

Report to Economic Growth Scrutiny Panel

Agenda
Item:

A.4

Meeting Date: 5 September 2019
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: QUARTER 1 PERFORMANCE REPORT 2019/20
Report of: Policy and Communications Manager
Report Number: PC 13-19

Purpose / Summary:

This report contains the Quarter 1 2019/20 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 2019/20 Key Performance Indicators (KPIs) are also included.

Recommendations:

1. Scrutinise the performance of the City Council with a view to seeking continuous improvement in how the Council delivers its priorities.
2. Consider the proposal to close the Carlisle Plan Key Actions listed in the report.

Tracking

Executive:	16/9/19
Scrutiny:	Business and Transformation 22/8/19 Health and Wellbeing 29/8/19 Economic Growth 5/9/19
Council:	N/A

1. BACKGROUND

This report contains the Quarter 1 2019/20 performance against the Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. The Panel's Key Performance Indicators (KPIs) are also included as an appendix.

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

The updates against the actions in the Carlisle Plan are presented in Section 3. Only actions within the remit of the Panel are included in this report. The intention is to give the Panel a brief overview of the current position without duplicating the more detailed reporting that takes place within the Scrutiny agendas and Portfolio Holder reports.

Summary of KPIs and Service Standards:

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

KPIs – 0 'red', 1 'amber', 11 'green'

Summary of Exceptions (RED)

None

2. PROPOSALS

See Carlisle Plan section.

3. RISKS

None.

4. CONSULTATION

The report was reviewed by Directorate Management Teams in July, by the Senior Management Team on 30 July 2019 and will be considered at the other Scrutiny Panels.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Panel are asked to scrutinise the Quarter 1 Performance Report prior to it being submitted to Executive. The Panel is also asked to scrutinise the proposal to close some of the Carlisle Plan Key Actions as they have either been delivered or are now considered 'business as usual.'

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

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Appendices attached to report:

Performance Dashboard

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

- None

CORPORATE IMPLICATIONS:

LEGAL - This report raises no explicit legal issues.

FINANCE – This report raises no explicit financial issues.

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

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

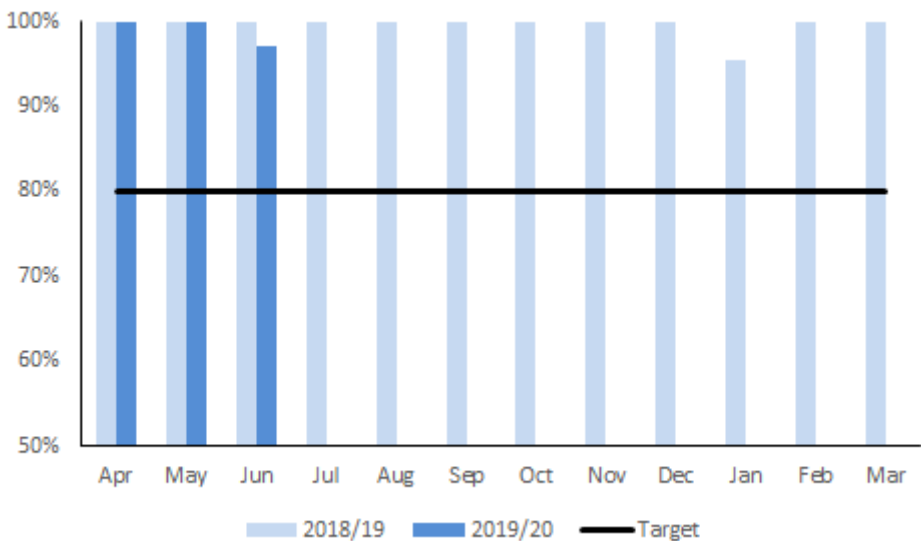
Section 1: Service Standards 2018/19

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

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

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

SS01: Percentage of Household Planning Applications processed within eight weeks

Service Standard	To end of Quarter 1 2019/20	Performance by Month	Further Information																																																				
80% (Nationally set target)	100% (Q1 2018/19: 98.9%)	 <table><thead><tr><th>Month</th><th>2018/19 (%)</th><th>2019/20 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Apr</td><td>100</td><td>100</td><td>80</td></tr><tr><td>May</td><td>100</td><td>100</td><td>80</td></tr><tr><td>Jun</td><td>100</td><td>97</td><td>80</td></tr><tr><td>Jul</td><td>100</td><td>-</td><td>80</td></tr><tr><td>Aug</td><td>100</td><td>-</td><td>80</td></tr><tr><td>Sep</td><td>100</td><td>-</td><td>80</td></tr><tr><td>Oct</td><td>100</td><td>-</td><td>80</td></tr><tr><td>Nov</td><td>100</td><td>-</td><td>80</td></tr><tr><td>Dec</td><td>100</td><td>-</td><td>80</td></tr><tr><td>Jan</td><td>95</td><td>-</td><td>80</td></tr><tr><td>Feb</td><td>100</td><td>-</td><td>80</td></tr><tr><td>Mar</td><td>100</td><td>-</td><td>80</td></tr></tbody></table>	Month	2018/19 (%)	2019/20 (%)	Target (%)	Apr	100	100	80	May	100	100	80	Jun	100	97	80	Jul	100	-	80	Aug	100	-	80	Sep	100	-	80	Oct	100	-	80	Nov	100	-	80	Dec	100	-	80	Jan	95	-	80	Feb	100	-	80	Mar	100	-	80	88 household planning applications have been processed in Quarter 1 2019/20 compared with 93 in the same period last year.
	Month		2018/19 (%)	2019/20 (%)	Target (%)																																																		
	Apr		100	100	80																																																		
May	100	100	80																																																				
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Section 2: Key Performance Indicators (KPIs)

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

All KPI changes that were proposed during Quarters 3 and 4 2018/19 have been implemented.

Section 3: Carlisle Plan on a Page Delivery

The current Carlisle Plan covered the period 2016-18 and many of the key actions are now either delivered or considered business as usual and feature within existing service plans. It is therefore the suggestion to close some of the key actions. The table below lists the suggested actions for closure:

Title	Narrative
03. Support the delivery of a Carlisle Enterprise Zone at Kingmoor Park	Considered business as usual and will be delivered through service planning
04. Support the development of Carlisle Airport as a regional gateway	The Carlisle Lake District Airport commenced commercial passenger flights on 4 July. Ongoing support will continue through service planning
05. Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan	Awaiting development of Economic and Housing Strategy
10. Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy	Awaiting development of Economic and Housing Strategy
11. Proactively develop business support through supporting the Growth Hub	Considered business as usual and will be delivered through service planning
23. Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage	Phase 1 complete
30. and 31 Prepare and publish an updated Housing Strategy and develop and implement a Housing Delivery Action Plan	Awaiting development of Economic and Housing Strategy

34. Continue to develop and promote the Council's Empty Homes Service by delivering advice and information to empty homes owners	Considered business as usual and will be delivered through service planning. Progress will be monitored through new KPIs
36. Develop local solutions to ensure opportunities to maximise the delivery of affordable homes which respond to locally evidenced needs	Awaiting development of Economic and Housing Strategy
37. Work with landowners, developers, and partner agencies (e.g. HCA) to accelerate the delivery of sites	Awaiting development of Economic and Housing Strategy
41. Work with Carlisle Ambassadors to raise the profile of Carlisle through business engagement.	Ambassadors programme is now well embedded. Delivered through ED service planning
42. Encourage Carlisle Ambassadors to engage partners in promoting the Carlisle story/offer	Ambassadors programme is now well embedded. Delivered through ED service planning

The following pages provide an update on all the existing key actions as usual.

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

Business Property & Infrastructure:

OUTCOME	<u>2. City Centre redevelopment projects</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth / Business & Transformation
Specific – What is the task	Promote development opportunities and regeneration opportunities within the city centre (including Carlisle Station, Caldew Riverside, The Citadel, English Street and The Pools). Set out a strategy for the future vitality and viability of the city centre including development options for the regeneration opportunity sites (Carlisle Station, The Pools, Court Square, Caldew Riverside and the Citadel).
Measurable – How will success be measured?	Production of a city centre masterplan
Achievable – Is it feasible?	Yes
Realistic – Resources available	Consultancy support will be required to produce the masterplan. This will be funded by revenue budgets secured through the MTFP process.
Time Bound – Start/end dates	The preparation of the masterplan will commence Q3 2018-19, with a draft version produced by the end of Q4.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	Detailed appraisal of development options for the city centre regeneration sites currently being undertaken to support the business cases for the Borderlands Growth Deal
Emerging issues / risks to the project	Project currently on track

OUTCOME	<u>3. Support the delivery of a Carlisle Enterprise Zone at Kingmoor Park</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Support the delivery of Carlisle Kingmoor Park Enterprise Zone Implementation Plan and Marketing Strategy, as well as actively contributing to governance as a key partner.
Measurable – How will success be measured?	Delivery of approximately 200,000sqm of new employment related floor space, across 73ha creating an additional 3,000 jobs and representing private sector investment of £109m.
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 with the retention of business rates for a period of 25 years.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	<ul style="list-style-type: none"> • Continue to receive and determine a number of applications for Business Rate Relief in accordance with the Enterprise Zone Guidance. • Site masterplan being updated by site owners. • Future business rate income projections being developed.
Emerging issues / risks to the project	Project currently on track

OUTCOME	<u>4. Support the development of Carlisle Airport as a regional gateway</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Support the development of Carlisle Airport as a regional gateway
Measurable – How will success be measured?	Airport offer expands to include increased freight and in addition passenger services.
Achievable – Is it feasible?	Through Economic Development Planning and Building Control Services professional advice and support.
Realistic – Resources available	Planning / Building Control advice
Time Bound – Start/end dates	There is currently no planned end date to this action.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	The Carlisle Lake District Airport commenced commercial passenger flights on 4 July. We will continue to work with Carlisle Airport to support any future development plans.
Emerging issues / risks to the project	None

Strategy & Planning:

OUTCOME	<u>5. Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan
Measurable – How will success be measured?	Development of project pipeline; alignment of priorities and projects with Cumbria LEP Strategic Economic plan to ensure they are supported by the LEP and/or attract funding.
Achievable – Is it feasible?	Through engagement with the LEP and Technical Officers Group
Realistic – Resources available	Corporate Director/Senior Officer time
Time Bound – Start/end dates	Local Industrial Strategy to be adopted late 2019. This will feature on a future Scrutiny agenda.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	Continued engagement with the LEP and sub groups to ensure support to the LIS and emerging projects.
Emerging issues / risks to the project	None

OUTCOME	<u>6. Progress the Borderlands Initiative</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Progress the Borderlands Initiative
Measurable – How will success be measured?	By way of the successful continuation of the innovative and long-term partnership and the level of additional public and private sector investment secured as a direct result of the initiative.
Achievable – Is it feasible?	Yes. A co-ordinated approach to support regional economic development through partnership working will help to attract additional investment. Progression of 'The Borderlands Proposal' will rely on support from both the UK and Scottish Government.
Realistic – Resources available	Corporate Director of Economic Development and Borderlands Project Officer time to support the Initiative. In addition, partners have contributed towards a centralised fund to enable the appointment of consultancy support to develop a suite of strategic outline business cases and other evidence base requirements. It is anticipated that additional financial revenue resources will be required to provide support to move from Heads of Terms to Final Deal, which will be considered as part of the 2019/20 budget process.
Time Bound – Start/end dates	The Borderlands Partnership submitted the Borderlands Inclusive Growth Deal Proposal 2018 to UK and Scottish Government on 28 th September 2018. It is anticipated that a Heads of Terms agreement on a Deal could be reached by the end of the calendar year/early 2019. Thereafter it can typically take twelve months to agree and sign a Deal based on the experience of other areas. The Deal would then progress to the implementation and delivery phase, timescales for which would be dependent on individual projects or programmes.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	£345M Borderlands Inclusive Growth Deal awarded March 2019. Heads of Terms signed June 2019 prior to the summer recess of the Scottish Government.
Emerging issues / risks to the project	None

OUTCOME	<u>7. Infrastructure Delivery Plan</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Maintain an up to date Infrastructure Delivery Plan and develop proposals to address identified issues.
Measurable – How will success be measured?	Progress and issues will be reported through the annual statutory Authority Monitoring Report.
Achievable – Is it feasible?	Regular dialogue with infrastructure providers set up and maintained.
Realistic – Resources available	Can be delivered within existing staff resource and budget allocation.
Time Bound – Start/end dates	The Plan is aligned to the Carlisle District Local Plan 2015-30. Comprehensive update critical to development of masterplan and delivery strategy for St. Cuthbert's Garden Village.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	Strategic infrastructure requirements including quantity and location are in the process of being drawn up as part of stage 2 masterplanning.
Emerging issues / risks to the project	None

OUTCOME	<u>8. Develop a St Cuthbert's Garden Village Masterplan covering housing, design, employment land, community facilities, transport and infrastructure</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	The development and adoption of a masterplan covering St. Cuthbert's Garden Village.
Measurable – How will success be measured?	Masterplan will be incorporated into a Development Plan Document (DPD) which will require approval by Council. Masterplan to be delivered in 2 parts: Part 1 is visioning and concept framework; Part 2 is detailed framework plans.
Achievable – Is it feasible?	Production of DPD governed by Government Regulations, with policy and guidance also set out nationally
Realistic – Resources available	The project is detailed in the Council's approved Local Development Scheme (LDS). An adequate allocation has followed through the process of the MTFP. Additional funding to accelerate delivery and enhance quality has been forthcoming through inclusion in the Government's Locally Led Garden Villages Programme. Further Garden Village Capacity Funding applied for as and when funding rounds are announced.
Time Bound – Start/end dates	Mandate forthcoming from LDS which was approved in July 2016. Inclusion in Garden Village programme confirmed on 2nd January 2017. Anticipated adoption date of DPD April 2020.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	<ul style="list-style-type: none"> • Appointed Aspinall Verdi as specialist viability and deliverability consultancy support • Procured Hive Land and Planning as landowner engagement consultancy support • AECOM appointed as specialist Sustainability / Habitat Regulation Assessment consultancy support • 3rd July major landowner, developer and land agent forum held.
Emerging issues / risks to the project	Project risks continue to be monitored and reviewed. No risk warrants being reported at the current time.

Skills Development:

OUTCOME	<u>10. Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy
Measurable – How will success be measured?	Successes in relation to skills improvements and better alignment with key sectors will be determined by the LEPs emerging Local Industrial Strategy and Carlisle City Council emerging Economic Strategy.
Achievable – Is it feasible?	The emerging Economic Strategy and Local Industrial 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	<p>Whilst the delivery of the skills plan will be challenging, the emerging Economic Strategy and Local Industrial 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.</p> <p>Carlisle City Council is currently working with training providers who deliver apprenticeships within the District to better understand the take up of apprenticeship opportunities and what the City Council can do to encourage take up of apprenticeships, particularly within key sectors.</p>
Time Bound – Start/end dates	<p>The Local Industrial Strategy is currently being consulted on and will be adopted in 2019.</p> <p>The emerging Economic Strategy is anticipated to be adopted 2019 in when there is a clearer indication of the timescale and scale of a number of significant projects that Carlisle</p>

	City Council are currently involved in, such as the Borderlands Inclusive Growth Deal, as well as a greater understanding of the potential impact of external factors such as Brexit.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	Continued engagement with the LEP and sub groups to ensure support to the LIS and emerging projects.
Emerging issues / risks to the project	None

Working with business:

OUTCOME	<u>11. Proactively develop business support through supporting the Growth Hub</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Proactively develop business support through supporting the Growth Hub
Measurable – How will success be measured?	Actions and activities undertaken to support businesses will be defined through the emerging Economic Strategy. This will include supporting the activities of the Growth Hub. Success of business support will be measured through annual review of the Economic Strategy actions (once adopted).
Achievable – Is it feasible?	The emerging Economic Strategy will contribute significantly towards the achievement of this objective through the exploration of the requirements of businesses and therefore linking requirements with targeted support, including through the Growth Hub.
Realistic – Resources available	Whilst the delivery of business support is often challenging due to limited resources, the emerging Economic Strategy will provide some tangible actions linked to business support, including supporting the Growth Hub.
Time Bound – Start/end dates	The end date of the key action will be coterminous with the Economic Strategy action plan.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	2018/19 funding agreement continues to be implemented and outcomes monitored. Decision in principle reached regarding match funding for the Growth Hub across 2019/20.
Emerging issues / risks to the project	Consideration being afforded to future years arrangements particularly given Brexit and uncertainties on any replacement previously EU funded initiatives.

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

City Centre Public Realm

OUTCOME	<u>23. Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage
Measurable – How will success be measured?	Installation of new fingerpost signage, interpretation boards and gateway signage
Achievable – Is it feasible?	Yes
Realistic – Resources available	Can be progressed to completion within existing staff capacity and allocated budget
Time Bound – Start/end dates	Installation of fingerpost signage and interpretation boards completed Q4 2017-18 Gateway Signage – to be delivered in the next public realm improvement programme. Appraisal of projects and indicative costing to commence in Q3 2018-19 with a provisional programme produced by the end of Q4.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	Ongoing dialogue with Cumbria County Council regarding design and delivery. Public realm improvements included within the Future High Street Fund bid.
Emerging issues / risks to the project	The delivery of the phase 2 programme will be dependent on approval for the release of the remaining budget.

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

Housing Strategy:

OUTCOME	<u>30. and 31 Prepare and publish an updated Housing Strategy and develop and implement a Housing Delivery Action Plan</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Preparation and adoption of an up to date Housing Strategy inclusive of a housing delivery action plan, informed by appropriate stakeholder consultation and engagement as an integral part of the process.
Measurable – How will success be measured?	Housing Strategy adopted by Council and action plan complete.
Achievable – Is it feasible?	Yes
Realistic – Resources available	Can be progressed within existing staff capacity and base budgets
Time Bound – Start/end dates	Strategy planned to be adopted by Council in 2019.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	An update on Housing need and Housing Strategy will be presented to Economic Growth Scrutiny Panel on 5 September, which will include an update on the new Strategic Housing Market Assessment (SHMA)
Emerging issues / risks to the project	No issues to report at present.

Housing Quality/Access:

OUTCOME	<u>34. Continue to develop and promote the Council's Empty Homes Service by delivering advice and information to empty homes owners</u>
SMT OWNER	Mark Lambert
Scrutiny Panel	Economic Growth
Specific – What is the task	Continue to develop and promote the Council's Empty Homes Service by delivering advice and information to empty homes owners. An Empty Home is defined as a property that has been empty for six months or more and is 'substantially unfurnished.'
Measurable – How will success be measured?	Number of empty homes. Whilst there is no target, the long-term trend should be a reduction in empty homes.
Achievable – Is it feasible?	
Realistic – Resources available	A dedicated officer has been in post since January 2018.
Time Bound – Start/end dates	There is no specific end date to this action.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	There has been a significant increase of overall Empty Homes rising from 916 to 963. Although 265 properties have successfully been removed from the Mar 19 list a larger than normal amount of 312 new properties has been added offsetting the success. Of these 302 are termed as Long-Term Empty having been empty for 2 years or more down from 317 in Mar 19. This increase is largely due to delays in the probate process.
Emerging issues / risks to the project	No new risks identified.

OUTCOME	<u>36. Develop local solutions to ensure opportunities to maximise the delivery of affordable homes which respond to locally evidenced needs</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Develop local solutions to ensure opportunities to maximise the delivery of affordable homes which respond to locally evidenced needs.
Measurable – How will success be measured?	Gross no. of new affordable homes, measured against need as evidenced by the SHMA (Strategic Housing Market Assessment). This is reported annually.
Achievable – Is it feasible?	We will work proactively towards maximising the affordable housing delivery, through working in partnership with local Housing Associations, developers, HCA, and strategic partnership groups – such as the Cumbria Housing Supply Group and Cumbria LEP
Realistic – Resources available	Will be managed within existing staffing resources
Time Bound – Start/end dates	HCA's Affordable Homes Programme 2016-21
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	Affordable housing completions during 2018-19 totalled 120 - 66 for Social / Affordable Rent and 54 intermediate low cost home ownership (discounted sale and shared ownership). The total delivered represents a significant increase on the previous year.
Emerging issues / risks to the project	No issues to report at present.

OUTCOME	<u>37. Work with landowners, developers, and partner agencies (e.g. HCA) to accelerate the delivery of sites</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Work with landowners, developers, and partner agencies (e.g. HCA) to accelerate the delivery of sites.
Measurable – How will success be measured?	Number of Net New Homes Per Annum - Performance measured against Local Plan housing target (478 in 2018/19 and 2019/20) and anticipated rates of delivery in housing trajectory.
Achievable – Is it feasible?	Whilst out with the direct control of the Council, there are several actions the Council can and is taking to support the realisation of this objective. These actions including potentially new activities will be detailed and coordinated through the Housing Strategy which is under development.
Realistic – Resources available	Can be delivered within existing staff resource and budget allocation. Need for additional resources will be flagged, if necessary, through the development of the housing strategy and consequently pursued through the Medium Term Financial Planning process.
Time Bound – Start/end dates	Linked to the Carlisle District Local Plan 2015-30.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	Work continues as previous quarter.
Emerging issues / risks to the project	None

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

Business Growth:

OUTCOME	<u>41. Work with Carlisle Ambassadors to raise the profile of Carlisle through business engagement.</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Work with Carlisle Ambassadors to raise the profile of Carlisle through business engagement.
Measurable – How will success be measured?	Membership numbers are maintained at > 100 or increase. Four themed meetings held per year. 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. Programme agreed annually and delivery supported by ED Admin team.
Realistic – Resources available	External marketing and relationship management support procured, Corporate Director and Officer support in place to provide direction and project management
Time Bound – Start/end dates	Established 2013 with programme of activity and outputs reviewed on an annual basis. 2018-19 programme currently being delivered with review of proposal for 2019-20 to be considered Q3 2018-19.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	The second Carlisle Ambassador meeting of 2019 took place on 13 June. Twenty-four businesses showcased on the theme of Corporate Social Responsibility. The meeting held at Carlisle Racecourse was fully booked with attendees travelling from the North East and Manchester. Membership continues to grow, with over 190 businesses now members. Carlisle Young Ambassadors event is taking shape and creating growing interest across new business sectors.
Emerging issues / risks to the project	None to report at present.

OUTCOME	<u>42. Encourage Carlisle Ambassadors to engage partners in promoting the Carlisle story/offer</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Encourage Carlisle Ambassadors (CA) to engage partners in promoting the Carlisle story/offer
Measurable – How will success be measured?	Media statistics: Circulation figures, On line views Website / YouTube, Facebook, Twitter, LinkedIn, Blogs etc. Increased sharing of Carlisle success stories by Carlisle Ambassadors in their sector and CA support for joint promotional opportunities such as Northern Powerhouse or GP Recruitment
Achievable – Is it feasible?	Engagement through Carlisle Ambassador Initiative and Marketing Sub Group
Realistic – Resources available	External marketing and relationship managed support procured, Marketing Sub Group of Carlisle Ambassadors to be implemented
Time Bound – Start/end dates	Established 2013 with programme of activity and outputs reviewed on an annual basis. 2018-19 programme currently being delivered with review of proposal for 2019-20 to be considered Q3 2018-19.
Progress in Quarter 1 2019/20 against project plan / key milestones achieved	Carlisle Ambassadors presence at Lakes Hospitality Trade Show in February and Shout Network Greater Manchester Business Expo has resulted in interest in Carlisle. The Carlisle stand, promoting place was a refreshing change at the event and attracted a lot of attention. Several businesses from the Manchester area have made contact to discuss opportunities in Carlisle. Discussions with the Shout Network has resulted in plans to hold a large business expo here in Carlisle in 2020.
Emerging issues / risks to the project	None

Economic Growth Scrutiny Panel Performance Dashboard 2019/20 - to end of Quarter 1

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

On Target?	New Code	Measure	Q1 Performance 2019/20	Q1 Performance 2018/19	Trend	Target	Comments
▲	CSe22	Actual city centre revenue as a percentage of city centre expenditure (including recharges)	56.9%	56.8%	↑	61%	
✓	ED02	Building Control to process S80 demolition notices within six weeks (statutory duty)	100%	100%	→	100%	
✓	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)	100%	93.9%	↑	100%	
✓	ED11	% of valid full plan applications determined or checked by Building Control within 5 working days	26%	N/A	N/A	25%	New measure for 2019/20
✓	ED12	% of valid full plan applications determined or checked by Building Control within 15 working days	100%	N/A	N/A	95%	New measure for 2019/20. Amendment to old ED03a
✓	ED13	% of site inspections carried out by Building Control on the date agreed	99.4%	N/A	N/A	99%	New measure for 2019/20. Amendment to old ED01
✓	ED05	Proportion of major planning applications completed in 13 weeks or within agreed time extension	91%	83%	↑	60%	10/11 completed within deadline or agreed extension
✓	ED06	Proportion of minor planning applications completed in 8 weeks or within agreed time extension	98%	97%	↑	80%	127 applications
✓	ED07	Proportion of 'other' planning applications completed in 8 weeks or within agreed time extension	99%	98%	↑	80%	72 applications
✓	ED08	Proportion of Tree Preservation Orders (TPO) confirmed within 6 months	100%	100%	→	100%	
✓	ED09	Proportion of hedgerow removal notifications determined within 6 weeks	N/A	N/A	N/A	100%	0 notifications
✓	ED10	Proportion of Tree Preservation Order applications determined within statutory period of 8 weeks	100%	100%	→	100%	10 applications