

OUTCOME	<u>4. Support the development of Carlisle Airport as a regional gateway</u>
SMT OWNER	Jane Meek
O+S Panel	EGSP
Specific – What is the task	Support the development of Carlisle Airport as a regional gateway
Measurable – How will success be measured?	Airport offer expands to include increased freight and in addition passenger services.
Achievable – Is it feasible?	Through Economic Development Planning and Building Control Services professional advice and support.
Realistic – Resources available	Planning / Building Control advice
Time Bound – Start/end dates	Ongoing
Progress in Quarter 2 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. Carlisle Airport recognised as a key infrastructure asset for the whole of the Borderlands and features within the Borderlands proposition submitted to Government.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

Strategy & Planning:

OUTCOME	<u>5. Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan</u>
SMT OWNER	Jane Meek
O+S Panel	EGSP
Specific – What is the task	Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's (LEP) Strategic Economic Plan
Measurable – How will success be measured?	Development of project pipeline; alignment of priorities and projects with Cumbria LEP Strategic Economic plan to ensure they are supported by the LEP and/or attract funding.
Achievable – Is it feasible?	Through engagement with the LEP and Technical Officers Group
Realistic – Resources available	Corporate Director / senior officer time
Time Bound – Start/end dates	Ongoing
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	Continued close partnership working on: <ul style="list-style-type: none"> • Kingmoor Park Enterprise Zone • St Cuthbert's Garden Village • Growth enabling transport improvements • The Borderlands Initiative
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

OUTCOME	<u>6. Progress the Borderlands Initiative</u>
SMT OWNER	Jane Meek
O+S Panel	EGSP
Specific – What is the task	Progress the Borderlands Initiative
Measurable – How will success be measured?	By way of the successful continuation of the innovative and long-term partnership and the level of additional public and private sector investment secured as a direct result of the initiative.
Achievable – Is it feasible?	Yes. A co-ordinated approach to support regional economic development through partnership working will help to attract additional investment. Progression of ‘The Borderlands Proposition’ will rely on support from both the UK and Scottish Government.
Realistic – Resources available	Corporate Director of Economic Development and Economy and Enterprise Officer time to support the Initiative. In addition, partners have contributed towards a centralised fund to enable the appointment of a Borderlands Project Officer when appropriate to do so as well as to fund any evidence base requirements.
Time Bound – Start/end dates	Ongoing
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	‘The Borderlands Proposition Our Offer & Our Ask’ submitted to Government in September.
Emerging issues / risks to the project	

OUTCOME	<u>7. Infrastructure Delivery Plan</u>
SMT OWNER	Jane Meek
O+S Panel	EGSP
Specific – What is the task	Maintain an up to date Infrastructure Delivery Plan and develop proposals to address identified issues.
Measurable – How will success be measured?	Progress and issues to be reported through the statutory Authority Monitoring Report.
Achievable – Is it feasible?	Ongoing dialogue with infrastructure providers.
Realistic – Resources available	Can be delivered within existing staff resource and budget allocation.
Time Bound – Start/end dates	Comprehensive update critical to development of masterplan and delivery strategy for St. Cuthbert's Garden Village.
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	Discussion with infrastructure providers ongoing in the form of continuous dialogue, including recent meeting with United Utilities and Environment Agency Viability and infrastructure task and finish group convened September 2017 as part of St. Cuthbert's Garden Village governance / project management structure. Terms of reference and membership agreed. Further meetings programmed.
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	EGSP
Specific – What is the task	The development and adoption of a masterplan covering St. Cuthbert's Garden Village.
Measurable – How will success be measured?	Masterplan will be incorporated into a Development Plan Document (DPD) which will require approval by Council. Masterplan to be delivered in 2 parts: Part 1 is visioning and concept framework, Part 2 is detailed framework plans.
Achievable – Is it feasible?	Production of DPD governed by Government Regulations, with policy and guidance also set out nationally.
Realistic – Resources available	The project is detailed in the Council's approved Local Development Scheme (LDS). An adequate allocation has followed through the process of the Medium Term Financial Plan. Additional funding to accelerate delivery and enhance quality has been forthcoming through inclusion in the Government's Locally Led Garden Villages Programme. Further Garden Village Capacity Funding applied for.
Time Bound – Start/end dates	Mandate forthcoming from LDS which was approved in July 2016. Inclusion in Garden Village programme confirmed on 2nd January 2017. Anticipated adoption date of DPD April 2020.
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	Capacity bid for 2017/18 funding submitted end of August. Governance arrangements now live. First and subsequent meeting of Members Advisory Group (MAG) and Strategic Board held. MAG Site Visit. Procurement of Stage 1 Masterplanning underway. Procurement of Sustainability Appraisal complete.
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	EGSP
Specific – What is the task	Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy
Measurable – How will success be measured?	Successes in relation to skills improvements and better alignment with key sectors is yet to be determined and will be defined through the emerging Economic Strategy.
Achievable – Is it feasible?	The emerging Economic Strategy will contribute significantly towards the achievement of this objective through the exploration of the requirements of key sectors operating and expanding within the area and the alignment of these requirements with the education offer of local education providers.
Realistic – Resources available	Whilst the delivery of the skills plan will be challenging, the emerging Economic Strategy will continue to support its delivery and may, in some cases, enhance this through targeted sector work to establish the skills requirements of key sectors.
Time Bound – Start/end dates	The emerging Economic Strategy is anticipated to be adopted mid-2018.
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	Whilst the scope and detail of the emerging Economic Strategy is being developed, there is ongoing dialogue with a range of partners to establish priorities in terms of the skills requirements of businesses. The final report from Regeneris Consulting, investigating the key sectors of Carlisle's economy with the greatest potential for growth has been well received. This evidence base study identified that there is an opportunity for growth in the digital and creative sectors of Carlisle's economy. As a result, it will be important to align skills with growth opportunities across these sectors.
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	EGSP
Specific – What is the task	Proactively develop business support through supporting the Growth Hub.
Measurable – How will success be measured?	Actions and activities undertaken to support businesses will be defined through the emerging Economic Strategy. This will include supporting the activities of the Growth Hub. Success of business support will be measured through annual review of the Economic Strategy actions (once adopted).
Achievable – Is it feasible?	The emerging Economic Strategy will contribute significantly towards the achievement of this objective through the exploration of the requirements of businesses and therefore linking requirements with targeted support, including through the Growth Hub.
Realistic – Resources available	Whilst the delivery of business support is often challenging due to limited resources, the emerging Economic Strategy will provide some tangible actions linked to business support, including supporting the Growth Hub.
Time Bound – Start/end dates	The emerging Economic Strategy is anticipated to be adopted mid-2018.
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	<p>Whilst the scope and detail of the emerging Economic Strategy is being developed, there is ongoing dialogue with a range of partners to establish priorities in terms of business support.</p> <p>The final report from Regeneris Consulting, investigating the key sectors of Carlisle's economy with the greatest potential for growth has been well received. This evidence base study identified that there is an opportunity for growth in the digital and creative sectors of Carlisle's economy. As a result, Officers have been exploring the potential of various City Council assets to support growth in these sectors.</p> <p>Discussions instigated with the Growth Hub regarding potential financial support in the form of match funding for European Regional Development Fund support across 2018/19.</p>

	New national business support helpline launched. All relevant Carlisle district information passed across.
Emerging issues / risks to the project	The way in which business support is funded and managed across England is subject to Government review.

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	EGSP
Specific – What is the task	Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage.
Measurable – How will success be measured?	Installation of new fingerpost signage, interpretation boards and gateway signage.
Achievable – Is it feasible?	Yes
Realistic – Resources available	Can be progressed to completion within existing staff capacity and allocated budget.
Time Bound – Start/end dates	Commencement 2015 Completion <ul style="list-style-type: none"> Fingerpost signage and interpretation boards – December 2017/January 2018. Gateway Signage – ongoing.
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	Design/artwork for fingerpost signage and interpretation boards is complete with preferred installation locations identified. Fingerpost and Hubs in the peripheral locations will be installed in early December. Those in central locations will be installed in January to avoid disruption during Christmas.
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.

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	EGSP
Specific – What is the task	Preparation and adoption of an up to date Housing Strategy inclusive of a housing delivery action plan, informed by appropriate stakeholder consultation and engagement as an integral part of the process.
Measurable – How will success be measured?	Housing Strategy adopted by Council
Achievable – Is it feasible?	Yes
Realistic – Resources available	Can be progressed within existing staff capacity and base budgets
Time Bound – Start/end dates	Commenced Spring 2017 - adoption early 2018. (Progress has been slower than anticipated, owing to a need to divert resources in Quarter 2 to key funding bids & launch of developer prospectus at Royal Town Planning Institute (RTPI) event).
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	Draft produced but requires further refinement. Target is for revised draft to go to SMT in the Autumn for approval to proceed to Executive, EGSP, Council and external consultation. RTPI Housing Event hosted in Carlisle with extremely positive feedback and Government senior civil servants in attendance. 'Help Us Build Our Growing City' Housing Prospectus launched.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

Housing Quality/Access:

OUTCOME	<u>34. Continue to develop and promote the Council's Empty Homes Service by delivering advice and information to empty homes owners</u>
SMT OWNER	Mark Lambert
O+S Panel	EGSP
Specific – What is the task	Continue to develop and promote the Council's Empty Homes Service by delivering advice and information to empty homes owners.
Measurable – How will success be measured?	No. Empty homes
Achievable – Is it feasible?	
Realistic – Resources available	
Time Bound – Start/end dates	End March 2018
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	Post vacant and in the process of advertising.
Emerging issues / risks to the project	

OUTCOME	<u>36. Develop local solutions to ensure opportunities to maximise the delivery of affordable homes which respond to locally evidenced needs</u>
SMT OWNER	Jane Meek
O+S Panel	EGSP
Specific – What is the task	Develop local solutions to ensure opportunities to maximise the delivery of affordable homes which respond to locally evidenced needs.
Measurable – How will success be measured?	Gross number of new affordable homes, measured against need as evidenced by the SHMA (Strategic Housing Market Assessment).
Achievable – Is it feasible?	We will work proactively towards maximising the affordable housing delivery, through working in partnership with local Housing Associations, developers, Homes & Communities Agency (HCA) and strategic partnership groups e.g. Cumbria Housing Supply Group and Cumbria LEP.
Realistic – Resources available	Will be managed within existing staffing resources.
Time Bound – Start/end dates	HCA's Affordable Homes Programme 2016-21
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	Quarter 2 data not available yet – 18 affordable completions in Quarter 1.
Emerging issues / risks to the project	Uncertainties over longer-term impact of BREXIT vote on the housing market.

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	EGSP
Specific – What is the task	Work with landowners, developers, and partner agencies e.g. Homes & Communities Agency (HCA) to accelerate the delivery of sites.
Measurable – How will success be measured?	Number of Net New Homes Per Annum - Performance measured against Local Plan housing target and anticipated rates of delivery in housing trajectory.
Achievable – Is it feasible?	Whilst out with the direct control of the Council, there are several actions the Council can and is taking to support the realisation of this objective. These actions, including potentially new activities, will be detailed and coordinated through the Housing Strategy which is under development.
Realistic – Resources available	Can be delivered within existing staff resource and budget allocation. Need for additional resources will be flagged, if necessary, through the development of the housing strategy and consequently pursued through the Medium Term Financial Plan process.
Time Bound – Start/end dates	Ongoing.
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	New Housing Strategy inclusive of a programme of activities linked to the objective of accelerating delivery being developed. Royal Town Planning Institute (RTPI) housing event hosted in Carlisle with extremely positive feedback and Government senior civil servants in attendance. 'Help Us Build Our Growing City' Housing Prospectus launched.
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	EGSP
Specific – What is the task	Redevelop the Discover Carlisle website
Measurable – How will success be measured?	Delivery of a new functional and in-house managed DC website.
Achievable – Is it feasible?	Yes, in-house project management team has been established and is progressing the work.
Realistic – Resources available	Yes – resources are being drawn from existing staff.
Time Bound – Start/end dates	Start Feb 2017 / End Dec 2017
Progress in Quarter 2 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

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	EGSP
Specific – What is the task	Work with Carlisle Ambassadors (CA) to raise the profile of Carlisle through business engagement.
Measurable – How will success be measured?	Membership numbers increase, Ambassadors are engaged in activities which promote Carlisle and the Carlisle offer
Achievable – Is it feasible?	Delivery of quarterly Carlisle Ambassador meetings themed around economic priorities.
Realistic – Resources available	External marketing and relationship managed support procured, Corporate Director and officer support for support, direction and project management.
Time Bound – Start/end dates	Established 2013 and ongoing.
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	September Carlisle Ambassador meeting themed food and drink with 17 businesses showcasing at the event. Held at the Shepherds Inn with circa 170 in attendance (oversubscribed). Cyber-crime workshop delivered in partnership with the Police & Crime Commissioner to provide businesses with information and advice about keeping safe on line. This was another opportunity for CA to support local businesses.
Emerging issues / risks to the project	None

OUTCOME	<u>42. Encourage Carlisle Ambassadors to engage partners in promoting the Carlisle story/offer</u>
SMT OWNER	Jane Meek
O+S Panel	EGSP
Specific – What is the task	Encourage Carlisle Ambassadors (CA) to engage partners in promoting the Carlisle story/offer
Measurable – How will success be measured?	Media statistics: Circulation figures, on-line views (Website, YouTube, Facebook, Twitter, LinkedIn, blogs etc). Increased sharing of Carlisle success stories by Carlisle Ambassadors in their sector and CA support for joint promotional opportunities such as Northern Powerhouse or GP Recruitment.
Achievable – Is it feasible?	Engagement through Carlisle Ambassador Initiative and Marketing Sub Group
Realistic – Resources available	External marketing and relationship managed support procured, Marketing Sub Group of Carlisle Ambassadors to be implemented
Time Bound – Start/end dates	Ongoing
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	Engagement of Carlisle Ambassadors in social media marketing via Facebook site set up to promote Carlisle. Blogs following CA meetings and use of Twitter and Facebook to celebrate Carlisle success stories including: awards, business opportunities, tender opportunities, vacancies, etc. Businesses are readily sharing good news stories as well as requests for recommendations and advice and tips amongst the group. Special arrangements in place for Carlisle businesses to share a 'Carlisle Corner' at the 2018 Northern Hospitality show under the place promotion branding 'Carlisle'.
Emerging issues / risks to the project	None

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	EGSP
Specific – What is the task	Deliver the Cumbrian "Better Business for All Programme" in 2017 through the Cumbria Public Protection Group
Measurable – How will success be measured?	
Achievable – Is it feasible?	
Realistic – Resources available	
Time Bound – Start/end dates	End: March 2018
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	The project was to be a collaborative initiative across the County with the District's Environmental Health Departments and the Cumbria Hub. It is uncertain at this time if sufficient interest exists amongst the necessary agencies to progress the BBfA initiative. If the situation changes and progress becomes more rapid, then we would look to reinstate as a Carlisle Plan action.
Emerging issues / risks to the project	

Economic Growth Scrutiny Panel Performance Dashboard 2017/18 to end of Quarter 2

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

On Target?	Code	Measure	Frequency of Measure	Year-to-date Performance	Trend	Year-to-date Target	Comments
✓	CS14	Actual car parking revenue as a percentage of car parking expenditure (including recharges).	Quarterly	135%	↑	127%	Revenue of £900k is £41k ahead of budget at end of Quarter 2
✓	CS22	Actual city centre revenue as a percentage of city centre expenditure (including recharges)	Quarterly	67%	→	52%	Revenue is £12k ahead of budget
▲	ED01	Carry out inspections notified as necessary to the applicant or agent at time of acknowledgement within 24 hours of the date required.	Monthly	99%	→	100%	5730 inspections carried out
✓	ED02	Building Control to process S80 demolition notices within six weeks (statutory duty)	Quarterly	100%	→	100%	
✗	ED03a	Building Control to check 90% of all full plans applications within 14 days of receipt	Monthly	72%	→	90%	
▲	ED03b	Building Control to decide 100% of all applications within the statutory period of 5 weeks or 2 calendar months (with the consent of the applicant)	Monthly	96%	↓	100%	
✓	ED05	Proportion of major planning applications completed in 13 weeks	Monthly	100%	→	60%	16 applications. 7 applications had agreed time extensions
✓	ED06	Proportion of minor planning applications completed in 8 weeks	Monthly	99%	↑	80%	303 applications
✓	ED07	Proportion of 'other' planning applications completed in 8 weeks	Monthly	99%	↑	80%	142 applications
✓	ED08	Proportion of Tree Preservation Orders (TPO) confirmed within 6 months	Monthly	100%	→	100%	1 confirmed in 2017/18
N/A	ED09	Proportion of hedgerow removal notifications determined within 6 weeks	Monthly	N/A		100%	0 notifications
✓	ED10	Proportion of Tree Preservation Order applications determined within statutory period of 8 weeks	Monthly	100%	→	100%	15 applications
	CS16	Public's perception of the Discover Carlisle website.	Annual				
	CS17	Visitor's perception of the City.	Annual				
	CS33	Number of successful grants brought into the council	Annual				

Economic Growth Scrutiny Panel Performance Dashboard 2017/18 to end of Quarter 2

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

On Target?	Code	Measure	Frequency of Measure	Year-to-date Performance	Trend	Year-to-date Target	Comments
	ED04	Actual Building Control revenue as a percentage of Building Control expenditure (including recharges). The target is to break even	Annual			100%	