

# **AGENDA**

## **Environment and Economy Overview and Scrutiny Panel**

**Thursday, 02 March 2017 AT 10:00  
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG**

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

### **Apologies for Absence**

To receive apologies for absence and notification of substitutions

### **Declarations of Interest**

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

### **Public and Press**

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

### **MINUTES OF THE PREVIOUS MEETING**

**5 - 16**

To note the Minutes of the meeting held on 19 January 2017

(Copy Minutes herewith)

## **PART A**

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

### **A.1 CALL-IN OF DECISIONS**

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

### **A.2 OVERVIEW REPORT AND WORK PROGRAMME**

**17 - 22**

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

(Copy Report OS.03/17 herewith)

### **A.3 AN ECONOMIC STRATEGY FOR CARLISLE DISTRICT**

**23 - 28**

(Economy, Enterprise and Housing)

The Corporate Director of Economic Development to submit a report detailing the background and providing a draft timetable for the development of an Economic Strategy for Carlisle District.

A representative from Regeneris consultants has been invited to attend the Panel to deliver a presentation.

(Copy report ED.09/17 herewith)

### **A.4 BUSINESS PLAN DEVELOPMENT FOR CARLISLE PARKS**

**29 - 38**

(Environment and Transport)

The Deputy Chief Executive to submit a report which provides an update on the Talkin Tarn Business Plan outcomes and setting out options for a Business Plan for Bitts Park.

(Copy report CS.05/17 herewith)

#### **A.5 3RD QUARTER PERFORMANCE REPORT 2016.17**

**39 - 56**

(Finance, Governance and Resources Portfolio)

The Policy and Communications Manager to submit an update on the Council's Service Standards that help measure performance. The report also includes an update on key actions contained within the Carlisle Plan.

(Copy report PC.04/17 herewith).

#### **A.6 PERFORMANCE MONITORING OPTIONS**

**57 - 60**

(Finance, Governance and Resources Portfolio)

The Policy and Communications Manager to submit a report outlining proposals to improve performance monitoring reporting to Overview and Scrutiny Panels.

(Copy report PC.06/17 herewith).

### **PART B**

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

- NIL -

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

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

**Labour** – Bowditch (Vice Chairman), Mrs Coleman, Dodd, McDonald, Burns (sub), McNulty, Ms Patrick (sub)

**Independent** – Betton, Paton(sub)

**Enquiries, requests for reports, background papers,  
etc to Committee Clerk: Jacqui Issatt - 817557 or  
[jacqui.issatt@carlisle.gov.uk](mailto:jacqui.issatt@carlisle.gov.uk)**

**MINUTES OF THE PREVIOUS MEETING  
ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL**

**THURSDAY 19 JANUARY 2017 AT 10.00AM**

**PRESENT:** Councillor Nedved (Chairman), Councillors Betton, Bloxham (as substitute for Councillor Mitchelson), Bowditch, Burns (as substitute for Councillor McNulty) Christian, Mrs Coleman, McDonald.

**ALSO**

**PRESENT:** Councillor Glover – The Leader  
Councillor Mrs Bradley – Economy, Enterprise and Housing Portfolio Holder  
Mr G Hayward – Director, Cumbria Local Enterprise Partnership  
Miss L M Ohlsen – Work Experience Student from Flensburg  
Councillor J Mallinson (Observer)  
Councillor Paton (Observer)

**OFFICERS:** Deputy Chief Executive  
Contracts and Community Services Manager  
Tourist Information Centre Manager  
Investment and Policy Manager  
Economy & Enterprise Officer

**EEOSP.01/17 APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillor Mitchelson, Councillor McNulty, Councillor Quilter, and the Corporate Director of Economic Development.

**EEOSP.02/17 DECLARATIONS OF INTEREST**

Councillor Betton declared a disclosable pecuniary interest in item A.4 Progress Update to Business Support Task and Finish Group. The interest related his being a tenant at the Enterprise Centre.

**EEOSP.03/17 PUBLIC AND PRESS**

**RESOLVED** – That the Agenda be agreed as circulated.

**EEOSP.04/17 AGENDA**

**RESOLVED** – That Items A.1 and B.1 Call – in of Decisions be considered at the end of the meeting.

**EEOSP.05/17 MINUTES OF PREVIOUS MEETINGS**

A Member noted that a written response regarding a £91,000 potential new spending pressure relating to Clean Up Carlisle funding had not been received. The Overview and Scrutiny Officer undertook to follow the matter up.

**RESOLVED** – (1) The Minutes of the meetings held on 27 October 2016 and 1 December 2016 were approved and signed by the Chairman.

(2) That the Overview and Scrutiny Officer follow up the written response to the Panel detailing the £91,000 potential new spending pressure relating to Clean Up Carlisle.

## **EEOSP.06/17      OVERVIEW REPORT AND WORK PROGRAMME**

The Overview and Scrutiny Officer presented report OS.03/17 providing an overview of matters relating to the work of the Environment and Economy Overview and Scrutiny Panel.

The Overview and Scrutiny Officer reported that the most recent Notice of Executive Key Decisions, copies of which had been circulated to all Members, had been published on 20 December 2016. The following items had been referred to the Panel:

KD.21/16 – Budget Process 2017/18

The item had been discussed by the Panel at its 1 December 2016 meeting.

Members raised no questions or comments on the Notice of Executive Key Decisions.

The Panel's current work programme was attached as Appendix 1 to the report. Members were asked to note and/or amend the programme. The following items were to be considered by the Panel at its meeting on 2 March 2017: Performance Monitoring Report; Performance Report Options; Flood Update Report (tentative); Local Development Scheme; Business Plan Development for Carlisle Parks; Economic Strategy; Car Parking (tentative).

A Member asked if the Panel was able to undertake a workshop on future planning for the Work Programme.

The Chairman responded that the Panel had agreed to hold a meeting at the beginning of each Civic Year to agree the issues the Panel would include in the Work Programme for the forthcoming year.

The Overview and Scrutiny Officer added that the Overview and Scrutiny Annual Report would include a format for addressing this issue which it was anticipated would be implemented in the new Civic Year.

**RESOLVED – 1) That the Overview Report (OS.03/17) incorporating the Work Programme and Notice of Executive Key Decision items relevant to this Panel be noted.**

**2) That the following items be included on the agenda for the Panel's meeting scheduled for 2 March 2017:**

- Performance Monitoring Report
- Performance Report Options
- Flood Update Report (tentative)
- Local Development Scheme
- Business Plan Development for Carlisle Parks
- Economic Strategy
- Car Parking (tentative)

The Chairman welcomed Mr Haywood, Director, Cumbria Local Enterprise Partnership (LEP) to the meeting.

The Investment and Policy Manager presented report ED.02/17 Cumbria Local Enterprise Partnership which outlined: the background of the LEP's nationally; the membership and governance arrangements locally; and work being undertaken in relation to the Strategic Economic Plan and projects within the District.

Mr Haywood delivered a presentation to the Panel covering: the work undertaken by the LEP in Carlisle in 2016, for example the Durranhill infrastructure project, Enterprise Zone, Carlisle Station Gateway, Garden Village; work planned for 2017 including the Growth Deal Programme and M6 Strategic Connectivity; skills funding, and emerging government policy.

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

- Had the LEP been advised of the funding it would receive from Growth Deal 3?

Mr Haywood responded that the LEP Board had been advised of the allocation, however, the level of allotment could not be made public until the government's formal announcement had been released. The allocation received was lower than the sum applied for despite the submission of a competitive bid, it was understood that in assessing the bids the government had applied a per capita criteria which had adversely affected the monies awarded to the Partnership. Additionally, the lack of an agreed devolution deal between the local authorities and central government for Cumbria was also felt to have been detrimental to the submitted funding bid. The final factor which was deemed to have hampered the bid was the lack of private sector match funding – the Cumbria LEP had worked to attract private sector funding in a different way..

In response, the Member sought to clarify that the quality of the bid submission had not been a factor in the lower than anticipated funding level.

Mr Haywood replied that government had indicated the submission had been of extremely good quality comprising strong business cases but, for the reasons outlined above the allocation was lower than the submitted bid.

- What was the current status of devolution discussions for Cumbria?

Mr Haywood advised that devolution for Cumbria was not currently being progressed, and that government was not pursuing the matter.

- Had the Growth Deal 3 submission been reviewed and what lessons had been learned?

Mr Haywood advised that a great deal of effort had been put into developing the business cases submitted as part of the funding bid, and that these had been assessed by independent auditors KPMG who had offered advice in terms of prioritisation and presentation. He did not feel it was possible that the LEP could have submitted a better bid.

- What scrutiny arrangements were in operation at the LEP?

Mr Haywood explained that a scrutiny panel was in place at the LEP and the Council was represented by the Economy, Enterprise and Housing Portfolio Holder. He added that the LEP intended to conduct a review of its Board composition and governance arrangements, with proposals being submitted to the LEP Board for consideration.

In response to a question from a Member, Mr Haywood outlined the current composition of the LEP's scrutiny panel

- Had the proposed development of the Citadel considered the development of the Rickergate area?

The Investment and Policy Manager responded that the Carlisle and District Local Plan 2015 – 30 clearly set out the opportunities in both areas of the city, however, due to the Heritage Assets in the Citadel area, development there required a greater degree of sensitivity.

- A Member noted that the Growth Deal 3 funding bid had resulted in an allocation of only 25% of the requested funds, how did the LEP prioritise the monies received to its projects?

Mr Haywood explained that in addition to the Growth Deal funding streams, the LEP was engaging with other public bodies such as the Homes and Communities Agency (HCA) regarding other funding streams. In terms of the re-profiling of monies, the LEP's Investment Panel were to consider a report on the matter in February 2017, before submitting recommendations to the LEP Board for their determination. Partner organisations would be advised of the outcome of the re-profiling exercise and the information would be published on the LEP's website.

- Did the LEP provide support to Small and Medium Sized Enterprises and social enterprises?

Mr Haywood recognised the important work carried out by SME's and social enterprises, however, the majority of government grant funding that was accessible to the LEP was aimed at commercial enterprise, rather than social enterprise.

The Investment and Policy Manager added that a report on the Economic Strategy was due to be scrutinised by the Panel at its 2 March 2017 meeting, he undertook to ensure that issues relating to social enterprise were detailed within the report.

- How secure was the LEP without the availability of funding from the European Union?

Mr Haywood responded that whilst European Union funding had contributed to the LEP's projects other sources of grant monies were available. The government's new Industrial Strategy was currently out for consultation, and it was anticipated this would create new funding streams for the LEPs. Mr Haywood stressed the importance of Cumbria setting out clearly to government its requirements for economic growth, he felt that Cumbria was well placed to respond to future challenges.



- A Member expressed uncertainty that the provision of additional houses and roads would necessarily generate economic growth. He was aware that some professions faced challenges recruiting adequately trained people to work in Cumbria.

Mr Haywood replied that without a growth agenda business in Cumbria would face further challenges in relation to the recruitment of staff. A significant disadvantage for Cumbrian businesses was that no single body was responsible for promoting and marketing the county. Whilst it was not the LEP's role to deliver such promotion it had actively encouraged the private sector to support the "Choose Cumbria" campaign as a means of encouraging people to live and work in the county, and thereby supporting its economic growth.

The size of households was reducing which required that more units were built in order to meet housing demand, without the Garden Village development, the level of housing provision in the Carlisle and District Local Plan 2015 – 30 (Local Plan) was sufficient to sustain the current level of economic activity, but did not provide for economic growth.

- A Member expressed concern that increasing economic growth required the development of greenbelt sites in the District. He sought reassurance that the new Garden Village and future economic expansion would not occur on greenbelt land.

The Investment and Policy Manager informed Members that the term greenbelt had a very specific designation, whilst Cumbria had greenfield land, it did not have areas of greenbelt. The adopted Local Plan identified sites within the district where future development would take place, it was noted that the LEP was not imposing development on to the city, economic growth was a priority for the Council.

Mr Haywood added that the LEP's aspirations for development had largely gone through the planning process and that it was not considering development outside of the site identified for development in the Local Plan.

RESOLVED – (1) That Mr Haywood be thanked for his presentation.

(2) That report ED.02/17 Cumbria Local Enterprise Partnership be noted.

## **EEOSP.08/17      PROGRESS UPDATE TO BUSINESS SUPPORT TASK AND FINISH GROUP**

The Investment and Policy Manager presented report ED.02/17 Progress Update to Business Support Task and Finish Group which provided Members with an update on the recommendations from the Panel's Business Support Task and Finish Group, October 2015.

The Economy and Enterprise Officer detailed work which had been undertaken in relation to Recommendation 1 – Audit of networks including engagement with local businesses and partners via both formal and informal support networks, and the development of the Council's business website. The networking activity had provided opportunity of establishing links with the partner organisation such as Carlisle Ambassadors, The Chamber of Commerce, Local Enterprise Partnership, and The University of Cumbria.

The Council's business website which sought to provide information to sign-post businesses to relevant organisations had been updated and it was intended that it would

link with relevant partner organisation websites. Partner organisations had expressed an interest in including content on the site and this was being looked at. The Economy and Enterprise Officer invited Members to view the site and invited suggestions to further develop the site.

In respect of Recommendation 4 – Communications and Marketing Strategy for Business Support, the Economy and Enterprise Officer advised that the Council's business website was the focus of communications and marketing activity. During the previous eleven months the site had attracted eleven thousand views, and it was intended to compare the site to those of other local authorities and to use analytics of the site to identify further improvements which could be made to the site.

The Investment and Policy Manager added that Recommendation 1 had been aimed at signposting and the Council's activity in this regard had been re-energised, with users of the website having confidence in the information the site contained. In addition partner organisation websites were also signposting people to the Council's website for information.

In relation to Recommendation 3 (a) (b), the Investment and Policy Manager advised that as devolution was no longer being pursued, radical change to business support was unlikely, however, were the opportunity of devolution to come forward again local scrutiny would be undertaken on any proposed changes. Paragraph 2.12 of the report which summarised the two key strands of business support being offered by the Chamber of Commerce.

The Investment and Policy Manager advised Members that Recommendation 2 – Rebranding of the Enterprise Centre was not being pursued at the present time. Following consultation with tenants at the Enterprise Centre, during which a number of concerns had been expressed, details of which were outlined in the report. The Investment and Policy Manager appreciated the rationale for the recommendation, and it was an area that would be kept under consideration.

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

- *A Member requested further detail on the work undertaken with tenants regarding the re-branding of the Enterprise Centre.*

The Investment and Policy Manager explained that Officers had held discussions with individual tenants at the Enterprise Centre about a broad range of issues relating to the Centre, including their views on rebranding. The responses had indicated concerns rebranding the Centre would require a change to the business address, necessitating the making of new stationery, advising suppliers, and authorities such as Her Majesty's Customs and Revenue, and utility suppliers of the change, which was considered unnecessarily burdensome by the tenants. It was noted that a high proportion of the businesses operating from the Centre were very small scale and may not have administrative support.

The Economy, Enterprise and Housing Portfolio Holder added that she appreciated the concerns expressed by the tenants and felt it was acceptable for them not to wish to undertake the recommended re-branding.

The Member asked if any other lessons had been learned from the discussions with tenants.

The Investment and Policy Manager responded that Officers were considering how further support could be provided to the tenants by offering them the opportunity to network with others in the building, through the medium of a tenants' forum. It was also intended that the Economy and Enterprise Officer would meet with tenants as part of her support and networking activities.

- A Member understood that the Enterprise Centre catered for start-up businesses, he sought clarification on the matter.

The Investment and Policy Manager advised that the Enterprise Centre had a broad range of businesses operating from it, and the Centre was able to offer premises to businesses at a variety of stages of development. The original purpose of the Centre had been to cater for start-up businesses which it was hoped would expand and progress to bigger premises. Whilst the Centre had not operated at full capacity long term occupation of units by tenants was permitted, in the event that occupation of units reached capacity this approach would require reconsideration.

- A Member suggested that case studies from the Enterprise Centre and Carlisle Ambassadors be included on the Council's business website, she undertook to follow this up with the relevant Officer.

RESOLVED – That report ED.02/17 Progress Update to Business Support Task and Finish Group be noted.

## **EEOSP.09/17      TOURIST INFORMATION CENTRE UPDATE**

The Deputy Chief Executive presented report CS.02/17 Tourist Information Centre Update which outlined the recent capital upgrade works undertaken at the Old Town Hall / Tourist Information Centre and the Business Plan and Marketing Strategy, and assessment of visitor numbers to the Tourist Information Centre (TIC), and budgetary matters.

The developing Business Plan and Marketing Strategy recognised the internet as a tool which was increasingly used by tourists as a source of advice, the developing Business Plan placed greater focus on the use of web based services, retail and commercial activities. Some redevelopment activity had already commenced including altering the products on offer at the Old Town Hall and the creation of a website for the Old Town Hall which sought to market the facility and the Assembly Rooms. The Assembly Rooms had been granted a wedding license and was available for small ceremonies, with the first wedding being held in October 2017.

The Deputy Chief Executive explained the importance of performance management measures going forward and advised Members of work being undertaken in respect of this including a visitor survey the result of which had been summarised in the report, and the setting of income targets, and appropriate staff training.

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

- The Chairman commented that he considered appropriate signage within the city directing visitors to the TIC was crucial, and this issue had been identified by those responding to the TIC Visitor Survey. He asked when new improved signage would be provided in the city.

The Economy, Enterprise and Housing Portfolio Holder responded that plans to install improved signage in the city were well underway, and obelisks containing maps, signage and historical information had been prepared, and would be placed at strategic sites, for example in the vicinity of the bus and railway stations. She understood that discussions were being held with businesses and residents in the areas where the obelisks were to be sited.

The Economy, Enterprise and Housing Portfolio Holder agreed that signage was an important factor in directing visitors to the TIC, and she hoped that installation would occur in the near future.

- The Chairman asked when the fully developed Business Plan and Marketing Plan would be complete and available for the Panel to scrutinise.

The Deputy Chief Executive expected the Business Plan and Marketing Plan to be complete and available for scrutiny in the new financial year.

- How had Officers determined the closure of the Settle to Carlisle Railway line at Appleby had caused the decline in visitor numbers?

The Deputy Chief Executive replied that a significant proportion of those visiting the TIC travelled to the city by train, the closure of the railway line had caused a decrease in the number of people able to access the city in this way, additionally, the Appleby TIC had reported a significant increase in visitor numbers.

In response to a further comment from the Member who noted that the visitor figures contained within the report showed a downward trend prior to the railway line closure, the Deputy Chief Executive acknowledged that the closure and re-siting of the TIC during the capital upgrade works undertaken in 2015 had also had a negative impact on visitor numbers.

- How had the visitor survey been conducted?

The TIC Manager explained that participants were asked questions outside the TIC following a visit to the Centre, to ensure that respondents did not feel fettered by being in the Centre. The person conducting the survey identified whether the responder was visiting the city or was a resident before posing the relevant set of questions, contact details were also requested so that marketing information could be sent in the future.

Another Member noted that the report illustrated that 46.5% TIC users had used the TIC had used the Centre as a place to get information on Carlisle, he suggested that future surveys may require refinement to provide information which would be useful for future business planning.

- Did the budget variances detailed in the report indicate that the base budget was incorrect?

The Contracts and Community Services Manager advised Members that the changing context within which the TIC operated required a re-alignment of budget and income targets to reflect the decline of commissions related to accommodation bookings and to include the increase in room hire bookings. Work to re-align the TIC budget to provide

targets that the relevant to the current operation of the facility was being undertaken as part of the Business Plan development.

- How did the TIC's retail offer compare to other outlets in the city, and was the TIC able to offer unique products?

The TIC Manager explained that where possible, the TIC tried to source tailored, bespoke, and locally relevant products, the TIC stocked a range of products including furnishings and bags illustrated with the outline of the Carlisle skyline. It was hard to find local companies making products that were relevant to the customer base of the TIC visitors and consequently, the TIC had to source products from larger companies who also supplied other outlets.

- A Member noted that the Tourist Information Centre Task and Finish had recommended that group continue to have input into the direction of the TIC, he felt that Member input needed to be strengthened and proposed that a Working Group be set up to meet on an annual basis to address issues facing the TIC.

The Deputy Chief Executive responded that the proposal was a matter for the Panel, he cautioned that it was important to retain a clear distinction between Officers' responsibility for managing the TIC and insight given by Members.

Another Member expressed concerns regarding the proposed Working Group and what role it would perform, he did not consider it was appropriate for Members to become involved with the day-to-day operation of the TIC.

The Chairman felt that Members should determine how best to scrutinise the TIC through Work Programme planning, this was agreed by the Panel.

RESOLVED – (1) That the Deputy Chief Executive provide written details of the work being undertaken to provide new signage in the city advertising the Tourist Information Centre.

(2) That a report be presented to a future meeting of the Panel on the complete Tourist Information Centre Business Plan and Marketing Strategy.

(3) That a Tourist Information Centre Working Group be considered as item for inclusion in the Panel's Work Programme in the new civic year.

#### **EEOSP.10/17 CALL-IN PORTFOLIO HOLDER DECISION PF.016/16 – HADRIAN'S CAVALRY PROGRAMME WITH ROMAN TURMA EVENT 1 – 2 JULY 2017**

The Chairman explained that he had Called – In for scrutiny Portfolio Holder Decision PF.016/16 Hadrian's Wall Cavalry Programme with Roman Turma Event 1 - 2 July 2017, taken by the Leader on 5 December 2016.

The Decision recorded that the Cavalry Programme was an exhibition and events programme developed by a partnership of museums, including Tullie House, and would comprise ten attractions taking place along Hadrian's Wall to celebrate the elite Roman Cavalry which had guarded Hadrian's Wall 2,000 years ago.

The programme of events for Carlisle would comprise a series of live re-enactments of Roman Cavalry exercises over two days on Bitts Park and an on-going Roman Cavalry

themed exhibition at Tullie House. It was anticipated that the exhibition and events would provide a significant boost to visitor numbers in 2017.

The Leader had made the decision to support the 2017 Hadrian's Cavalry Programme with £45,000 of funding for the Turma, marketing and the exhibition at Tullie House, which would be provided from the Council's existing events budget with £38,000 from the 2016/17 and £7,000 from the 2017/18 budget.

The reasons given for the Call-in were:

- Lack of Business Case
- Uncertainty of the financial liability and risk to the Council
- Whether the project provided value for money

The Chairman then outlined the Panel's options for dealing with the Call-in.

The Chairman explained that he fully supported tourist activity and was aware of the Roman connotations of the city, he noted that Portfolio Holder Decision PF.016/16 had been published on 5 December 2016, however, the Council had been in discussion with the event organisers from February 2016, he asked why the matter had not been referred to the Panel during that time.

The Chairman posed the following questions:

- Was £45,000 the optimum level of contribution;
- Why had the Council allocated funding to Tullie House which was an independent Trust;
- What financial risk was the Council expected to carry;
- How was the success of the event to be measured?

The Leader explained that the purpose of the event was to commemorate the 1,900 year anniversary of Roman cavalry in Carlisle, which he felt, was an important event for the city to celebrate. Regarding the Business Case he advised that funding contribution was to be provided from the Council's Events Budget which had been approved by Council in February 2016. The Council had advised the project organisers that the amount of funding it was able to provide was capped at £45,000.

The Turma event and Tullie House exhibitions were part of the larger Hadrian's Cavalry Programme which encompassed a number of events and activities taking place at a variety of locations along the length of Hadrian's Wall. Delivery of the entire programme had been costed at £835,000 and the Arts Council were the single largest funder of the event, contributing £690,000. The Leader stated that the Arts Council's level of support for the programme was a source of confidence, and in addition other national bodies such as English Heritage and the National Trust were also supporting the programme.

The Turma event and the Tullie House exhibitions were expected to attract a significant number of tourists into the city contributing to economic growth and promoting the city. The Turma, which consisted of Roman cavalry re-enactments, was considered to be the high profile aspect of the whole programme and number of areas had competed to host the two day event, therefore it was a great honour for the city to host the event. The exhibitions at Tullie House would display items from the National Museum, the Museum of Scotland, international museums and private collections that it had not previously been

possible to be viewed together, and were therefore expected to attract a high number of visitors.

The Deputy Chief Executive added that a number of Officers had been involved in discussions with Tullie House regarding how best to maximise the opportunities created by the exhibitions. Risk and Health and Safety and Accessibility Assessments had been carried out at Bitts Park, however, the Deputy Chief Executive stressed that the Council was hosting the event, but was not responsible for delivering it, that aspect would be undertaken by the programme providers.

The Chairman asked if there was a mechanism for the Panel to be involved in discussion of events of a similar nature in the future.

The Leader responded that the decision to provide funding to the Hadrian's Cavalry Programme with Roman Turma event had followed due process, he suggested that the Panel would derive most benefit from considering the economic vitality of the events budget funding as a whole, rather than through the consideration of individual items.

A Member commented that he supported the project and felt it afforded the city a number of opportunities, however, he considered that the Call-in had been useful as it had brought into the public domain more information than had previously been available on the project.

In response to a question from a Member regarding the marketing of the Programme, and the Carlisle based events, the Leader advised that marketing of the entire programme was being arranged centrally. The Council would also undertake promotional activity through the Customer Contact Centre, and its website, it was noted that the Turma event had already been included in national press publications.

A Member asked if the entire programme's exhibitions would be displayed at Tullie House or across a number of sites.

The Contracts and Community Service Manager informed Member that the exhibition was part of a curated programme encompassing all the museums involved in the programme, with each having its own pieces to display. It was understood that participating museums would also promote the exhibitions of the other museums taking part in the Programme.

*The meeting then moved into private session.*

## **EEOSP.11/16 PUBLIC AND PRESS**

RESOLVED - That in accordance with Section 100A(4) of the Local Government Act 1972, the Public and Press were excluded from the meeting during consideration of the following item of business on the grounds that it involved the likely disclosure of exempt information, as defined in Paragraph Number 3 of Part 1 of Schedule 12A of the 1972 Local Government Act.

## **EEOSP.12/17 CALL-IN PORTFOLIO HOLDER DECISION PF.016/16 – HADRIAN'S CAVALRY PROGRAMME WITH ROMAN TURMA EVENT 1 – 2 JULY 2017**

Consideration was given to private report Hadrian's Cavalry – Programme Costings for Carlisle City Council funding request which had been submitted as part of the Call – in of Portfolio Holder decision PF.016/16 – Hadrian's Cavalry Programme with a Roman Turma Event: 1 – 2 July 2017.

The Panel held a discussion regarding the financial underwriting responsibilities agreed for the Programme and factors affecting the level of the Council's contribution to the Programme.

In response to a request from a Member for details of projected visit numbers to the Turma event and exhibitions, the Contracts and Community Services Manager undertook to provide a written response.

A Member asked if the Hadrian's Wall bus service would be reinstated for the duration of the Programme.

The Leader responded that the service was not in the Council's remit, however, the Council would raise the matter with the operator.

A Member requested that the Leader circulate a briefing note to all Members detailing the information of the Turma Event and Tullie House exhibition provided to the Panel, to which the Leader agreed.

RESOLVED – (1) That Portfolio Holder Decision PF.016/16 (Hadrian's Cavalry Programme with Roman Turma event: 1 – 2 July 2017) not be referred back to the decision making body.

(2) That the Leader circulate a briefing note to all Members setting out details of the Hadrian's Cavalry Programme with Roman Turma event: 1 – 2 July 2017.

(3) That the Contracts and Community Services Manager provide a written response regarding the projected visitor numbers to the city for the Hadrian's Cavalry Programme.

(The meeting ended at 1:36pm)



# Environment & Economy Overview and Scrutiny Panel

Agenda  
Item:

**A.2**

Meeting Date: 2<sup>nd</sup> March 2017

Portfolio: Cross Cutting

Key Decision: No

Within Policy and  
Budget Framework

Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME

Report of: Overview and Scrutiny Officer

Report Number: OS 03/17

## Summary:

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

## Recommendations:

Members are asked to:

- Note the item (within Panel remit) on the most recent Notice of Executive Key Decisions
- Note and/or amend the Panel's work programme

Contact Officer: Dave Taylor

Tel: 0781 785 8167

Appendix attached to  
report:

1. Environment & Economy O&S Panel Work Programme  
2016/17

## **1. Notice of Executive Key Decisions**

The most recent Notice of Executive Key Executive Decisions was published on 10<sup>th</sup> February 2017. This was circulated to all Members. The following items fall into the remit of this Panel:

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

None

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

### ***KD.03/17 Waverley Viaduct***

## **2. References from the Executive**

None

## **3. Work Programme**

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

The following items are scheduled for the next meeting on 20<sup>th</sup> April 2017:

- Statement of Community Involvement
- Flood Update Report
- Carlisle South Masterplan
- Update on Clean Carlisle
- Rethinking Waste Project (tentative)

The draft Annual Overview and Scrutiny Report is normally taken to the final meeting of each Panel for comments but, due to the timings of the final round of Panel meetings and the final Council meeting of this Civic Year, this will not be possible this year. Steps have been taken to ensure that this situation does not recur in future years.

So, to ensure that all O&S Members have a chance to see the draft report and comment on it, the O&S Annual Report will be circulated for comment by email to all O&S Panel Members and Substitutes for one week beginning Friday 24<sup>th</sup> March. Members' comments, along with the draft report, will then be brought to the Scrutiny Chairs Group meeting on Monday 3<sup>rd</sup> April for discussion and agreement, before being taken to the Council meeting on 25<sup>th</sup> April.

**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**  
**Appendix 1**

Issue		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										
								30 Jun 16	28 Jul 16	15 Sep 16	27 Oct 16	1 Dec 16	19 Jan 17	2 Mar 17	20 Apr 17	
Contact Officer																
CURRENT MEETING -2 <sup>nd</sup> March 2017																
Economic Strategy Jane Meek							Presentation from Consultants and Initial Scoping Discussion								✓	
Business Plan development for Carlisle Parks Phil Gray	✓						Progress of Talkin Tarn Business Plan and emerging Business Plan development of other Parks (Bitts Park and Hammonds Pond)			✓					✓	
Performance Monitoring Reports Gary Oliver	✓						Monitoring of performance relevant to the remit of Panel	✓		✓		✓			✓	
Performance report options Steven O’Keeffe	✓						To consider changes to improve performance reporting to O&S Panels								✓	

Issue		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								
Contact Officer															
TASK AND FINISH GROUPS															
FUTURE ITEMS															
Statement of Community Involvement Garry Legg								Decision to be taken by Chair about bringing this item following results of consultation							✓
Flood Update Report Darren Crossley				✓		✓		<ul style="list-style-type: none"> <li>01 Dec: Environment Agency / County Council update</li> </ul> Future report on options for Civic Centre basement and ground floor and details of the Flood Ready Plan	✓	✓	✓		✓		✓

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										
								30 Jun 16	28 Jul 16	15 Sep 16	27 Oct 16	1 Dec 16	19 Jan 17	2 Mar 17	20 Apr 17	
Carlisle South Masterplan Garry Legg																✓
Update on Clean Carlisle Colin Bowley	✓					✓	6 monthly update				✓					✓
Rethinking Waste Project Colin Bowley						✓	Update on project progress		✓		✓					?
Scrutiny Annual Report Dave Taylor							Draft report for comment before Chairs Group approval								Email circulation	
COMPLETED ITEMS																
NW Coast Connections Project Jane Meek							Consultation on detailed proposal.					✓				
Local Enterprise Partnership Jane Meek				✓			Focus on skills development and update on Growth 3 bid (Graham Haywood – LEP)						✓			
Business Support Task and Finish Group Garry Legg							Review progress of recommendations made by the T&F group						✓			

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									
								30 Jun 16	28 Jul 16	15 Sep 16	27 Oct 16	1 Dec 16	19 Jan 17	2 Mar 17	20 Apr 17
Tourist Information Centre Gavin Capstick						✓	Update on business plan development and performance monitoring of the TIC						✓		
Discretionary Rate Relief Policy Peter Mason		✓					Consultation regarding discretionary rate relief for difficult to let commercial properties	✓							
Local Enforcement Plan Chris Hardman		✓					To consider the updated Local Enforcement Plan		✓						
Local Plan Jane Meek							Adoption of the Local Plan, and programme for preparing planning policies over the next three years.			✓					

# Environment and Economy Overview and Scrutiny Panel

Agenda  
Item:  
**A.3**

Meeting Date: 2<sup>nd</sup> March 2017  
Portfolio: Economy, Enterprise and Housing  
Key Decision: No  
Within Policy and Budget Framework: YES  
Public / Private: Public

Title: An Economic Strategy for Carlisle District  
Report of: Corporate Director of Economic Development  
Report Number: ED 09/17

## Purpose / Summary:

To provide the panel with the background to, scope of, and draft timetable for the development of an Economic Strategy for Carlisle District.

## Recommendations:

To note the background to and progress made to date, and to scrutinise the draft scope of the Economic Strategy and its timetable for development.

## Tracking

Overview and Scrutiny:	2 <sup>nd</sup> March 2017
------------------------	----------------------------

## **1. BACKGROUND**

- 1.1 It has been some time since Carlisle has had an up to date Economic Strategy. Despite this, the economy of the District has clearly evolved and the Council has maintained a handle on the picture of the economy, owing largely to the two Economic Reviews (2013 & 2015) commissioned by Carlisle Economic Partnership (CEP) and funded by the City Council. In addition to this, our intelligence about the picture of the local economy is brought together by a wide range of factors and partners, for example Cumbria Intelligence Observatory supplies a monthly labour market briefing (Appendix 1) and Cumbria LEP and Cumbria Chamber of Commerce also contribute to the wider picture of Carlisle's performance within Cumbria.
- 1.2 It is now considered an opportune time to progress with the development of a new Economic Strategy for the District. With the recent adoption of Carlisle District Local Plan 2015-2030 and the prestigious designations of Enterprise zone status at Kingmoor Park and Garden Village status at St. Cuthbert's, this is a key time in which significant opportunities exist within the District for economic development. It is important that the Council, as a key partner, does its utmost to create the right conditions to attract investment, particularly targeted investment in those sectors considered to have the highest growth potential.
- 1.3 Carlisle has a prosperous economy which is already home to many international and successful brands, with its employment performance experiencing growth of 4.1% since 2009, outperforming the UK average. The locational advantages and skilled workforce have helped to power thriving engineering, manufacturing and logistics industries with the presence of Pirelli, Nestle, McVitie's and Eddie Stobart being testament to this. Key employment sectors in Carlisle include: health (16.7%); retailing (11.8%); manufacturing (10.3%); and transport and storage (8.1%), and there has been an 8.2% growth in the working-age group over ten years with skilled trades and process workers representing a higher proportion of the workforce than England and Wales. In addition to this, beneath the headline firms sit a diverse and growing range of innovative SMEs.
- 1.4 There is clearly an existing detailed baseline which establishes the current picture of the economy based on the Economic Review of Carlisle carried out by the University of Cumbria, however in order to inform the Economic Strategy, Carlisle City Council commissioned Regeneris Consulting Limited in December 2016 to carry out a piece of work to establish those growth sectors that the District is best suited to attract in future and the land and locational requirements of such sectors.



There are also a number of emerging studies from Cumbria Local Enterprise Partnership (LEP) which will be of interest and add value to Carlisle's Economic Strategy, including the Tourism Growth Plan and the Rural Growth Plan.

- 1.5 Whilst Carlisle's strengths appear to be clear, the work by Regeneris will identify the sectors of the economy where growth is more likely to take place and where Carlisle has a competitive advantage. This in turn will inform the Economic Strategy to ensure that Carlisle is in a strong position to attract investment and businesses, and thus connect into and capitalise on areas of growth. This study will be integral in clarifying the City's strengths, weaknesses, opportunities and threats and how well placed Carlisle is to respond to opportunities that may arise from growth sectors.

## **2. SCOPE OF THE ECONOMIC STRATEGY**

- 2.1 Understandably the detail of the Economic Strategy will remain fairly fluid until the conclusion of the growth sector study. This will provide a clearer way forward in terms of the sectors that specific efforts should be made to attract in order to enhance the economic performance of the District. Despite this the scope of the Economic Strategy is fairly clear in terms of what it should cover, under the following broad sections;

### **Setting the Scene**

Picking up on where we are now, Carlisle District's strengths, weaknesses, opportunities and threats – the baseline (as informed by the Economic Review of Carlisle and Regeneris Growth Sectors study).

### **Detailed analysis of key contributors to Carlisle's Economy**

This section will be the most detailed, where analysis of the following contributors to the economic picture of Carlisle District will allow actions to be identified for moving forward, including, but not limited to:

- Inward Investment;
- Business support;
- Business engagement;
- Place promotion
- Rural economy;
- Social enterprise
- Tourism;
- Housing;
- Connectivity & Infrastructure;

- Skills;
- Enterprise Zone.

### **Carlisle's Economic Future**

This section will consider what we want Carlisle District's economy to look like over the next 15 years, what do we want to achieve? This will involve interrogation of the aforementioned studies and importantly, consultation with businesses and stakeholders will be vital to establish a vision and identify key issues.

### **Essential Actions/To-Dos**

Consideration is to be given to the most essential priorities in order to achieve a successful economic future for Carlisle by effectively focussing City Council resources and energies over the term of this Economic Strategy, to avoid the temptation to do everything and spread ourselves too thinly. It will be important to be realistic.

Actions will focus on those priorities that will deliver maximum change related to what we want, and need, to address. The priority areas will also outline what we will do in partnership, as the public sector and what we will seek external funding to help deliver.

At the forefront of Carlisle's new Economic Strategy will be delivery – our plan of how to achieve it and what we are going to do to achieve it.

## **3. TIMETABLE FOR THE DEVELOPMENT OF THE ECONOMIC STRATEGY**

At this stage the timetable remains draft however an indicative timeframe is provided at Table 1.

<b>Table 1 - Economic Strategy Work Programme</b>								
<b>Tasks</b>	<b>Month</b>							
	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>
E & E O&S								
Analysis of baseline								
Receipt of Regeneris Growth Sectors Study								
Draft Economic Strategy document								
Consultation with key stakeholders, businesses & partners								
Consultation responses taken on board and strategy amended								
Strategy begins committee process								
Economic Strategy adopted								

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

- 4.1 As highlighted within this report, good progress had been made to date in relation to the background information required to begin to compile an Economic Strategy for Carlisle District. It is now imperative that building on the outcomes of the growth sectors study, the City Council moves forward with a plan of action in order to capitalise particularly on those sectors where potential for growth has been identified. At the forefront of Carlisle's new Economic Strategy will be delivery – our plan of how to achieve it and what we are going to do to realise our ambitions.
- 4.2 Members of the Panel are therefore asked to note the background to and progress made to date, and to scrutinise the draft scope of the Economic Strategy and its timetable for development as outlined within this report.

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

- 5.1 The development of an Economic Strategy contributes directly towards achieving the Vision of the Carlisle Plan 2015-2018 – 'To improve the...economic prosperity of the people of Carlisle', and 'further establish our position as the regional centre and focus for investment'. It also contributes towards its Priority 'Support business

growth and skills development to improve opportunities and economic prospects for the people of Carlisle’.

**Contact Officer:** Angela McDougall  
Economy & Enterprise Officer

**Ext:** 01228 817172

**Appendices**                      **Appendix 1:**  
**attached to report:**

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

- None

**CORPORATE IMPLICATIONS/RISKS:**  
**N/A**

# Report to Environment & Economy Overview and Scrutiny Panel

Agenda  
Item:  
**A.4**

Meeting Date: Thursday 2nd March 2017  
Portfolio: Environment and Transport  
Key Decision: Not Applicable:  
Within Policy and  
Budget Framework NO  
Public / Private Public

Title: BUSINESS PLAN DEVELOPMENT FOR CARLISLE PARKS  
Report of: The Deputy Chief Executive  
Report Number: CS 05/17

## Purpose / Summary:

The report updates panel members on the Talkin Tarn business plan outcomes as requested at the September meeting. It also set out options for a business plan for Bitts Park, building on the successes seen there in recent years.

## Recommendations:

1. That Members receive the update on the Talkin Tarn business plan and consider the options presented for Bitts Park.

## Tracking

Executive:	n/a
Overview and Scrutiny:	n/a
Council:	n/a

## 1. BACKGROUND

### 1.1 Talkin Tarn Business Plan Update

- a. Profit and Loss - The Profit and Loss account for the last full financial year is appended.

The accounts show total income for the year solely generated by commercial activities, of £252,875, and increase of £20,000 on the previous year. The operating profit was £17,931. However when central recharges are included (£50,000) the net budget requirement was £32,069. However this is against a budget figure of £75,000 so represents a saving to the Council of almost £43,000. The original business plan projected an operating surplus of £20,150 for the year so the actual figure fell short of this projection by £2,219.

- b. Car Park Ticket Sales

The total number of Pay & Display tickets sold for the past 3 years are:

2014-15	2015-16	2016-17 (projected)
31,340	35,278	40,600

Representing a 33% increase in just 2 years these are very encouraging figures and demonstrate Talkin Tarn's increasing appeal as a destination for visitors throughout the year. August 2016 saw the highest monthly sales (4,530) since parking charges were introduced and the figure for January 2017 was almost 1,000 higher than the same month last year (3,625).

- c. Opening Hours

Standard opening hours for the Boat House Tea Room are 10.00 – 4.00 with some variations according to season. However the staff are flexible and will often stay later if there is customer demand.

We have in previous years trialled evening opening during the summer months, staying open until 7.30pm. However this proved to be non-viable as the additional costs of staffing the kiosk was not reflected in sales. It seemed that evening visitors fitted a different profile – they came to the Tarn for specific purposes (dog-walking; exercise) that did not include purchasing refreshments. They came later (when car-parking is free) and left as soon as their activity was completed.

Based on these disappointing results we concluded that evening opening was unlikely to generate sufficient revenue to justify its continuation.

As an alternative it may be possible to provide some kind of vending machine to provide drinks and snacks in the evening. We will investigate the potential for this option although there are some immediate issues (security; litter) that would need to be considered. As a 'market testing' exercise we will investigate the possibility of arranging a trial with a suitable equipment supplier.

## 1.2 Bitts Park Business Plan Options

1.2.1 Bitts Park is Carlisle's showpiece public park, dating from the early 1900s. Over the years of its existence there have been many changes in society and these have been reflected in the way we use our parks and green spaces. The traditional flower borders are much reduced and more of the park is used for sports and active recreation. Health and wellbeing of our citizens were always part of the justification for public parks and in the last few years there has been renewed emphasis on these benefits.

1.2.2 There is a civic tradition of free access to parks and green spaces and this is largely intact, with the exception of some events, activities and concerts which involve an entrance fee. In Bitts Park there are two 'external' providers of paid activities – GLL (who operate the tennis courts, mini-golf and the refreshment kiosk) and Urban Adventure (who operate the high-ropes climbing course).

1.2.3 The City Council continues to maintain the wider park and itself hosts a number of one-off, paid-for events such as music concerts and outdoor theatre. These involved sectioning off a portion of the park for a short time and generally don't interfere with the activities of regular users. The City Council has a schedule of charges which are levied for the hire of space within the park for this type of event.

1.2.4 Current Position - With Bitts Park having been extensively flooded in 2015 there is still a restoration project to be completed in relation to the refreshment kiosk and public toilets. The recreational facilities and refreshment kiosk form part of the current leisure contract and are therefore operated by a third party. Revenue generated at Bitts Park does not come back into the park management budget, which is entirely paid for from the City Council's base budget for parks. The Green Spaces team is responsible for maintaining the park and children's play area.

## **2. PROPOSALS**

**2.1** The opportunities for Bitts Park are somewhat different from those at Talkin Tarn. With paid activities in the ownership of third parties there is limited opportunity to develop this aspect of the park ourselves. We will work with our colleagues within the City Council to make sure that the leisure contract delivers the maximum benefit to the park.

### **2.2 Business Plan – Options**

#### **i. Externalise the operation of the park**

A radical proposal but one which should always be an option. To make financial sense from the City Council, however, the income from any lease arrangements should be equal to the current income and this may be difficult to achieve when the central recharge contribution is included. Currently the parks are not accounted for as individual cost centres so the task of isolating costs purely attributable to Bitts Park would be considerable in itself.

Financial impact: Unknown and difficult to estimate

#### **ii. Bring the commercial operations back in direct management**

The precise reverse of option i. above. With the commercial operations at Bitts Park currently included in the leisure contract there are no direct income streams available to offset the costs of maintaining the park. The refreshment kiosk and hire of tennis courts are the main sources of income at Bitts Park. If these were retained in-house they could be operated on a license but unlike the leisure contract the income would be held within the park budget.

Financial impacts: Difficult to estimate without access to the books of the operator but estimated turnover of £75,000.

#### **iii. Control expenditure**

Grounds maintenance is the most costly item in the park budget although as previously reported this is not currently accounted separately. Regular replacement of the floral displays and bedding; grass cutting; shrub and tree maintenance; paths and road maintenance; litter and waste management and inspecting and maintaining the children's play area incur significant costs. In recent years a disciplined approach to the work has led to productivity improvements and while we continue to look for



savings, these are likely to be marginal from here onwards. We could look at the floral displays and bedding in terms of further reductions but they are popular with the public and the risk is a loss of civic pride and reputation. Carlisle is well known as a place of high environmental quality that attracts business and customers and it would have a wider economic impact if this 'branding' is depleted.

A common response by parks departments under financial pressure is to create 'wildlife' habitats – reducing grass cutting frequency is one example. In Bitts Park the event space consumes most cost in this particular regard but to reduce the cutting would result in unkempt grassland, unsuitable for holding events! Our new machinery is extremely efficient at cutting this area – the benefits of fewer cuts would be lost by the extra effort needed to bring the grass back under control when needed for an event.

We recognise the need to control expenditure and we believe our current practice is the most effective – planned work programmes and efficient machinery can help us to keep costs to a minimum while at the same time presenting the park in the best possible light for visitors and potential partners.

Financial impacts: Still some productivity gains possible but difficult to quantify. Withdrawal of seasonal bedding and floral displays may save up to £10,000 (est) but result in reputational costs that outweigh this.

#### iv. Partnerships

We currently have an extremely productive partnership with Eden Valley Hospice who approached us 2 years ago with the idea of establishing a 'garden of memories' in Bitts Park. The friends and relatives of people who spent their final days in the hospice have a quiet place they can go to remember their loved ones. The garden is maintained with volunteer labour and the plants and materials are paid for by the Friends of the Hospice. In addition the project is eligible for community funding sources and is currently one of 3 projects being voted for by local Tesco customers to benefit from their 'Bags of Help' scheme. If successful the project stands to gain a grant of £5,000.

While this is a singular arrangement with the hospice, there may be other opportunities for us to enter into partnerships that would deliver mutual benefits.

Financial impacts: Revenue saving to the Council difficult to quantify but likely to be in the region of £3,000 - £5,000. Capital costs of development are all found by our partner.

v. Commercial partners

In summer, 2016, with the recreational and play facilities of Bitts Park closed due to flooding we were approached by a number of commercial providers wishing to bring paid activities (funfair rides etc) into the park. We eventually chose a provider of traditional rides and licenced them to set up in Bitts Park during the school holidays.

There may be further opportunities in this regard, although the re-opening of the (free) play area will enable families to enjoy low-cost days out in the summer of 2017. The renewal of the leisure contract also has implications on the proposal as any suggestion that we were setting up in competition may be against the terms of the contract.

The street-trading policy, currently under review, may provide further opportunities for commercial involvement. Again, subject to the leisure contract terms, we may be able to offer 'pitches' for street traders at suitable locations around the park.

Financial impacts: Potential to generate income in the region of £10,000 per annum. Possible additional costs associated with extra visitors (litter clearance etc). Need to avoid penalty clauses associated with the leisure contract.

vi. Parks portfolio – marketing and promotion of parks as venues

Our parks and green spaces collectively represent a considerable asset to the City Council and this is reflected in the significant revenue budgets the Council deploys in their maintenance. Although this has never been successfully quantified there is general acceptance of the economic benefits of well-maintained green space. Our own green infrastructure strategy – Carlisle, the Big Green City – puts the figure at £3.8 *billion* over 50 years.

Up to now we have not managed to present our parks and green spaces as a whole in a way which would be familiar to an economic development professional. One idea is to put together a prospectus for marketing our parks, including Bits Park, and the opportunities they present for entrepreneurial activity. In the case of Bitts Park this may be centred around its suitability as a venue for large events, as is being demonstrated in 2017. With more investment this potential could be developed further.

Financial impacts: Cost of producing and distributing a prospectus, including online – up to £20,000 (est). Return on investment is impossible to quantify at this stage but a summer residency for a funfair could generate £5,000 - £10,000 revenue.

vii. Health – exploring partnerships with public health authorities

Our parks and green spaces make a huge contribution to the health and wellbeing of our citizens. Data for the Big Green City document suggests that the figure of £2.1 billion could be saved nationally if everyone had access to decent green space. Up to now our partnerships with public health bodies has been limited to the walking for Health programme, which has been very successful. We now wish to explore more ways in which this partnership opportunity could be made to work harder for us and deliver greater benefits for Carlisle residents.

Financial impacts: Difficult to quantify but possible shared costs of programmes and facilities.

viii. Developments

Within Bitts Park there are still some opportunities for further (appropriate) development of the facilities, for example:

- Bowling Green – the bowling green has been disused for some years having not been maintained by the leisure contractor. Options may include using it as an area for outdoor exercise equipment (green gym) or to extend the children's play area.
- Riverside Exercise Trail – existing green gym equipment on the riverside path was wrecked by the floods and has been removed. This was a popular facility and could be replaced in a lower-risk location, possibly in partnership with public health bodies.

Financial impacts: Cost of installation - £10,000 to £30,000 (est) capital depending on options and success in securing partnership funding, some revenue costs associated with inspections and maintenance of facilities.

### **3. CONSULTATION**

**3.1** As this report was requested by the Panel it has not been consulted on and should be considered purely as a discussion document to explore ideas – it does not contain any firm proposals.

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

**4.1** The Talkin Tarn business plan has proved to be a successful vehicle for managing the Tarn's commercial activities and controlling costs. It is therefore logical to reproduce this model at other sites

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

**5.1** Health & wellbeing – parks and green spaces are a vital asset in maintaining healthy lifestyles and increasing rates of activity. Organised sports taking place at Talkin Tarn and Bitts Park provide outdoor exercise and contribute to mental wellbeing of participants.

Economy – by providing opportunities for local micro-businesses and using local suppliers both Talkin Tarn and Bitts Park are helping to maintain the local economy.

**Contact Officer:          Darren Crossley**

**Ext:    7004**

**Appendices  
attached to report:  
Talkin Tarn Profit &  
Loss Account,  
2016.**

**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 -**

**Community Services –**

**Economic Development –**

**Governance and Regulatory Services –**

**Talkin Tarn Profit & Loss Account for the Year Ended 31st March 2016**

	2015/16 £	£	2014/15 £
<b>Closing Stock</b>	<u>3,326</u>		<u>2,766</u>
		3,326	2,766
<b>Income</b>			
Other Grants Reimburs Contribs	4,990		14,999
Car Park Income	51,395		44,334
Boat Hire	241		568
Fishing Income	688		886
Miscellaneous Events	3,114		498
Rental Income	6,548		9,606
Concession	2,466		0
General Sales	6,095		5,733
Sale of Meals & Refreshments	174,011		150,629
Recharges	<u>0</u>		<u>2,600</u>
		<u>249,549</u>	<u>229,852</u>
Total Income		252,875	232,618
<b>Opening Stock</b>	<u>2,766</u>		<u>3,424</u>
		2,766	3,424
<b>Expenditure</b>			
Employee Related	81,261		74,598
Premises Related	59,012		50,791
Transport Related	638		846
Supplies and Services	85,492		69,886
Third Party Payments	<u>641</u>		<u>18,718</u>
		227,045	214,838
<b>Capital Costs</b>			
Depn Impair Losses Cap Cha	<u>5,132</u>		<u>5,726</u>
		<u>5,132</u>	<u>5,726</u>
<b>Total Expenditure Excluding Support Costs</b>		234,943	223,988
<b>Net Profit/(Loss)</b>		<u><u>17,931</u></u>	<u><u>8,630</u></u>
Support Services	<u>50,000</u>		<u>52,400</u>
		50,000	52,400
<b>Net Profit/(Loss) Including Support Services</b>		<u><u>(32,069)</u></u>	<u><u>(43,771)</u></u>



# Report to Economy & Environment Overview and Scrutiny Panel

Agenda  
Item:  
**A.5**

Meeting Date: 2 March 2017  
Portfolio: Finance, Governance and Resources  
Key Decision: No  
Within Policy and Budget Framework YES  
Public / Private Public

Title: 3<sup>rd</sup> QUARTER PERFORMANCE REPORT 2016/17  
Report of: Policy and Communications Manager  
Report Number: PC 04-17

## **Purpose / Summary:**

This report contains the 3rd quarter performance against the current service standards and a summary of the Carlisle Plan actions 2015-18.

Details of the service standard are in the table in Section 1. The table illustrates the cumulative year to date figure, a month-by-month breakdown of performance and, where possible, an actual service standard baseline that has been established either locally or nationally. Only the service standard relevant to the Panel is included in this report.

The updates against the actions in the Carlisle Plan follow on from the service standard information in Section 2. These actions are now aligned to the new 'Plan on a Page' which is appended to the back of the report.

## **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. Agree the split and allocation of Carlisle Plan actions to align with the Panel remits.

## Tracking

Executive:	13/3/17
Overview and Scrutiny:	Community Overview & Scrutiny 16/2/17 Resources Overview & Scrutiny 23/2/17 Environment and Economy Overview & Scrutiny 2/3/17
Council:	N/A

### 1. BACKGROUND

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

Regarding the information on the Carlisle Plan, the intention is to give the Panel a brief overview of the current position without duplicating the more detailed reporting that takes place within the Overview and Scrutiny agendas and Portfolio Holder reports. All actions are included in this reported. It is intended that only actions that sit under the remit of the Panel will be included in future reports. The table appended to the report shows which actions these will be.

### 2. PROPOSALS

**See Performance Monitoring Options report PC06/17.**

### 3. CONSULTATION

The report was reviewed by the Senior Management Team on 31 January 2017 and was considered at the other Overview and Scrutiny Panels on the following dates:

Community 16/2/17

Resources 23/2/17



#### 4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

1. The Panel are asked to comment on the 3rd Quarter Performance Report prior to it being submitted to Executive.
2. The Panel are also asked to consider how the Carlisle Plan actions have been split and aligned to the relevant O&S Panel.

## 5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

**Contact Officers: Steven O'Keeffe Ext: 7258**

**Appendices attached to report:** **Carlisle Plan – Plan on a Page, Table of Plan on a Page actions and associated O&S Panel.**

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

- **None**

**CORPORATE IMPLICATIONS/RISKS:**

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

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

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

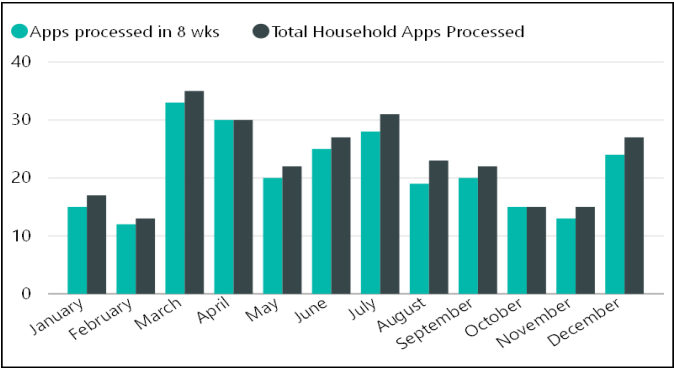
**Governance and Regulatory Services** – Responsible for corporate governance and managing team level service standards on a day-to-day basis.

SECTION 1: 2016/17 SERVICE STANDARDS

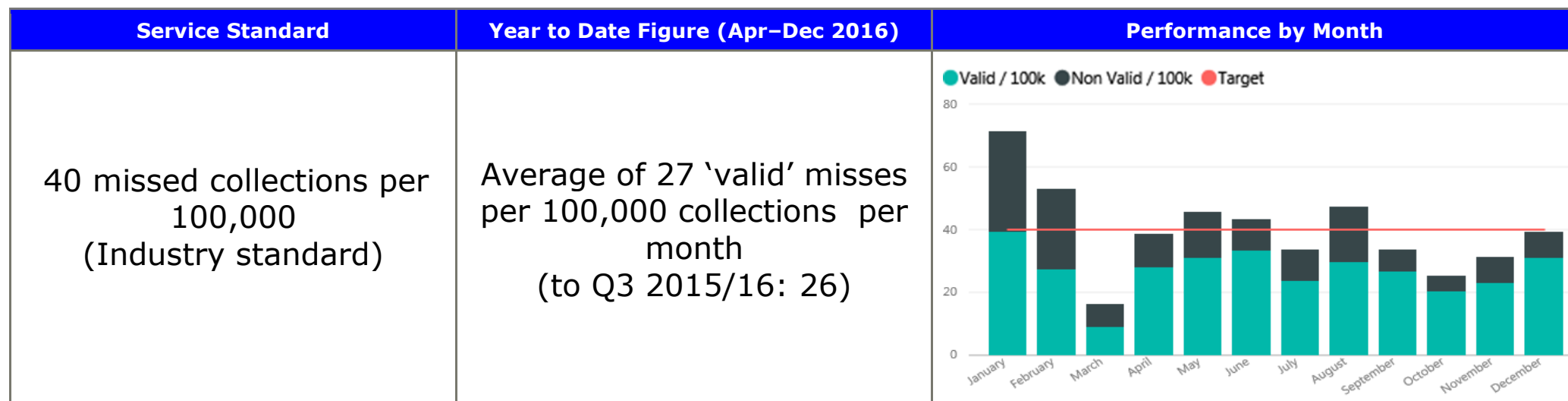
Service Standard	Year to Date Figure (Apr–Dec 2016)	Performance by Month
80% (Nationally set target)	91.3% (to Q3 2015/16: 93.9%)	

Contextual Information:

212 household planning applications were processed up to end of Q3 in 2016/17 compared with 214 for the same period last year. The graph below shows the monthly demand and performance over the last twelve months.



## Number of missed waste or recycling collections

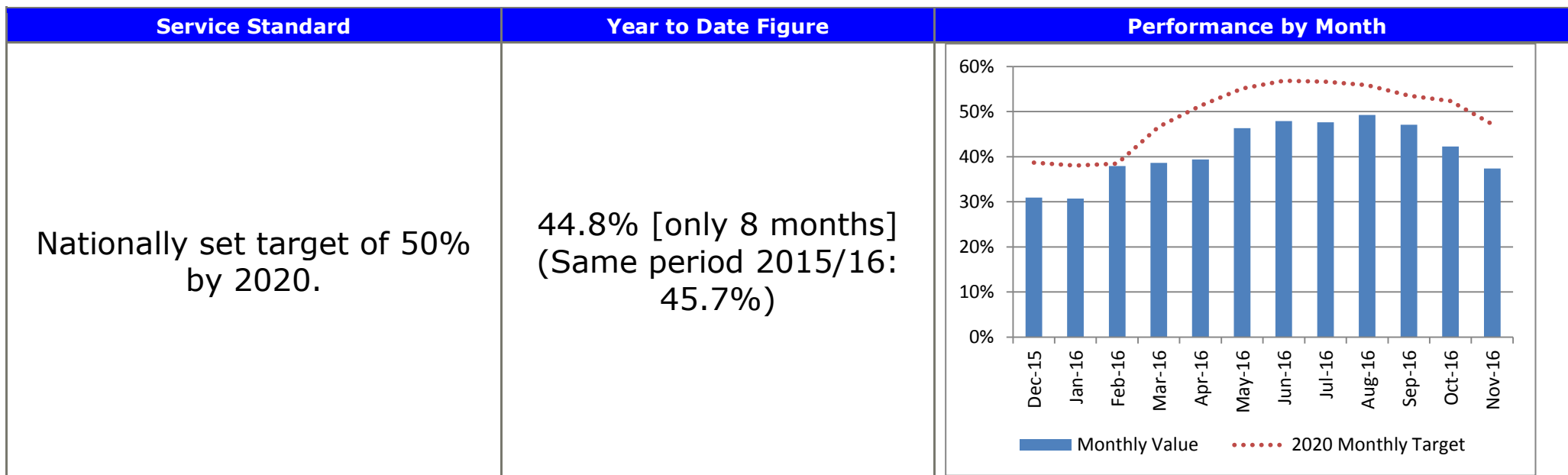


### Contextual Information:

Valid misses are where the waste crews have genuinely missed collections despite customers correctly presenting their waste receptacle(s). Non valid reasons are where the customer has reported a missed collection but the Council is actually not at fault e.g. receptacle was not presented at the time of collection, the crew was still en route, recycling was contaminated and so on.

The Council was scheduled to make 1.2million collections during Quarter 3 (October – December 2016). The number of genuine failures per 100,000 for this period was 24 which equates to 290 (0.02%) actual valid missed collections in the quarter.

## Percentage of household waste sent for recycling (from kerb-side collections and City Council bring sites)



### Contextual Information:

As new build properties and remaining rural properties begin to receive a full recycling collection service in the early summer of 2017, it is expected that recycling will increase and refuse will decrease. 2500 extra properties (5%) will receive green box collections and 6000 extra properties (11%) green bags. Garden waste was extended to the majority of new build properties in September 2016 but the full benefit of this will not be realised until the spring.

A key element of the rethinking waste project is also around the promotion of recycling in low participation areas e.g. areas where gull sacks are in operation.

## **Section 2: Carlisle Plan 2015-18 Summary**

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

### **BUSINESS PROPERTY & INFRASTRUCTURE**

The major improvement works to Durranhill industrial estate are complete, apart from minor snagging. The new roads are open and we are in the process of agreeing terms for the disposal of the final development plot on the former Border TV site.

Good progress continues to be made with regards to furthering the objectives of Kingmoor Park Enterprise Zone (EZ), the key purpose of which is to attract new business to the area with a range of business rate discounts and 100% enhanced capital allowance. The EZ Delivery Board are currently finalising an Implementation Plan for the site which is required to be submitted to government by 31st March 2017.

Following a detailed procurement process Chancerygate have been appointed as the City Council's asset managers for Kingstown and Parkhouse industrial estates. Chancerygate is recognised as one of the UK's most successful property companies and has more than 20 years' experience of industrial property asset management and development. They are currently preparing a business plan for the estates which is due for completion in the spring.

### **STRATEGY & PLANNING**

An announcement has been made by the government regarding the funding allocation following the Local Growth Fund 3 bid submitted by the LEP in July 2016. £1m has been allocated to support the redevelopment of the Citadel and improve the train station in Carlisle.

The Carlisle District Local Plan 2015-2030 was adopted by Council on 8th November 2016 following three years of preparatory work including extensive public consultation. It is an essential building block for future development and is the plan against which all planning applications will be determined.

The Local Plan is a key catalyst for growth; however work does not stop with its completion. Further activity to support growth and the economy will continue with:

- Carlisle South Master Plan
- Community Infrastructure Levy
- Supplementary Planning Documents

Following the submission of an expression of interest to include Carlisle South, a broad location identified through the Local Plan which could accommodate up to 10,000 new homes, within the government's Locally Led Garden Village programme in July, the government announced on 2nd January 2017 that Carlisle South (under the name of St. Cuthbert's) had been included in the programme. The programme is attracting significant and widespread national interest. Next steps include putting in place appropriate governance arrangements, exploring delivery options and acting to masterplan the location.

## **SKILLS DEVELOPMENT**

The City Council continues to work closely with public and private sector partners through the Carlisle Economic Partnership (CEP). The two key themes identified in their action plan are skills and infrastructure.

The focus for the CEP over the next 12 months will be to further develop an Economic Action Plan and a Skills Strategy for Carlisle which fits with the Cumbria Strategy and supports key economic opportunities for growth such as the Enterprise Zone and Carlisle Airport.

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

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

## **SERVICE & FACILITIES DEVELOPMENT**

The new leisure contract is out to tender and we are awaiting initial responses from the market in February.

Tenders are also out for the reinstatement of the facilities at Stony Holme Golf Course and Sheepmount with the work expected to be completed in summer 2017.

Since its reopening in late September 2016 the Old Fire Station has held 100 events (to end January 2017) and ticket sales have exceeded expectations.

The Tullie House Trust Business Plan 2017-2020 was agreed by Executive in December 2016 following completion of the required democratic process.

All preliminary work to install Wi-Fi in community centres is complete and testing is currently being undertaken.

## **HEALTHY CITY PROGRAMME**

A health grant programme managed by County local area teams has been developed and launched.

We have also worked with partners to deliver healthy eating sessions within Schools across the district and are looking for further funding to ensure the continuation of the programme – 22 local schools have engaged. This is a key area of focus due to the increase in childhood obesity.

The Food City Steering Group continues to plan and work towards hosting a large food event in March and is working with key sector food partners to draw down sponsorship to support the event.

Work is advancing on the priority project on “Workplace health, worklessness and employability.” There are two elements to the project: supporting people in work and getting people into work.

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

### **RETHINKING WASTE**

Work continues on the review of the collection rounds to meet current service demands with flexibility to respond to growth. The routes have been developed using specialist software and drivers and loaders consulted on proposals.

A communication plan and key messages are being reviewed including design and wording for the new calendars, newsletter and Frequently Asked Questions regarding the new recycling service. A key element of this is also around the promotion of recycling in low participation areas e.g. areas where gull sacks are in operation. Officers will be on hand to monitor and offer advice to residents.

Procurement processes have begun for in cab technology / route guidance systems that will integrate with the Council's customer relationship management system and new 'end markets' provider to receive our recycling locally and provide best financial return for the council (currently out for tender).

Processes have also started to return the 'green box' contract back to the Council from 1st March 2017 including TUPE of staff and new vehicles with improved technology to reduce risks.

### **CITY CENTRE PUBLIC REALM**

Work continues to progress in relation to the system of information hubs and finger posts proposed for the City Centre. Cumbria County Council consent has been secured, subject to completing a number of actions including a formal consultation exercise. Technical design work is complete, copy has been finalised and we are working with the signage manufacturer to agree an installation programme to commence upon completion of the above actions and the consideration of any comments received from consultees.

The tenders for Castle Way crossing have been returned and are being assessed. Work is due to commence in the spring, with completion expected by the end of the summer. The County Council have agreed to install speed indication devices on Castle Way for a temporary period to advise motorists that the speed limit is 30mph; this should help address concerns about existing traffic speeds.



## **QUALITY OF OUR LOCAL ENVIRONMENT**

The additional resources used to carry out street cleaning regarding leaf fall has now ceased, provision of the clean-up Carlisle funding has enabled a proactive approach to dealing with this in an efficient and effective way, ensuring standards are achieved. The investment in the mechanical sweepers and additional resources has helped to achieve these efforts, and has enabled works to be prioritised.

## **PARKS AND OPEN SPACES**

The S106 Story Homes funded cycle way development at Crindledyke is out to tender and responses are due by end of February.

Following the recent clean-up of Manor Place allotments in Currock there is now full occupation. Other sites are also becoming community managed such as Mayfield allotments.

Through the Play Area Strategy, the equipment in the following play areas has been repaired or replaced: Clark's Field, Etterby Terrace, Denton Street, Eden Park Crescent and Bitts Park. Bitts Park reopened in October 2016 with new equipment installed following the extensive damage resulting from the December 2015 flooding.

Following an assessment conducted by the Institute of Cemetery and Crematorium Management in autumn 2016, the Council were awarded 'Gold Standard' for the cemeteries.

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

### **AFFORDABLE HOUSING OPPORTUNITIES**

The Government's announcement regarding the successful funding bid for St Cuthbert's Garden Village offers significant opportunities for future affordable housing delivery, and the Council has already been contacted by a number of local Housing Associations who would be keen to be involved.

The 'Demonstration Project', on the Council owned site at Beverley Rise, Harraby: Riverside submitted a tender on 'The Chest' on 23 December for development contractors to develop this scheme. The Beverley Rise site would deliver approximately 40 units for affordable rent, in partnership with Riverside and Carlisle College. Students from the College would benefit from practical onsite development training.

Old Brewery Residences, Caldewgate: Impact have now submitted their planning application to bring redundant ex-student accommodation back into use to deliver a mix of approximately 35 apartments and townhouses for affordable rent. The design would incorporate flood resilience measures.

Two Castles Housing Association have been awarded £660k grant funding, following A successful bid to the Homes and Communities Agency's 'Shared Ownership & Affordable Homes Programme' to deliver 20 affordable homes in Carlisle: 10 for shared ownership and 10 for rent to buy. This is an 'indicative' bid; meaning the development site (or sites) have still to be identified.

### **EXTRA CARE HOUSING – BRAMBLE COURT, BRAMPTON**

Bramble Court, Brampton: a launch event, attended by the Leader of the Council, was held on 16<sup>th</sup> December for Impact's new 'Extra Care' housing scheme, providing independent accommodation for older residents with care and support needs. All of the properties are for social rent, and 24/ 7 onsite care will be provided by Imagine Independence.

The City Council has worked closely with the scheme provider, Impact Housing Association, Adult Social Care, and Brampton and Beyond Community Trust to

support the delivery of the scheme, as extra care housing is a crucial priority, due to the changing demographics around the ageing population. Brampton and Beyond are upgrading the facilities at their adjoining Irthing Community Centre, including a revamped café and a link corridor between the two schemes to enable residents of Bramble Court to access these community facilities.

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

**TOURISM**

The Council successfully delivered the final events of the 2016 events programme: The Fireshow and Fireshow Funday and Christmas Light Switch On. All events were delivered to budget and achieved excellent attendance. The LEP funded events were also delivered to budget and in accordance with the funding agreements.

**BUSINESS GROWTH**

This is best demonstrated by the many projects and initiatives worked on across the district as part of the Carlisle Partnership and Carlisle Ambassadors.

The Ambassadors have influence and directly ‘give a voice’ to Carlisle locally, within Cumbria and further afield.’ Meetings continue to be held quarterly and are regularly attended by over 220 business people. To date 140 organisations have become members; keen to collaborate on projects and support each other to help grow and improve the Carlisle offer. The 2017 programme of Carlisle Ambassadors’ meetings are due to be circulated.

As well as some of the cross-over work carried out with the Carlisle Partnership and the Ambassadors, the City Council continues to work closely with partners through the Carlisle Economic Partnership (CEP), the action plan from which sets out actions to address the barriers to growth and support the continued economic prosperity of the district.

## Appendix A

### Community Overview & Scrutiny

<b>ID</b>	<b>Project Name</b>	<b>Portfolio Holder</b>	<b>Priority</b>
12	Leisure services contract	Culture, Heritage & Leisure	Develop sports arts and cultural facilities
13	Old Fire Station	Culture, Heritage & Leisure	Develop sports arts and cultural facilities
14	Tullie House Trust	Culture, Heritage & Leisure	Develop sports arts and cultural facilities
15	Community Centres	Communities, Health & wellbeing	Develop sports arts and cultural facilities
16	Healthy City Action Plan	Communities, Health & wellbeing	Develop sports arts and cultural facilities
17	Food City Partnership, Local Healthy Eating Options, Carlisle Food Charter	Communities, Health & wellbeing	Develop sports arts and cultural facilities
18	Healthy Workforce programme	Communities, Health & wellbeing	Develop sports arts and cultural facilities
30	Housing Strategy	Economy, Enterprise & Housing/Communities, Health & Wellbeing	Current and future housing needs
31	Housing Delivery Action Plan	Economy, Enterprise & Housing	Current and future housing needs
32	Homelessness Strategy	Economy, Enterprise & Housing	Current and future housing needs
33	Private rented sector	Economy, Enterprise & Housing	Current and future housing needs
34	Empty Homes	Economy, Enterprise & Housing	Current and future housing needs
35	Disabled Facilities Grant	Communities, Health & wellbeing	Current and future housing needs
36	Affordable homes	Economy, Enterprise & Housing	Current and future housing needs

## Economy & Environment

ID	Project Name	Portfolio Holder	Priority
1	Durranhill Industrial Estate Improvements	Economy, Enterprise & Housing	Support business growth and skills
2	Caldew and English Street development opportunities	Economy, Enterprise & Housing	Support business growth and skills
3	Carlisle Enterprise Zone (Kingmoor Park)	Economy, Enterprise & Housing	Support business growth and skills
4	Carlisle Airport	Economy, Enterprise & Housing	Support business growth and skills
5	LEP Strategic Economic Plan	Economy, Enterprise & Housing	Support business growth and skills
6	Borderlands Initiative	Economy, Enterprise & Housing	Support business growth and skills
7	Infrastructure Delivery Plan	Economy, Enterprise & Housing	Support business growth and skills
8	Carlisle South Masterplan	Economy, Enterprise & Housing	Support business growth and skills
9	Future flood plans	Economy, Enterprise & Housing/Leader's	Support business growth and skills
10	City Region Skills Plan	Economy, Enterprise & Housing	Support business growth and skills
11	Growth Hub	Economy, Enterprise & Housing	Support business growth and skills
19	Modernise waste and recycling vehicle fleet	Environment & Transport	Local environment and green spaces
20	Recyclable materials income	Environment & Transport	Local environment and green spaces
21	Waste collection round review	Environment & Transport	Local environment and green spaces
22	Quality, clean local environments	Environment & Transport	Local environment and green spaces
23	Public realm improvements	Economy, Enterprise & Housing	Local environment and green spaces
25	Air quality	Environment & Transport	Local environment and green spaces
26	Green Infrastructure Strategy	Environment & Transport	Local environment and green spaces
27	Allotments	Environment & Transport	Local environment and green spaces
28	Play Area Strategy	Communities, Health & wellbeing	Local environment and green spaces

29	Bereavement Services	Environment & Transport	Local environment and green spaces
30	Housing Strategy	Economy, Enterprise & Housing/Communities, Health & Wellbeing	Current and future housing needs
31	Housing Delivery Action Plan	Economy, Enterprise & Housing	Current and future housing needs
37	Delivery of sites	Economy, Enterprise & Housing	Current and future housing needs
38	Discover Carlisle website	Culture, Heritage & Leisure	Promote Carlisle
39	Events programme	Leader's	Promote Carlisle
40	Heritage Cities Visit Britain Project	Culture, Heritage & Leisure	Promote Carlisle
41	Raise the profile of Carlisle through business engagement	Leader's/Economy, Enterprise & Housing	Promote Carlisle
42	Promote the Carlisle story	Leader's/Economy, Enterprise & Housing	Promote Carlisle
43	Better Business For All	Economy, Enterprise & Housing/Environment & Transport	Promote Carlisle

### Resources

ID	Project Name	Portfolio Holder	Priority
2	Caldew and English Street development opportunities	Economy, Enterprise & Housing	Support business growth and skills
12	Leisure services contract	Culture, Heritage & Leisure	Develop sports arts and cultural facilities

# Carlisle Plan 2015-18: Plan on a Page November 2016 - March 2018 v1.0

## Vision

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

## Principles

**Clarity      Confidence      Commitment**

## Priorities

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

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

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

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

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

## Key Actions/ Projects

### BUSINESS PROPERTY & INFRASTRUCTURE

- Complete the Durrhill Industrial Estate infrastructure improvements (November 2016)
- Promote development opportunities for City Council property assets at Caldew Riverside and English Street, with Cumbria County Council (ongoing)
- Support the delivery of a Carlisle Enterprise Zone at Kingmoor Park (ongoing)
- Support the development of Carlisle Airport as a regional gateway (ongoing)

### STRATEGY & PLANNING

- Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan (ongoing)
- Progress the Borderlands Initiative (ongoing)
- Maintain an up to date Infrastructure Delivery Plan and develop proposals to address identified issues (ongoing)
- Develop a Carlisle South Masterplan covering housing, urban design, employment land, transport and infrastructure (ongoing)
- Work with the Environment Agency and partners on future flood plans (ongoing)

### SKILLS DEVELOPMENT

- Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy (ongoing)

### WORKING WITH BUSINESS

- Proactively develop business support through supporting the Growth Hub (ongoing)

### SERVICE & FACILITIES DEVELOPMENT

- Develop and deliver the proposed new leisure contract to improve facilities at The Sands Centre in line with the City Sports Facilities Development Plan and enhance the leisure services across the city (November 2017)
- Deliver a renewed Old Fire Station 2017/18 Business Plan and Development Strategy (March 2018)
- Monitor and support the Tullie House Trust 2017/18 Business Plan and associated development plans (September 2017)
- Work with Community Centres to develop enhanced business plans, broadband and Wi-Fi services at appropriate sites (March 2018)

### HEALTHY CITY PROGRAMME

- Continue to work with key partners to deliver the World Health Organisation Phase VI Healthy City Action Plan (March 2018)
- Continue to support and develop the Food City Partnership: Local Healthy Eating Options; Carlisle Food Charter; food sector supply chain development; food skills; education and tourism (March 2018)
- Work with partners to develop and deliver a Healthy Workforce programme (from January 2017)

### RETHINKING WASTE

- Modernise the fleet of waste and recycling vehicles to improve services to residents and reduce the environmental impact of our collection service (May 2017)
- Optimise income achieved from the sale of recyclable materials collected (October 2017)
- Complete a comprehensive waste collection round review for all streams of waste, taking into account new housing developments (March 2017)
- Provide quality, clean local environments for people to enjoy with the involvement of local communities, supported by robust enforcement action against those who drop litter, fly-tip or allow their dogs to foul (ongoing)

### CITY CENTRE PUBLIC REALM

- Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage (2017)
- Complete the capital improvements to the public realm along Castle Way (March 2017)

### QUALITY OF OUR LOCAL ENVIRONMENT

- Annually review the air quality in Carlisle and work with partners to deliver an Air Quality Action Plan to reduce outdoor air pollution to a safe level (March 2018)

### PARKS AND OPEN SPACES

- Continue to implement the Green Infrastructure Strategy to make our green spaces safe and exciting for our residents and visitors, enhancing Carlisle's reputation as a green, welcoming city for people and business that encourages inward investment, raise property values and increase productivity (ongoing)
- Encourage uptake and better management of allotments to provide space for growing fresh and healthy food (ongoing)
- Deliver the Play Area Strategy to encourage outdoor play through the provision and access to high quality play facilities for our children (ongoing)
- Maintain the 'Gold' standard achieved by our Bereavement Services for quality in crematorium and cemetery management (August 2017)

### HOUSING STRATEGY

- Prepare and publish an updated Housing Strategy (June 2017)
- Develop and implement a Housing Delivery Action Plan (June 2017)

### HOMELESSNESS STRATEGY

- Work together with partners to monitor progress against Carlisle's Interagency Homelessness Strategy 2015-20 (March 2020)

### HOUSING QUALITY/ACCESS

- Improve standards in the private rented sector (including student accommodation) through inspections, advice and, where necessary, enforcement (March 2018)
- Continue to develop and promote the Council's Empty Homes Service by delivering advice and information to empty homes owners (March 2018)
- Deliver the City Council's annual mandatory Disabled Facilities Grant Programme in respect of applications received and revise the Regulatory Reform Order Strategy to improve expenditure compatible with the discretionary grant (March 2018)
- Develop local solutions to ensure opportunities to maximise the delivery of affordable homes which respond to locally evidenced needs (ongoing)
- Work with landowners, developers, and partner agencies (e.g. HCA) to accelerate the delivery of sites (ongoing)

### TOURISM

- Redevelop the Discover Carlisle website (November 2017)
- Continue to support the delivery of a high quality events programme (2016/17/18) across Carlisle to raise the profile of the city, attract more visitors, celebrate diversity and increase pride in the city (ongoing)
- Deliver the Heritage Cities Visit Britain Project to provide an augmented reality Roman themed experience in Bitts Park (July 2017)

### BUSINESS GROWTH

- Work with Carlisle Ambassadors to raise the profile of Carlisle through business engagement. (ongoing)
- Encourage Carlisle Ambassadors to engage partners in promoting the Carlisle story/offer (ongoing)
- Deliver the Cumbrian "Better Business for All Programme" in 2017 through the Cumbria Public Protection Group (March 2018)



# Report to Economy & Environment Overview & Scrutiny Panel

Agenda Item:

**A.6**

Meeting Date: 2 March 2017  
Portfolio: Finance, Governance and Resources  
Key Decision: No  
Within Policy and Budget Framework YES  
Public / Private Public

Title: Performance Monitoring Options  
Report of: Policy and Communications Manager  
Report Number: PC 06/17

## Purpose / Summary:

The purpose of this report is to explore the options for the future presentation of performance information to the Panel.

## Recommendations:

### 1. The Panel considers and comments on the following options for further exploring the performance information needs:

- A workshop, open to all Scrutiny Members, to look at the detail in the proposals presented within the report.

Or

- Agree to work, within the Panel, to define the information and performance needs of the annual work programme.

## Tracking

Executive:	N/A
Overview and Scrutiny:	Economy & Environment Overview & Scrutiny 2/3/17
Council:	N/A

## **1. BACKGROUND**

The current approach to performance has been in place for over five years, since the introduction of the selected Service Standards and the Carlisle Plan. The new 'Plan on a Page' (PC04/17) offers an opportunity to discuss best practice and new options for performance reporting.

### Best Practice

Best practice in Overview and Scrutiny (Centre for Public Scrutiny) advocates the following:

- Prioritisation in what comes to Scrutiny (quality rather than quantity)
- Greater involvement in the Council's biggest challenges and priorities
- Greater scrutiny of critical issues
- Be more outcome focussed

### Performance Management

The approach to Performance Management is under review by SMT and the new Business Management & Development Sub-Group. This group will look at the following key areas:

- Reports for members
- Reports for the public
- Reports for management

The initial meeting on Performance Management was arranged for 21 February and the main group will meet monthly.

### Carlisle Plan Key Actions and Projects

The finalisation of the Carlisle Plan actions (Plan on a Page) has completed the corporate planning cycle, which in turn enables a refresh of our performance reporting. A suggested mapping of the 43 key actions and projects to the current Panels, based on remits, is presented in the Quarter 3 Performance Report (PC04/17).

## **2. PROPOSALS**

**The Panel consider the following options for further exploring the performance information needs:**

- **A workshop, open to all Scrutiny Members, to look at the detail in the proposals presented below.**

**Or**

- **Agree to work, within the Panel, to define the information and performance needs of the annual work programme.**

In general, it is proposed that a simpler, clearer approach to performance information is taken based on the following principles:

1. A clear programme of work is presented to the Panels for consideration so that they can select some items for the Panels' work programmes, to include:
  - a. Carlisle Plan actions
  - b. A schedule of policies and strategies to be introduced or reviewed
  - c. Budgetary Framework
2. Overview & Scrutiny focuses on strategy and policy. Any operational issues are dealt with outside of the meeting by contacting service managers or directors directly.
3. Overview & Scrutiny consider service standards only by exception.

This approach will reduce the quantity of reports being scrutinised and shift the overview to the performance of policies and strategies. There will still be an overview role to fulfil in service standard indicators but only through exception. An exception report will include the interventions made to bring the performance back into line with the accepted standard.

It is also proposed that:

To improve the performance content of reports presented at O&S, report authors will be sent a series of performance questions and key lines of enquiry as soon as the item is added to the work programme. The performance questions will be drafted by Policy and Performance Officers and then reviewed by the Scrutiny Officer and O&S Chair. These questions will be sent to the Portfolio Holder, Senior Manager and lead officer. This approach will ensure that each report contains a clear section on how the item under scrutiny is performing, the context for this performance and the role the Council has played in generating these outputs and outcomes.

### **3. CONSULTATION**

A report on a draft performance framework was reviewed by the Senior Management Team on 31 January 2017 and presented at Management Briefing on 2 February 2017.

Performance information was discussed at the Scrutiny Chairs Group on 9 February 2017.

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

In conclusion, the current approach to performance has been in place for over five years, since the introduction of the selected Service Standards and the Carlisle Plan. The proposals will focus the performance conversation on policy and strategy. It will broaden the set of standards and filter the reporting based on agreed exceptions.

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

The new approach to Overview & Scrutiny is designed to enable a greater role for members in the policy development through performance monitoring.

**Contact Officer:** Steven O’Keeffe **Ext:** 7258

**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