

**PERFORMANCE MONITORING REPORT
ECONOMIC AND COMMUNITY DEVELOPMENT SERVICES
SEPTEMBER 2003**

1. INTRODUCTION

- 1.1 The Business Unit was formed by combining Economic Development and Tourism with Community Support, the Benefits Advice Centre and the Crime and Disorder Reduction Partnership Management Team. The work of the Unit is wide ranging. As well as undertaking the above functions the Unit leads on various corporate activities, including external funding, urban and rural regeneration, rural policy and support for Parish Councils and village halls. It also has a corporate role to play in the future development of Carlisle and in fostering a positive image for the city. A full list of the functions of the Business Unit is attached in Appendix 1.
- 1.2 The Unit occupies accommodation in several locations. As well occupying part of the fifth floor of the Civic Centre, services are also located at:
- Carlisle Enterprise Centre, James Street
 - Brampton Business and Telecentre at the Irthing Centre
 - Tourist Information Centre Old Town Hall and Assembly Rooms
 - Tourist Information Centre Brampton
 - Bitts Park Depot
 - Benefits Advice Centre, Old Post Office Court
 - Raffles SRB office, Shadygrove Road
 - Sure Start offices at Petteril Bank School, Botcherby Family Centre, Currock and Harraby Community Centres.
 - The Unit also provides support to Management Committees of the various Community Centres around the District.

2. KEY DEVELOPMENTS

- 2.1 The Unit's Business Plan was published in May. Developments since then, assessed against the Key Challenges identified in the Plan are as follows:
- 2.2 **Challenge 1: Maximising the availability of funding and other benefits in an environment of limited resources**
The Unit delivers a range of non-statutory services and is therefore under considerable pressure to demonstrate their value to both the Council and local tax and business rate payers. It seeks to maximise the amount of external funding wherever possible so that services can adapt and grow to meet local needs. This task is made more difficult by the fact that Carlisle is not recognised by the Government or the EU as a priority area for additional funding. The City Council therefore needs to work continually to build relationships with funders to highlight Carlisle's needs and opportunities. In many cases, the Council exercises its civic leadership role to lobby for funds for partner organisations. A good example is the work being done to secure public funds to pump prime new

services at Carlisle Airport. The Unit also enables and supports groups and partner organisations to access funds, which help to achieve the Council's objectives.

- 2.3 The Council also supports local communities in their search for funding, particularly through the Community Support Team and the Rural Support Group. The Executive agreed on 1 September to an approach to working with the newly established organisation Rural Regeneration Cumbria so that Carlisle's position can be strengthened. Funding advice sessions are planned for rural and urban areas, (the first taking place in late October) when community groups can book one to one sessions to receive funding advice and support for individual projects. A Funding Fair is also being planned for January.
- 2.4 External resources secured recently include:
- £12,000 for feasibility work into the development of conference facilities
 - £7,500 for feasibility work into the establishment of a centre of excellence for natural history
 - £70,000 for the development of an innovative audio visual guide to the northern borderlands
 - £60,000 from NWDA for an upgrade package of activities in the City Centre at Christmas
 - £52,700 for the continuation of the Employment Alternatives programme
 - £100,000 to re-equip Brampton Business and Telecentre
- 2.5 The following bids have been submitted or are in development:
- A programme of Economic Renewal in the most deprived wards in the Carlisle urban area
 - Welfare Benefits Advice linked to healthy living initiatives
 - Application to the Liveability Fund for Heysham Park and public realm works in Raffles
 - Development and marketing of the Hadrian's Wall brand
 - Continuation funding for the Longtown Regeneration Officer
- 2.6 The Council needs to ensure that the monies it receives are managed efficiently and their effectiveness monitored. Its work in this area is scrutinised by the Audit Commission and has in the past been criticised. Financial Services have established a new protocol for all business units and the IT section has examined the feasibility of a new database. Technical advice is needed for detailed system design and there will be a cost attached to this. Funds are being sought for next financial year through the budget process. A simple IT system is also being developed to assist the project development and monitoring of rural projects. Resources for managing external funding remain stretched and the potential continues to be explored for building up a critical mass of support by increasing the number of externally funded programmes and factoring in the costs of such work. An electronic grant finding service has now been purchased which will be available to all Council staff.

2.7 Challenge 2: Maximising benefits for Carlisle through joint working

The City Council is one of a number of agencies delivering public services in Cumbria. It has recognised that it cannot work alone. In some cases, the only way that a service can be delivered for Carlisle's residents and businesses is for the City Council to lobby another organisation for provision or to contract with it through a Service Level Agreement. Recent activity by the Unit to gain benefits from joint working with external agencies include:

- Updating the SLA with Cumbria Inward Investment Agency and securing their regular attendance at Development Advisory Group
- Setting up a Carlisle based group to co-ordinate the delivery of advice services and opening negotiations with the Community Legal Services Partnership to improve co-ordination of advice services across Cumbria.
- Drafting an SLA for discussion with Community O&S Committee and for agreement with the Carlisle Council for Voluntary Service
- Facilitating discussions on the future of Carlisle Airport with the Airport Manager, County Council, Dumfries and Galloway Council and NWDA
- Chairing joint meetings with Carlisle Housing Association on implementing the Raffles Vision
- Leading joint work with CHA on their Neighbourhood Investment Plans
- Engaging the Large Employers Affinity Group in a Carlisle economic 'health check' as a forerunner to an Economic Prosperity Strategy for Carlisle.
- Participating in the 'Raising our Game' pilot project with NWDA
- Local events and activities for Think @ Carlisle to promote the FE and HE facilities in the city.
- Lobbying for broadband connections for Kingstown Industrial Estate and Kingmoor Park
- Establishing and chairing a rural support group
- Establishing a rural newsletter (first issue Nov 2003) to disseminate the work of the Rural Support Group and to highlight opportunities for rural Carlisle.
- Successful Sure Start open days in June
- Organising Anti Social Behaviour workshop and action planning exercise in July
- Endorsing the partnership approach to Crime and Disorder Reduction across Carlisle and Eden districts

2.8 The Unit also works jointly with other Council services to develop and implement policy. A corporate and cross cutting Regeneration Team meets every six weeks, chaired by the Business Unit Head. As well as enabling joint working, the group oversees the implementation of corporate strategies and the development of cross cutting activities such as the Rural Strategy and the development of new bids. Officers from the Unit take part in the Development Advisory Group. There is considerable joint working with Property Services and with Planning Services on initiatives to ensure the economic prosperity of Carlisle and the future strategic direction for the city, such as the review of economic assets and the Local Plan review.

2.9 Challenge 3: Establishing, understanding and communicating the Council's role in a complex network of partnerships and external agencies

As set out above, much of the Council's work is now done in partnership with other agencies. Public service delivery in Cumbria is carried out by an increasing number of organisations within an extremely complex set of relationships. Officers, members or colleagues from other organisations do not always understand exactly what role the Council needs to play and there may also be conflicts and tensions in relationships. The Unit has an important task in clarifying these relationships, setting out clear agendas and mapping out potential roles, particularly when new organisations are established. Its main focus in the last six months has been to engage with the new company, Rural Regeneration Cumbria to ensure that Carlisle's needs and opportunities are clearly understood and that the Council, in turn, understands what it can deliver for the Company. Other recent tasks include:

- Briefing the new NWDA Area Manager on Carlisle's needs and opportunities and identifying areas for joint working
- Lobbying the NWDA for a continued key role for the City Council in the provision of tourism services
- Contributing to the debate on Post 14 education and how the Council might facilitate the growth of the HE sector.
- Generating interest from a number of partner organisations through the publication of the Carlisle Rural Strategy. The Strategy also provides a formal framework to clarify the council's governance role in rural areas.
- Discussions to extend the Council's support to Sure Start Carlisle South and the Longtown Investment Partnership through taking on the Accountable Body role.

2.10 Challenge 4: Engaging and involving individuals, community groups and businesses to ensure that the service delivered by the Unit is meaningful and relevant.

Service delivery for economic and community development must be shaped by the users if it is to have a lasting impact. The Council cannot act in isolation. However if the Council's actions are to result in sustainable economic growth and stable, cohesive communities then all sections of the residential and business community must be engaged, including the 'hard to reach' groups. This requires a proactive approach on the part of the Council, which can be staff intensive. Key actions undertaken recently include:

- Involvement in the Carlisle rural mapping exercise undertaken by Carlisle CVS and VAC to build a comprehensive database of rural community groups and to enable assessment of whether existing and future provision is meeting the needs of these groups.
- Funded and supported a Womens Rural Network awareness raising event in the city centre in September for businesses and support agencies
- Facilitated Kingstown Business Group and produced newsletter
- Sure Start open days in June
- Economic Health Check prepared for discussion with Large Employers Group
- Brampton Business and Telecentre open day 6 September

3. PROGRESS ON BEST VALUE AND OTHER REVIEWS

- 3.1 Best Value reviews were undertaken in 2001 for Economic Development and Tourism and the action plans have been monitored regularly by Infrastructure O&S Committee, most recently in July 2003. Actions have either been achieved or moved on by events and it is suggested that future developments for these services be built into the new performance monitoring procedure for the Unit.
- 3.2 The Action Plan for the Community Safety Best Value review was agreed by the Executive in March 2003. The main action, to embed consideration of actions impacting on community safety into all decisions of the Council, puts an onus on all Business Units. The new format for Executive reports has enabled these impacts to be identified more clearly and the situation will continue to be monitored by Community O&S Committee.
- 3.3 The Unit was leading the Best Value Review on Supporting Communities. The remit has now been changed to give the review a closer focus. Due to a lack of capacity in the Unit and other competing priorities, an Executive Director is now leading the work, although two officers from the Unit remain on the review team.

4. PERFORMANCE INDICATORS UPDATE

Ref	Description of PI	Target 2003/04	Q1 03/04	On target
BV126	Domestic burglaries per 1,000 households	13.4	3.53	No
BV127a	Violent offences committed by a stranger per 1,000 pop	3.07	1.09	No
BV127b	Violent offences committed in a public place per 1,000 pop	5.69	1.57	No
BV127c	Violent offences committed in connection with licensed premises per 1,000 pop	1.07	0.38	No
BV127d	Violent offences committed under influence per 1,000 pop	2.87	0.91	No
BV128	Vehicle crimes per 1,000 pop	13.92	2.33	Yes
CV 4	Recorded crimes per 1,000 pop	103.95	26.21	No
LP 62	% of New Deal leavers obtaining jobs: 18 –24 Voluntary Sector 18 – 24 Env Task Force	48% (40% contract target)	54.5% 100%	Yes
LP 134	Public disorder incidents per 1,000 pop	86.32	24.15	No
LP 140	Number of visitors to Carlisle	2001 actual 2,159,430 2002 est 2,785,430	Not available until 2004	N/a

5. CORPORATE ISSUES AND RESOURCES

Accommodation

- 5.1 Major changes to the Unit's Civic Centre accommodation began in August. The three drivers for change on the fifth floor were the need for more space due to restructuring and to accommodate the multi-agency rural support and community safety teams; the relocation of the public reception counter service to the ground floor; and the new corporate requirement for open plan working. Internal partitions have been removed, new furniture more suited to an open plan style of working purchased and staff grouped together to reflect their changed roles.
- 5.2 The New Deal team has expanded from 3 to 5 staff as a result of the additional contracts and extended services required by Jobcentre Plus. The service now requires a training room so plans are under way to move the service to Bousteads Grassing where it can be more suitably accommodated.
- 5.3 The Benefits Advice Centre must move out of Old Post Office Court by October 2004 as the premises do not comply with the Disability Discrimination Act. It is planned to bring the service into the Customer Contact Centre in the Civic Centre, providing more suitable premises for both customers and staff, enabling better engagement with the Council's mainstream activities and presenting the opportunity to work alongside other advice providers who may also take space in the Centre.

IT

- 5.4 Scope for the development of a database to monitor and co-ordinate external funding monitoring has been referred to above in 2.6. A Grantfinder database has also been purchased to improve access to information on availability of external funds. Access has been negotiated for CVS and for all users of Council networked computers.
- 5.5 In order to improve standards across the North West region, the RDA is introducing new property information and enquiry management systems on a fully funded basis. To take advantage the Council would need to provide resources for the maintenance of the necessary databases and to follow up enquiries generated and this has been put forward for consideration as part of the budget process.

Staff

- 5.6 The two vacancies in the Crime and Disorder Reduction Partnership Management Team are being addressed in negotiations with Cumbria Constabulary. The range of work has changed considerably since the post of Community Safety Officer was first established and there is now much greater joint working with Eden DC. Eden has also appointed a co-ordinator. The opportunity is being taken to review the posts and the recruitment process for a Community Safety Development Officer has now commenced.
- 5.7 Following a vacancy in the Play Team, the opportunity was taken to increase the hours of the remaining officers and allow for the training of volunteers. This has created more flexibility for cover and to increase the numbers of motivated volunteers.

- 5.8 Accommodation for the Benefits Advice Centre has already been referred to above. A report is scheduled for the Executive on 27 October and the Committee will have an opportunity to discuss this service at their meeting on 13 November.
- 5.9 The report to the Executive on 1 September regarding the Rural Regeneration Company made reference to the short term funding for the Council to cover rural support work. This has been put forward for consideration as part of the budget process.
- 5.10 With the Council potentially becoming the Accountable Body for the Longtown MTI programme, Sure Start and possibly the Economic Renewal Action Plan for the Urban Priority Wards, the relationship of existing programme staff to the Unit will develop and take on a new dimension.

5. ISSUES IMPACTING ON OTHER BUSINESS UNITS

- 5.1 The Unit leads on a number of cross cutting issues and is involved in several others and these have already been mentioned above.

6. FORWARD PLAN - KEY DECISIONS UPDATE

KD 046/03 Sure Start Carlisle South, Accountable Body Status: 29 September 2003

Advice Agencies: 27 October 2003

7. BUDGET UPDATE

- 7.1 The Unit is generally on target with its budget. The majority of current variances are due to receipt of external funding, profiling of uncontrollable budgets for repairs and maintenance, other uncontrollable budget factors and adjustments still required as a result of restructuring.

Economic and Community Development Services: Functions of the Business Unit

Business and Employment

- Providing strategic leadership for the creation of a strong local economy
- Understanding the strengths and weaknesses, opportunities and threats relating to the local economy
- Supporting business development and enterprise directly or through partner agencies
- Creating the conditions for businesses to start up and grow through direct service provision and with partner agencies
- Encouraging skills retention and development and supporting links between education and business
- Providing opportunities for ICT access and training
- Stimulating inward investment in partnership with Cumbria Inward Investment Agency
- Responding to business and development inquiries with Property Services and Planning Services
- Managing the New Deal programme under contract to Jobcentre Plus

Tourism and City Centre Marketing

- Enhancing and promoting Carlisle as a visitor destination and the stimulation of a joint approach with the local industry and other key bodies
- Taking a lead in the development of inward tourism through partnership and the provision of Tourist Information Services
- Supporting the Carlisle Conference Group in the development of Carlisle as a major destination for the conference, meetings and events industry.
- In partnership, resourcing and supporting the City Centre Marketing initiative

Community Support

- Co-ordinating and promoting a programme of special events and celebrations for local people
- Developing a programme of capacity building initiatives in targeted communities
- Providing support to community centre management committees and community groups
- Providing support specifically for the development of opportunities and activities for children and young people
- Providing operational and management support for externally funded regeneration programmes including Sure Start Carlisle South and Raffles SRB
- Promoting and managing the distribution of small grants to community led projects
- Providing a welfare benefits advice service

- Monitoring the service level agreements for other advice agencies e.g. CVS, Law Centre etc
- Enabling and inspiring the achievement of the aims of the Crime and Disorder Strategy through facilitating the Community Safety Partnership and hosting the Partnership Management Group.
- Managing the Council's town twinning programme

Corporate activities

- Advising on external funding opportunities
- Assisting with bids for funding where appropriate
- Coordinating with external partners on Cumbria wide funding activities
- Leading the development and implementation of the Carlisle Rural Strategy
- Leading a corporate approach to regeneration, particularly in the more deprived parts of the district, and facilitating the development of sustainable communities.
- Supporting the work of Parish Councils and village halls

9.