

# **Economic Growth Scrutiny Panel**

## **Agenda**

**Thursday, 05 April 2018 AT 10:00**

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

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

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

### **Members of the Economic Growth Scrutiny Panel**

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

### **Substitutes:**

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

## **PART A**

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

#### **Apologies for Absence**

To receive apologies for absence and notification of substitutions.

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

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

#### **Public and Press**

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

#### **Minutes of previous meetings**

**7 - 18**

To approve the minutes of the meeting held on 1 March 2018.

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

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

#### **A.2 RIVERSIDE UPDATE**

**19 - 24**

Portfolio: Economy, Enterprise and Housing

Directorate: Economic Development

Officer: Jeremy Hewitson, Housing Development Officer

Report ED.14/18 herewith

##### **Background:**

The Regional Director of Riverside Housing Association to submit the Annual Report on the Council's partnership with Riverside.

##### **Why is the item on the agenda?**

Annual Scrutiny of Partnership.

##### **What is the Panel being asked to do?**

To consider the report and scrutinise its content.

### **A.3 CARLISLE CITY COUNCIL EMERGING HERITAGE ASSET STRATEGY 25 - 58**

Portfolio: Culture, Heritage, and Leisure

Directorate: Economic Development

Officer: Steven Robinson, Regeneration Manager

Report: ED.16/18 herewith

#### **Background:**

The Corporate Director of Economic Development to submit a report which provides an update on the progress of the emerging Heritage Asset Strategy for the Carlisle District.

#### **Why is this item on the agenda?**

Item agreed by the Panel in its Work Programme.

#### **What is the Panel being asked to do?**

To note the progress made to date and scrutinise the emerging vision, key themes and priorities of the emerging Heritage Asset Strategy.

### **A.4 BUSINESS & MARKETING PLANS FOR THE TOURIST INFORMATION CENTRE 59 - 68**

Portfolio: Culture, Heritage and Leisure

Directorate: Community Services

Officer: Darren Crossley, Deputy Chief Executive

Report: CS.20/18 herewith

#### **Background:**

The Deputy Chief Executive to submit a report which provides an update on the Business and Marketing Plans for the Tourist Information Centre.

#### **Why is this item on the agenda?**

Item agreed by the Panel in its Work Programme.

#### **What is the Panel being asked to do?**

To consider the report and comment on the proposal therein.

## **A.5 DRAFT ANNUAL SCRUTINY REPORT 2017/18**

**69 - 76**

Portfolio: Cross Cutting

Directorate: Cross Cutting

Officer: Steven O'Keeffe, Policy and Communications Manager

Report OS.12/18 herewith

### **Background:**

The Policy and Communications Manager to submit the Draft Annual Scrutiny Report 2017/18.

### **Why is the item in the agenda?**

Annual Scrutiny report

### **What is the Panel being asked to do?**

To consider the report and make comments prior to the approval of the final report by the Scrutiny Chairs Group.

## **A.6 OVERVIEW REPORT AND WORK PROGRAMME**

**77 - 84**

Portfolio: Cross Cutting

Directorate: Cross Cutting

Officer: Steven O'Keeffe, Policy and Communications Manager

Report: OS.09/18 herewith

### **Background:**

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

### **Why is this item on the agenda?**

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

### **What is the Panel being asked to do?**

- Note the items (within the Panel remit) on the most recent Notice of Executive Key Decisions.
- Review the Work Programme and Resolutions and make recommendations for the Panel's 2018/19 Work Programme.

**PART B**  
**To be considered in Private**

-NIL-

Enquiries, requests for reports, background papers etc to:

Jacqui Issatt, Committee Clerk (01228) 817557 or  
[jacqui.issatt@carlisle.gov.uk](mailto:jacqui.issatt@carlisle.gov.uk)

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at the Civic Centre, Carlisle.



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

**THURSDAY 1 MARCH 2018 AT 10.00AM**

**PRESENT:** Councillors Nedved (Chairman), Betton (from 10:26am) Bowditch, Burns, Christian, Mrs Coleman, Mrs Mallinson (as substitute for Councillor Mitchelson), and McDonald

**ALSO**

**PRESENT:** Councillor Glover - Leader  
Ms Brailey – Home Group  
Mr Brittain – Castles and Coasts Housing Association

**OFFICERS:** Deputy Chief Executive  
Corporate Director of Economic Development  
Housing Development Officer  
Policy and Performance Officer

**EGSP.19/18 APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillor Mitchelson and Councillor Mrs Bradley - Economy, Enterprise and Housing Portfolio Holder.

**EGSP.20/18 DECLARATIONS OF INTEREST**

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

**EGSP.21/18 PUBLIC AND PRESS**

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

**EGSP.22/18 MINUTES OF PREVIOUS MEETINGS**

RESOLVED – That the minutes of the meeting held on 18 January 2018 and the Special meeting held on 8 February 2018 be approved.

**EGSP.23/18 CALL IN OF DECISIONS**

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

**EGSP.24/18 HOUSING STRATEGY**

The Chairman welcomed Ms Brailey and Mr Brittain to the meeting.

The Housing Development Officer submitted the Housing Strategy report (ED.07/18) which provided an update on the Council's emerging Housing Strategy. The Housing Development Officer advised that there was no longer a statutory requirement for local authorities to produce Housing Strategies, however, the Council considered the adoption of a Strategy to be important for indicating the strategic direction and priorities for housing in the district. Additionally a Housing Strategy was a useful tool for supporting grant applications, by both the Council and Registered Provider Housing Associations.

## **MINUTES OF PREVIOUS MEETINGS**

The emerging Strategy would focus on developing benefits through the promotion of two key themes: Housing as an Economic Driver, and Housing and Health. The report outlined emerging priority areas which would be examined and explored through the development of the Strategy.

The report set out the national and local planning and housing policy contexts, and the Housing Development Officer noted that the Council was awaiting details of the government proposed review and updating of the National Planning Policy Framework which it was anticipated would amend: the definition of affordable housing; supporting of new settlements; development on Brownfield land and small sites; Objectively Assessed Needs, and introduce a Housing Delivery Test.

Section 3 of the report summarised the Housing Market Context and provided data relating to: Affordable Housing Need, Housing Completions, including Affordable Housing, Housing Affordability Ratios, Overall Market Sales, and Empty Homes.

Mr Brittain (Castles and Coast Housing Association) noted that his organisation was relatively new having formed when Two Castles, and Derwent and Solway Housing Associations merged in July 2017. The initial focus of the new Association had been the integration of systems and the delivery of services to residents. The Head Office of the Association was in Carlisle which enabled local control of the decision making process and service delivery, and had created 30 jobs in the county.

The Association was working on a Development Strategy and was keen to undertake development at larger sites in the district, and it had submitted a proposal to the Council and Homes England in respect of that. The Association continued to work with house builders to assist in the delivery of Affordable Housing units through Section 106 Agreements mandated through the Planning Permissions.

Mr Brittain noted that over 150 of the Associations properties had flooded more than once and approx 3% of its stock was in high risk areas, therefore a risk mapping exercise had been undertaken and flood response strategy implemented which had been shared with the Corporate Director of Economic Development.

In terms of repair and maintenance services, the merger had enabled increased economies of scale, which it was hoped, would enhance the quality and value for money of the stock. Mr Brittain stated that the Association was developing a 5 year project to maximise its use of technology in its communications with its tenants, and a large project on customer engagement was due to commence in the near future.

Ms Brailey (Home Group) explained that whilst Homes Group did not have a large number of properties in the district, it had a long history of providing housing across Cumbria as a whole where it had approximately 10,000 homes. In addition to its roles as a Social Housing provider, the organisation had commenced development of housing for sale, via its brand Persona through which it intended to deliver 10,000 new homes nationally within the next 5 years, including an ambition to build over 250 per annum across Cumbria and Lancashire. Carlisle was a key part of the organisation's growth strategy which sought to meet the continued high levels of demand for affordable homes.

Home Group currently had one affordable scheme on site within the district: the old Dairy site at Botcherby, as well as two Persona schemes in the pipeline, at Kingmoor Road and Burgh Road. The Dairy site would deliver a scheme of 66 rented homes, supported by grant from

## **MINUTES OF PREVIOUS MEETINGS**

Homes England; the site included 24 bungalows which aimed to address the shortage of that type of accommodation and to support the Council's promotion of bungalows.

The Kingmoor Road development would provide 71 properties, the majority of which would be for sale but also included 30% affordable units. A recent Planning Permission had also been secure for the development of 83 properties at Burgh Road where the majority would be sale properties, but also included 30% affordable units. At Kingmoor Road and Burgh Road the affordable units would be split equally between rental and low cost home ownership properties. Burgh Road included 4 affordable bungalows (two each affordable rent and affordable sale). The organisation hoped to work with local small medium sized contractors to deliver those sites and tendering exercises were expected to commence within the coming weeks.

The Kingmoor Road and Burgh Road development sites would constitute two of the organisation's first developments in the county marketed through the Persona band. Information about the developments on the Persona website would be updated in due course, Ms Brailey encouraged Members to visit the website.

The Housing Development Officer explained that representatives from both Riverside and Impact Housing Associations had been invited to the meeting, but due to the heavy snow conditions they had not been able to attend. Each organisation had provided a written statement, which the Housing Development Officer read out, for the benefit of Members.

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

- As the statutory requirement had been removed, would the Housing Strategy carry weight?

The Housing Development Officer explained that there were a number of benefits for having a strategy, including the supporting of grant funding applications, and the identification of over a strategic way forward for housing in the district.

The Corporate Director added that were the Council to approve and adopt the Strategy, it would give it the commensurate weight as a policy document that developers in the district would need to give consideration to.

- Was there a time frame for implementing the Strategy?

The Housing Development Officer indicated that Officers wished to bring forward the Strategy as soon as possible, however, consideration would need to be given to the Strategy's alignment with government policy, which included the National Planning Policy Framework that was currently being revised. It was hoped that the development of the Strategy would be completed in 2018, covering the period 2018-21.

- With reference to figure 2: Total and Affordable completions, a Member noted there was a significant difference between the target number of units, as set out in the Carlisle and District Local Plan 2015 – 30 (Local Plan) and the units which had been built. He asked how the Council was addressing the issue.

The Housing Development Officer explained that the Council had sought to address the matter in a number of ways: by liaising with Housing Associations in the identification of Housing

## **MINUTES OF PREVIOUS MEETINGS**

Allocation sites through the Local Plan adoption process; working with Homes England, and the sale of Council land to Housing Associations for development.

The Member noted that recently a low cost homes developer had been granted Planning Permission by the Council's Development Control Committee for housing development, without a requirement to provide affordable houses. He asked whether consideration was being given to including such property types in the emerging Housing Strategy.

The Corporate Director confirmed that the low cost homes provision was being considered as part of the development of the Strategy.

The Housing Development Officer added that it was anticipated that the review of the National Planning Policy Framework would also consider the definition of affordable housing, which could potentially be expanded to include low cost market housing, so it was possible that the homes on the development in question may be included within the revised definition of affordable housing.

In relation to the Local Plan's target of 565 new homes per year in the district, the Member questioned how achievable that target was, given that the projected population increase in Cumbria had not been realised.

The Corporate Director acknowledged that the population projections by Office for National Statistics were small. However, the demand for housing continued to rise as people's life expectancy increased and the forms of family life changed and evolved.

Responding to a question from the Member regarding the purpose of its Persona website, Ms Brailey advised that the website had been set up to promote its properties for sale under that brand.

- Another Member expressed concerns regarding the static population growth in the district, the need for housing for older people, and the delay in receipt of monies from the government for flood defence and resilience measure. He asked if the Council was confident that each of its strategies (Industrial Strategy, Economic Strategy and the emerging Housing Strategy) would work together.

The Corporate Director considered it to be very important that the suite of strategic documents worked together in order to facilitate the Council in achieving its aims.

The Housing Development Officer also agreed with the need for the Council's strategic documents to be aligned, he thanked the Member for his feedback.

- Would provision of housing for Looked After Children be included in the Housing Strategy?

The Housing Development Officer responded that in developing the Strategy, Officers would liaise with the Council's Housing Team to ensure that all duties of care were met.

- How did the Council manage the monies in received from the government from New Homes Bonus payments?

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The Corporate Director responded that the Council incorporated the New Homes Bonus payments into its budget to support service delivery. She undertook to provide a written response detailing how much money the Council had received.

- The Chairman commented that there were clear crossovers between the emerging Housing Strategy and the recently adopted Affordable and Specialist Housing Supplementary Planning Document, particularly in relation to provision of bungalows.

The Corporate Director responded that the issue of bungalow provision was frequently raised by Members of the Development Control Committee in their consideration of planning applications. Officers also regularly discussed the provision of bungalows with developers and the number being constructed was beginning to rise. Bungalows were more costly to build than house, therefore, developers were able to challenge a requirement to provide bungalows on the basis that it impacted the financial viability of a development.

- Referring to figure 4: Affordability Ratios, a Member questioned how people in the lower quartile income range would be able to buy a property.

The Housing Development Officer explained that, in-keeping with the government's Help to Buy Scheme, the Council's Low Cost Housing (discounted sale) policy permitted a maximum income multiplier of 4.5 times a person's income, to reduce the risk of mortgage arrears occurring. He stated that the data illustrated the significant gap (6.0 x incomes) between lower quartile incomes and property prices which highlighted the importance of providing Social or Affordable rental properties, which was an issue that would need to be considered as part of the development of the Strategy.

In response, the Member asked whether it was possible for the Strategy to ensure that houses were available to purchase for people in the lower quartile income range.

The Housing Development Officer advised that there were a range of mechanisms which sought to address the issue, including: the Council's policy of a provision of 30% of Affordable Homes on developments of more than 11 dwellings and, Shared Ownership schemes operated by Housing Associations did allow for people to purchase a smaller initial stake (e.g 25% or 50%) although a rent was also due on the element of the property they did not own.

- Had the government given any indication as to how the development of Brownfield sites may be incorporated into the updated National Planning Policy Framework?

The Housing Development Officer responded, that further information was still awaited from the Government, however, the majority of Brownfield sites in the district had previously been developed. He undertook to update the Panel on the matter once the government guidance had been received.

- A Member expressed concern regarding the number of empty homes in the district, and asked why it was at such a high level.

The Housing Development Officer explained that a large proportion of the empty homes were those which were for sale and were therefore affected by market interest. He noted that the key issue was properties which were empty in the long term, in the district there were 251 properties that had been empty for more than 2 years, which was a small proportion of the total figure.

## **MINUTES OF PREVIOUS MEETINGS**

The Council's Empty Property Officer worked with landlords to address the issue with view to increasing the occupancy of empty properties. The government had formerly operated a scheme which provided a small amount of grant funding to bring empty properties back into use, but that had been abolished.

In response to a question from the Chairman about the distribution of empty properties across the private rented, social rented and homeowner sectors, the Housing Development Officer advised that the figures had been collated based on Council Tax records, which did not break this down by tenure; however the majority of empty homes were in the private sector.

- What policies did Home Group and Castles and Coasts Housing Associations have for engaging with their tenants?

Ms Brailey responded that Home Group felt that community engagement was very important and that it had facilitated the set up of a number of tenants' groups in its scheme, which were now run by the tenants themselves.

Mr Brittain advised that Castles and Coasts Housing Association, as a new organisation was working in an engagement strategy, which it hoped would enable communications to take place with a large proportion of its residents.

Ms Brailey and Ms Brittain both welcomed the Council's plans to implement a Housing Strategy.

RESOLVED – 1) That Ms Brailey and Mr Brittain be thanked for their updates.

2) That the emerging Housing Strategy be welcomed, and the Panel wished to receive further updates on the development of the Strategy.

3) That the Panel considered the alignment of the Housing Strategy with other Council policies to be important,

4) That the Housing Development Officer circulate to the Panel the written updates provided by Riverside and Impact Housing Associations.

5) That the Panel be updated on the proposed merger between Riverside and Impact Housing Associations.

6) That the Corporate Director of Economic Development circulate a written response detailing how much money the Council had received in New Homes Bonus payments.

*The Panel adjourned at 11.33am reconvened at 11.41am.*

## **EGSP.25/18 BORDERLANDS GROWTH DEAL**

The Corporate Director of Economic Development submitted the Borderlands Growth Deal report (ED.08/18) and delivered a presentation on the initiative which covered: the creation of the partnership; the challenges faced by the partnership; the partnership approach; 5 strategic growth corridors; areas of opportunity; The Borderland Proposition; The Borderlands Vision; the Delivery Projects (Broadband / Gigabit Transformation, Low Carbon Region, and Infrastructure); Place Based Delivery Projects; Work So Far / Next Steps and; Draft Governance Structure

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The Corporate Director emphasised the partnership approach of the initiative which had developed over a period of time and that sought to bring benefits across the whole geographic area of the partnership, which was considered as a disaggregated city region, with Carlisle as its hub.

The Borderland Proposition sought to secure a unique Growth Deal for people and places in the region through a “golden thread” of Inclusive Growth. The Delivery Projects had been identified and developed with a view to securing strategic outcomes which would be advantageous to all partners in the initiative. The key projects of the Growth City – Carlisle were the St. Cuthbert’s Garden Village, the Southern Relief Road, and the Airport.

The Corporate Director advised that outline Business Cases need to be developed based on the partnership’s themes to show how delivery of projects would be achieved. Discussions had already commenced with government about the themes and proposed projects, and she anticipated that outline Business Cases would be submitted in time for consideration by the Treasury in advance of its Autumn Statement.

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

- The Chairman applauded the Council’s lead in the project and looked forward to the commencement of the projects proposed by the initiative.

The Leader responded that those involved in the partnership were keen for the Borderlands area to be identified as a distinct region with each of the constituent authorities supporting each other. He considered the partnerships proposed projects in relation to infrastructure and skills development to be of great importance and that their implementation would provide significant benefits. In order for the Deal to progress it needed the support of the Treasury, therefore the submitted Business Cases would need to demonstrate economic advantages across the entirety of the area.

- How would competition between partnership authorities be avoided?

The Corporate Director replied that all partners had worked to address strategic issues which affected the whole partnership, rather than bringing forward localised issues, which was due to their recognising the importance of partnership as a whole.

The Member further asked whether decisions making structures within the partnership had been agreed.

The Corporate Director drew Members’ attention to the draft governance structure contained within the report and explained that a revised governance structure would be put in place following the government’s determination of the funding applications.

In respect of the funding applications, the Leader noted that a range of projects may be submitted with outline Business Cases for the Treasury to assess and give a steer to the partnership for the bringing forward of full Business Cases. It was crucial that the first phase of funding applications were well received in order to generate support for the partnership’s aims and to secure the required funding.

The Corporate Director added that the Treasury would assess the bids against clearly defined criteria to determine whether funding was to be awarded. She further commented that the

## MINUTES OF PREVIOUS MEETINGS

partners involved in the Borderlands Deal appreciated that government funding of projects was often distributed in tranches.

- What impact did the partnership expect its Low Carbon Economy delivery project to have?

The Corporate Director responded that the partnership envisaged that the creation of a low carbon economy, whilst being beneficial for the environment would bring business and investment into the Borderlands area from companies who were keen to work in such an economy. She noted that work in that area was in its early stages.

The Member questioned how the Low Carbon Economy project would respond to and align with the government and planning policies.

The Corporate Director explained that the delivery project would not override government or planning policies, rather it would provide a strategic steer to those engaged in economic activity in the Borderlands area.

Another Member asked whether the partnership had consideration to the setting up of an Arms Length Management Organisation to drive the Low Carbon Economy forward.

The Corporate Director responded that the partnership would look to fully explore, with Civil Servants, the grant funding available to develop low carbon initiatives as it was a complex area. The steer given from government with respect to the funding applications would also give an indication of what areas of work would be progressed by the partnership initially.

- Had consideration been given to the creation of a 5 star hotel accommodation in the area to increase tourism?

The Corporate Director responded that the need for such a facility was well recognised. Were the Borderlands partnership to bring about the economic and tourism growth it was looking to realise, she considered that the additional activity would enhance its business case. However, she noted that it was an area for the private sector to bring forward.

- A Member commented that the development of effective personal relationships amongst partnership members, and between the partnership and the appropriate external bodies would be an important factor in the success of the initiative.
- When did the partnership expect it would receive a Letter of Intent from the government with respect to its submitted funding applications?

The Corporate Director advised that the partnership expected to submit outline Business Cases in the summer to the United Kingdom Government and the Scottish Parliament, and it was hoped that provisional funding offers may be indicated prior to the Treasury's Autumn Statement. Following the receipt of any provisional funding offers in-depth negotiations would commence with government regarding the development of detailed Business Cases which would enable the partnership to draw down the requisite funding.

Members felt that scrutiny had a large role to play in assisting the initiative going forward, which the Leader and Corporate Director agreed with and welcomed.

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The Panel held a discussion on the importance of public transport in creating connectivity between the city of Carlisle and St. Cuthbert's Garden Village.

A Member asked whether any feedback had been received on the Department for Transport's Infrastructure Programme in relation to the A595 and A596.

The Leader advised that consultation on the Programme was ongoing.

The Panel also discussed the importance of Higher Education as a driver for economic growth. The Chairman noted that the University of Central Lancashire and Newcastle University were each investing £20M in their estates, he asked if the University of Cumbria had similar plans.

The Corporate Director understood that the Vice-Chancellor of the University of Cumbria considered the premises of the organisation to be an important factor in attracting students, in addition, to the courses on offer. She believed that the organisation was considering projects in relation to its estate.

- How did the Borderlands Partnership relate to the Local Enterprise Partnership (LEP)?

The Leader responded that the LEP was currently undergoing a review phase, and that it was looking to appoint a new Chairman and Director. The LEP did support the Borderlands, but it was not the main driver of the initiative, which came from the partners themselves.

RESOLVED – 1) That Borderlands Growth Deal report (ED.08/18) be noted.

2) That Officers be thanked for their work to date on the initiative.

3) That the Borderlands Growth Deal be included in the Panel's Work Programme for the new Civic Year.

## **EGSP.26/18      QUARTER 3 PERFORMANCE REPORT 2017/18**

The Policy and Performance Officer submitted the 3rd quarter performance against the current Services Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. The new Service Standards and Key Performance Indicators (KPIs) were also included (PC.03/18).

Details of the standards were set out in section 1 and section 2 contained the Council's delivery of the Carlisle Plan within the Panel's remit. A new dashboard showing performance against the new KPIs (also within the Panel's remit) was appended.

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

- What was the purpose of the searches relating to Service Standard 08 (SS08)?

The Policy and Performance Officer replied that the searches carried out were the standard searches in relation to the purchase of property.

The Deputy Chief Executive added that the searches comprised a number of aspects, for example, whether a property; was in a Conservation Area; had trees which were subject to a Tree Preservation Order within its boundary; was in a Smoke Control Area.

## **MINUTES OF PREVIOUS MEETINGS**

SS08 had demonstrated a significant dip in performance earlier in the year as inter-departmental work had not been operating effectively. The Deputy Chief Executive advised that the matter had now been resolved and performance against the standard was improving, which demonstrated that the Council's performance management tools were working well.

A Member asked why the under target performance had not been reported to the Panel earlier.

The Policy and Performance Officer explained that Service Standards and Key Performance Indicators (KPI) had been reviewed in 2017 and a number of new Services Standards had been identified, of which the Local Authority Searches was one. In order to ensure the accurate reporting of data, a series of quality assurance checks had been conducted to ensure the information presented to the Panel was accurate.

The Member asked if the dip in performance had affected the public.

The Deputy Chief Executive responded that he understood that the searches were primarily carried out by agents, and consequently, he was not aware of any widespread effect on the public.

A number of Members expressed concern that the data checking had delayed the drop in performance being reported to the Panel.

The Deputy Chief Executive reiterated the importance of presenting accurate KPI information to both the Panel and Service Managers, therefore the fact checking and quality assurance work that had been undertaken was a necessary step prior to the data being reported. He confirmed that he was satisfied that the issue had now been resolved.

A Member proposed that in the event of a Service Standard not achieving its agreed target, the relevant Scrutiny Chairman be notified by report to the Scrutiny Chairs Group. A number of Members supported the proposal and the Chairman advised that it would be a resolution of the Panel.

Responding to a question from a Member, the Corporate Director advised that the performance against target for KPI ED03a had slipped earlier in the year due to staffing issues, but that the matter had been resolved.

The Panel noted the report recommended that Carlisle Plan Key Action 9 – Future Flood Risk Management Plans be closed and removed from future reports, clarification was sought as to the rationale behind the recommendation.

The Corporate Director advised that the specific task required by the action had been the development of a Winter Flood Ready Plan, which the Council had completed, and therefore the recommendation to the Panel had been made.

The Chairman responded that whilst the Panel had received its final report of the Council's flood recovery activity in relation to its own assets he understood that the Environment Agency and Cumbria County Council would continue to report to future meetings of the Panel on wider flood alleviation matters in the city.

The Corporate Director stated that the Panel would continue to scrutinise the wider flood alleviation activities being carried out in the city by partner organisations. In terms of Carlisle Plan Key Action 9, she noted that the Plan itself was due for renewal at the end of 2018.

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Officers would be undertaking work to develop a new plan, as part of which she would ensure that an appropriate, relevant priority/action regarding flooding be included in the Panel's Actions.

- A Member raised the issue of the Council's Riparian ownership of the Petteril Riverbank, he asked when the Council intended to undertake work to improve the banks and dredge the river.

The Deputy Chief Executive responded that the Member had received a number of written responses previously, in relation to the matter.

The Panel discussed the issue at length and in some detail and felt that clarification was required in relation to the Council and Environment Agency's rights and responsibilities in relation to the River Petteril.

The Deputy Chief Executive undertook to circulate a Position Statement to the Panel detailing the Council's rights and responsibilities with respect to the River Petteril.

The Corporate Director advised that the signage stipulated in Phase 1 of the City Centre Public Realm Improvements had been installed, and that Phase 2 was underway.

RESOLVED – 1) That Quarter 3 Performance Report 2017/18 (PC.03/18) be noted.

2) That in the event of a Service Standard not achieving its agreed target, the relevant Scrutiny Chairman be notified by report to the Scrutiny Chairs Group.

3) That the Deputy Chief Executive circulate a Position Statement setting out the Council's rights and responsibilities in relation to the River Petteril.

## **EGSP.27/18      OVERVIEW REPORT AND WORK PROGRAMME**

The Policy and Performance Officer presented report OS.06/18 which provided an overview of matters relating to the work of the Economic Growth Scrutiny Panel.

The Policy and Performance Officer reported that the most recent Notice of Executive Key Decisions, copies of which had been circulated to all Members, had been published on 12 January 2018. The following items included in the Notice fell within the Panel's remit:

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

There were no items which had been included on the Panel's Work Programme

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

KD.03/18 City Centre Public Realm Improvements – Phase 2

With reference to the table of progress of resolutions from previous meetings, the Chairman commented that he was pleased with the number of actions that had been completed, and overall considered that the monitoring of resolutions was useful to Members of the Panel as it kept them informed of the progress of issues.

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

The Corporate Director advised that Tourism Strategy would form part of the Economic Strategy going forward, therefore the reference to the Tourism Strategy in the Work Programme required deletion, which the Panel agreed.

The Chairman requested that the City Centre Public Realm Improvements – Phase 2 be added to the Panel's Work Programme.

RESOLVED – 1) That the Overview and Work Programme report (OS.06/18) be noted.

2) That the Tourism Strategy be deleted from the Panel's Work Programme.

3) That the City Centre Public Realm Improvements – Phase 2 be added to the Panel's Work Programme.

(The meeting ended at 1.25pm)

# Economic Growth Scrutiny Panel

Agenda  
Item:  
**A.2**

Meeting Date: 5 April 2018  
Portfolio: Economy, Enterprise and Housing  
Key Decision: No  
Within Policy and Budget Framework YES  
Public / Private Public

Title: RIVERSIDE UPDATE  
Report of: Sarah Paton, Regional Director, Riverside  
Report Number: ED 14/18

## Purpose / Summary:

This report has been provided by Riverside Housing Association's Regional Director, and includes updates on a range of topical issues, including: negotiations on future Board arrangements with the Council; the proposed takeover of Impact Housing Association; and Riverside's development programme.

## Recommendations:

Members of the Scrutiny Panel are encouraged to use the contents of the report to help inform questions to Riverside's Regional Director.

## Tracking

Executive:	
Scrutiny:	
Council:	

**Report to: Carlisle Economic Growth Scrutiny Panel**

**Report from: Sarah Paton, Regional Director Riverside**

**Date of meeting: 5 April 2018**

## **UPDATE REPORT FROM RIVERSIDE HOUSING**

### **1. Board arrangement Proposal**

Following discussions throughout 2017 we have recently put a formal proposal to Carlisle city council to agree a variation to the stock transfer agreement which will be legally binding.

Our proposal is that in place of the divisional board we will establish a 'regional liaison group'. The membership of this will be representatives from Carlisle city council and Riverside. The purpose of the group will be to discuss matters that are important to our customers and communities in Carlisle and these will be agreed by the group. This group will not be part of Riverside's formal governance structure but will be consulted on matters that affect customers and neighbourhoods in Carlisle, some of which are mentioned below.

We recognise our responsibilities in Carlisle as the stock transfer recipient and this report demonstrates our commitment to investing in and contributing to the city in the long term.

### **2. Impact Partnership**

Impact are currently consulting their tenants, shareholders and other interested parties on their proposals to join Riverside.

The resident consultation will take place over 6 weeks with written information, drop in meetings and a short film which will be available to view on Impact's website. Following the consultation with residents, the Impact board will ask their shareholders to vote on the proposal. If the partnership is approved, Impact could join Riverside as a subsidiary by the end of the summer.

Residents and shareholders have been given details of the proposals Riverside made to Impact including investment in existing homes and new development.

### **3. Regional Planning – focus on Carlisle**

Regional Planning has been implemented as part of our transformation programme. It focusses on regional and neighbourhood activity and aspirations across all our business streams (Social Housing, Non-Social Housing and Care & Support).

The regional plan is in the final stages of development. Carlisle is a key area of operation for Riverside and has been identified as a high priority for growth and investment.

## 4. Investment

As part of our Corporate Plan (2017-2020), Riverside committed to identifying 2 areas outside of London for major investment. To assist us in this process we commissioned consultants ARC4 to carry out an in-depth analysis of all our neighbourhoods nationally to identify opportunities for major investment.

Carlisle has been identified as one of these areas. We will be developing a pan-Carlisle Area Renewal Plan which incorporates neighbourhoods within a 1.5 mile radius to the immediate west, south and east of the City Centre.

The project is in its very early stages and we will be contacting key partners to develop these plans towards the end of the year.

## 5. Development Programme

We're committed to developing affordable homes in Carlisle and continue to seek opportunities with partners to achieve this. Our current programme to 2020 is outlined below;

Scheme	Neighbourhood	No of units	S106/Land-led
<b>Beverly Rise</b>	Harraby	40	Land led
<b>Raiselands Road</b>	Morton	12	Land led
<b>Windsor Way</b>	Belah	31	S106
<b>Carleton Farm</b>	Carleton	22*	S106
<b>Cumwhinton Drive</b>	Durranhill	16	S106
<b>Total</b>		<b>121</b>	

\*12 units handed over

### Beverley Rise, Harraby

We are looking forward to making a start on this site in the next few months. We are working closely with Carlisle College to enable both students and staff to benefit from being involved in a real life build project.

To date representatives from the College have attended project meetings, and attended the public consultation event. The real benefits will be realised once we are able to get this scheme to site when students will work with our main contractor and sub-contractors, attending key design and planning meetings, visiting site, workshops and assembly lines, benefiting from mentoring and using the construction site as an outside classroom to support their learning and development.

### Recent and pipeline Section 106 schemes in Carlisle

Riverside enjoys a strong partnership with many of the volume housebuilders including those who are building in Carlisle – Story Homes, Persimmon, Taylor Wimpey etc. We continue to work in partnership with these organisations to secure additional affordable

units as the opportunities arise. We are currently delivering units on both Windsor Way and Carleton Farm with Persimmon.

### **Development opportunities in Carlisle / Homes England funding**

In addition to sites for affordable rent we are also seeking sites on which to build homes for shared ownership. We look forward to working with Carlisle City Council to help deliver its ambitious growth objectives. We will continue to seek funding from Homes England to deliver our new build programme.

## **6. Transformation Programme**

In June 2017 we completed one of the first steps in our organisational transformation: transforming our Carlisle office as the regional hub, allowing agile working and to accommodate 'shared' services.

We successfully implemented the second stage of transformation in July, which created Regional Planning (as highlighted in point 3) and Regional Services including a specialised Community Safety role.

Regional Services re-affirms our commitment to supporting customers with money advice, employment and training and affordable warmth.

In November we launched our new front line worker model and we have a full complement of staff. A total of 15 Housing Officers are working in each of our neighbourhoods providing a holistic housing management service to our customers.

The Housing Officers are supported by our shared services team in income collection and housing processing, which saw successful recruitment to 22 positions based in Carlisle.

## **7. Customer service and neighbourhoods**

The key objective of our transformation is to improve services to customers.

We use the STAR survey which is a sector-wide customer satisfaction survey, to monitor customer satisfaction monthly. This is reported at regional level as the sample size would be too small to report just for Carlisle.

The key indicator is Net Promoter Score. This is a score based on whether customers would or wouldn't recommend us to friends and family.

In the North region of which Carlisle forms around 50%, our Net Promoter Score has increased from 21 to 33 since April 2017, which is above our internal target.

Our regional services team have supported customers in the city and have achieved the following.

Service	Year to Date
No of customers supported in to Employment	50
No of customers who have accessed accredited learning/courses	15
No of customers who have received affordable warmth advice & assistance	111
No of customers who have received money advice & assistance	115
Cash gains for affordable warmth	£24,784
Cash gains from money advice	£190,479.70

We currently have 34 long term empty properties (over 6 months). A breakdown is provided below:

Neighbourhood/Scheme	No of Voids
Barras House, Dalston	19
Longtown	11
Harraby	2
Raffles	1
Brampton	1
Total	34

## Complaints

Information about complaints from customers in Carlisle will be provided at the meeting.

**Contact Officer:**           **Jeremy Hewitson**

**Ext:**   **7159**

**Appendices**           **None**  
**attached to report:**



# Economic Growth Scrutiny Panel

Agenda  
Item:  
**A.3**

Meeting Date: 05/04/2018  
Portfolio: Culture, Heritage and Leisure  
Key Decision: No  
Within Policy and Budget Framework YES  
Public / Private Public

Title: Carlisle City Council Emerging Heritage Asset Strategy  
Report of: Corporate Director of Economic Development  
Report Number: ED 16/18

## Purpose / Summary:

To provide the panel with an update on the progress made to date on the emerging Heritage Asset Strategy for the Carlisle District.

## Recommendations:

To note the progress made to date and to scrutinise the emerging vision, key themes and priorities.

## Tracking

Executive:	
Scrutiny:	<b>5<sup>th</sup> April 2017</b>
Council:	

## **1. BACKGROUND**

- 1.1 The Carlisle District has a unique and distinctive heritage which is required to be preserved and enhanced for present and future generations by statute and national policy. Currently the City Council has no overarching strategy to achieve this so the purpose of the Heritage Asset Strategy (“the Strategy”) is to guide conservation and heritage activities in the District. Parts of the Strategy will also have useful relevance to other Council services, duties and powers that directly or indirectly relate to our District’s heritage.
- 1.2 The historic environment is a valuable asset which contributes to broader council ambitions for people, places and prosperity. Specifically it contributes to sustainable economic development, urban and rural regeneration, tourism, leisure and recreation, community development, provision of formal and informal education, and development of skills. The Strategy seeks to help define, reinforce and bring these diverse aspects together.
- 1.3 This is a preliminary first draft of the Strategy and should be considered as work in progress.

## **2. Policy Background**

- 2.1 Statutory duties for the management of the historic environment are conferred on local authorities by the Planning (Listed Buildings and Conservation Areas) Act 1990 and the Planning and Compulsory Purchase Act 2004. These are:
  - When exercising planning functions, to contribute to the achievement of sustainable development; this can be taken to include stewardship of heritage assets within the historic environment
  - When considering applications for listed building consent and for planning consent pertaining to listed buildings, to aim to preserve the building, its setting and any features of special architectural or historic interest
  - When considering applications for planning consent pertaining to conservation areas, to aim to preserve or enhance the character or appearance of that area
- 2.2 National planning policy on the historic environment is set out in the National Planning Policy Framework (NPPF) (2012), which states that Local Planning Authorities should take into account:
  - The desirability of sustaining and enhancing the significance of heritage assets and putting them to viable uses consistent with their conservation
  - The wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring

- The desirability of new development making a positive contribution to local character and distinctiveness
- Opportunities to draw on the contribution made by the historic environment to the character of a place

2.3 Local planning policy on the historic environment is set out in the Carlisle Local Plan 2015-2030, which was adopted in 2016. It contains a strategic overarching policy for the historic environment and a suite of policies developing this in more detail:

- Protecting and enhancing the character, appearance, archaeological and historic value on significance of the District's designated and undesignated heritage assets (Strategic Policy SP7)
- Preserving the archaeological sites that form part of the Outstanding Universal Value of Hadrian's Wall World Heritage Site (Policy HE1)
- Preserving the significance of scheduled monuments, or other non-designated sites or assets of archaeological interest (Policy HE2)
- Preserving the significance of listed buildings and their settings (Policy HE3)
- Preserving the significance of historic parks and gardens and their settings (Policy HE4)
- Preserving the significance of the Registered Historic Battlefield of the Battle of the Solway Moss historic parks and its settings (Policy HE5)
- Designating locally important heritage assets through the Local List (Policy HE6)
- Preserving the special character of conservation areas and their settings (Policy HE7)

### **3. DEVELOPMENT AND DIRECTION**

3.1 The purpose of the Strategy is to set informed priorities in relation to the conservation, management and monitoring of the District's heritage assets. It seeks to:

- Improve understanding and appreciation of how Carlisle's rich history and heritage 'fits together'
- Raise the profile of heritage across the District and maximise opportunities for the historic environment to help deliver the Council's wider corporate objectives, including those of the Local Plan.
- Provide clear strategic direction and a framework for the management of heritage assets, underpinned by a focused action plan, which will support bids for heritage funding.
- Engage and connect local communities and interest groups with management and consumption of heritage

3.2 The Strategy advocates a joined up approach to the management of the District's heritage. The delivery of the Strategy, and the supporting Action Plan, will enable better and more efficient performance and more effectively targeted action, but will require a partnership approach between the Council, its partners and key stakeholders.

3.3 The Strategy does not set out detailed policy guidance, as this is already established in the adopted Carlisle Local Plan. Instead, the Strategy seeks to highlight the value and significance of our District's heritage, the benefits of 'positive management' and how this ties in with the Council's corporate priorities.

3.4 The Strategy sets out a vision, which is:

***“The heritage of Carlisle will be valued and protected, actively promoted and made accessible to all and its contribution to the health, wellbeing and economic prosperity of the people of Carlisle will be maximised.*”**

3.5 The vision is underpinned by five key themes (each of which articulates a set of 'strategy priorities', which should help the Council, its partners and key stakeholders to focus future action):

- 1) **Valuing** the City's heritage and for it to be given appropriate priority in decision-making
- 2) **Conserving** the City's heritage appropriately for future generations
- 3) **Enhancing** the City's heritage and making the most of its unique historic environment
- 4) **Promoting** the City's heritage assets and maximising their utility
- 5) **Engaging** local communities and businesses in the city's heritage

#### **4. NEXT STEPS**

4.1 Engagement with partners is due to commence on the draft strategy to test the proposed vision, key themes and priorities. This process will also help to secure buy-in, as their support will be necessary to develop and deliver the projects identified in the action plan. The Strategy narrative will continue to be developed in tandem.

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

5.1 The City Council has no overarching strategy to guide conservation and heritage activities in the District. The production of Heritage Asset Strategy will enable the

activities in relation to the conservation, management and monitoring of heritage assets to be identified and prioritised.

- 5.2 The Economic Growth Scrutiny Panel are invited to scrutinise the draft strategy, to add value to and aid the strategy's robustness at this early stage prior to it being shared with partners and refined further through consultation.

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

- 6.1 The development of a Heritage Asset Strategy contributes directly towards achieving the Vision of the Carlisle Plan 2015-2018 – "To improve the health, wellbeing and economic prosperity of the people of Carlisle"

- 6.2 The Strategy also contributes towards the Priorities to:

- 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 City Council
- Promote Carlisle regionally, nationally and internationally as a place with much to offer

**Contact Officer: Steven Robinson**

**Ext: 7535**

**Appendices attached to report: Draft Carlisle City Council Heritage Asset Strategy**

**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:**

**Community Services -**

**Corporate Support and Resources –**

**Economic Development –**

**Governance and Regulatory Services –**

# **Draft Carlisle City Council Heritage Asset Strategy**

DRAFT

## Foreword

Carlisle City Council is committed to the promotion, protection and the maintenance of the finite and often fragile heritage within the District. It is committed because it recognises that heritage creates a sense of identity which is important for attracting investment and visitors and making the District an appealing place in which to live, work and visit.

The purpose of this strategy is to raise awareness of the impact and value of District's urban and rural heritage assets and set informed priorities in relation to their conservation, promotion and appreciation. It also identifies future priorities for funding, investment and partnership working.

The Strategy sets out a vision for the future management and sustainable use of heritage assets across the District:

***“The urban and rural heritage of the District will be valued and protected, actively promoted and made accessible to all and its contribution to the health, wellbeing and economic prosperity of the people of Carlisle will be maximised”***

The vision is underpinned by five key themes, each of which articulates a set of strategy priorities, which will focus the future action of the Council and its partners:

- 1) **Valuing** the City's heritage and for it to be given appropriate priority in decision-making
- 2) **Conserving** the City's heritage appropriately for future generations
- 3) **Enhancing** the City's heritage and making the most of its unique historic environment
- 4) **Promoting** the City's heritage assets and maximising their utility
- 5) **Engaging** local communities and businesses in the city's heritage

The strategy also highlights the important role of the Council's Heritage Champion in raising awareness of the importance of the local historic environment, ensuring that a consistent, co-ordinated approach is taken to management of heritage assets and ensuring that the impact of other council policies and programmes on the heritage assets are properly considered.

## **1. Introduction**

### **1.1 What constitutes a heritage asset?**

Heritage assets are assets that, because of their rarity, importance and/or significance, should be preserved for the benefit of present and future generations. They can be classified as cultural and natural and their significance can be for a number of different reasons including, and not limited to, their architectural, agricultural, artistic, cultural, environmental, historical, natural, scientific or technological importance.

Cultural heritage consists of man-made heritage items that could be either tangible or intangible. Examples of tangible cultural heritage include monuments, archaeological sites, historic buildings, works of art, and scientific collections. Examples of intangible cultural heritage: includes practices, customs, knowledge and skills/ traditional craftsmanship. Natural heritage covers natural features or areas. Examples include natural features such as fells/mountains, naturally occurring rock formations, and bodies of water such as lakes or waterfalls.

### **1.2 Why are Heritage assets important?**

Heritage and heritage assets play a vital role in terms of our wellbeing, sense of place and economic prosperity. Carlisle's heritage and historic environment has a potentially powerful role to play in shaping the District as distinctive, vibrant, thriving place and help cement its position as a regional centre and focus for investment. Heritage has wide-ranging impacts, which are explained in the diagram below:



Figure 1: Impact and value of Heritage (Historic England: 'Heritage Counts', 2014)

### 1.3 Purpose of the Strategy

The overarching purpose of this strategy is to enable the Council and partners identify the challenges and opportunities regarding the management of heritage assets within the District, provide a framework around which resources and action can be coordinated to maximise their value and impact and set out an action plan.

### 1.4 Scope of the Strategy

The Scope of the strategy is to:-

1. Raise the profile of heritage across the District and increase awareness of the impact and value of heritage assets
2. Provide a better understanding and appreciation of how Carlisle's rich history and heritage 'fits together'
3. Give clear strategic direction and framework for the management of heritage assets
4. Set out a focused action plan that will support bids for heritage funding and identify resource implications
5. Engage and connect local communities and interest groups with management and appreciation of heritage

The Strategy will be a 'living' document that will be refreshed periodically to take account of new and emerging issues, priorities and projects posed by the Council and / or its heritage partners.

### 1.5 Links with other Plans & Policies

The Heritage Strategy does not exist in isolation but is linked to a range of other Council plans and policy documents.

Carlisle Plan 2015-2018	The Heritage Assets Strategy will include actions and projects that will, either directly or indirectly, contribute to the health, well-being and economic prosperity of the people of Carlisle
Medium Term Financial Plan	The City Council has £19.5million of heritage assets recorded on our balance sheet. The Heritage Asset Strategy will inform the Council's financial reporting in respect of the valuation of those assets and also any future maintenance responsibilities that may need to be incorporated into future capital programmes.

DRAFT

## 2. Carlisle's Heritage

### 2.1 History

The historic City and its Castle are situated just to the south of the River Eden at its lowest crossing point before the river emerges through salt marsh into the Solway Firth. The site was a defensive position, being protected by the Eden, to the west by the River Caldew, and to the east by the Petteril. Since Roman times Carlisle has been a strategic military site: a border settlement and fortress from, and over which, seventeen centuries of struggle were fought. The Romans first came in AD80 and later the Emperor Hadrian sought to protect the northern boundary of the Roman Empire with the construction of a defensive Wall, with Carlisle located towards its western end and supporting its largest fortress. During the Middle Ages the City and Castle witnessed centuries of struggle for control between the crowns of England and Scotland. During the Jacobite rising of 1745, led by Bonnie Prince Charlie, Carlisle became the last English City in history to be besieged, and witnessed the ending of this long struggle. No other border settlement has been so strategically important for so long.

The Carlisle City Centre Conservation Area includes the historic core of Carlisle containing its Castle; remnants of its City Walls; , Cathedral, Old Town Hall and Market Cross. All these sites bore witness to its turbulent past.

### 2.2 Heritage assets

In planning terms, a heritage asset is defined by the National Planning Policy Framework as being:

*"A building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. Heritage assets include designated heritage assets and assets identified by the local planning authority (including local listing)."*

#### a) Designated heritage assets

There are number of categories of designated heritage assets. These are:

- World Heritage Sites
- Scheduled Monuments

- Listed Buildings
- Protected Wreck Sites
- Registered Parks and Gardens
- Registered Battlefields
- Conservation Areas

As of March 2018, there were over 1,343 designated heritage assets within the Carlisle District (some list entries cover multiple properties). The table below details the number of each individual type and where applicable, grading.

<b>Heritage Asset Type</b>	<b>No. Assets</b>
Listed Buildings	1153
Grade I	55
Grade II*	70
Grade II	1028
Conservation Areas	19
Scheduled Monuments	166
Parks & Gardens	3
Grade I	1
Grade II*	0
Grade II	2
Battlefields	1
Protected wreck sites	0
World Heritage Sites	1
<b>TOTAL</b>	<b>1343</b>

**Table 1: Summary of Designated Heritage Assets in Carlisle District (as of March 2018)**

#### **b) Locally listed assets**

In addition to those nationally designated assets, there are also those assets that are locally significant and this significance is formally reflected by their inclusion on local lists, which are maintained by local authorities. There are no national categories for what can be

included on local lists and it is entirely at the discretion of the local authority. Carlisle is developing its own local list whose inclusion criteria has been field-tested with a view to adoption in 2018. Whilst designated assets have statutory protection, those which are identified locally (and therefore not designated) have no statutory protection, but are a material consideration for planning purposes. In Carlisle there are three broad types of these 'locally listed' assets:

- Building and structures
- Landscapes, parks and gardens
- Archaeological sites

A number of criteria will be used to assess whether potential candidates are suitable for inclusion on the Local List. They have been based upon the themes:

- Age and Rarity
- Community and Social Value
- Historic and Cultural Association
- Architectural Value
- Townscape or Landscape Value

### 3. Heritage Management in Action

Whilst the overarching purpose of this strategy is to highlight the impact and value of Carlisle's heritage assets, outline the opportunity and challenges that effective heritage management presents – it also serves to highlight our recent successes. There has been considerable activity and investment in heritage management across the Carlisle District in recent years, with a number of key projects delivered or underway. A selection of these is outlined in more detail below.



#### **Project: Old Town Hall**

**Cost: £1,500,000**

**Key themes: Conservation / Enhancement**

This project focussed on the repair and restoration of the Old Town Hall, a prominent two storey Grade 1 listed building of medieval origin but most dating from the 17<sup>th</sup> and 18<sup>th</sup> centuries. The grant funded support contributed towards restoration, repairs and renewals to the fabric of the building including to maintain the long term occupancy and viability of the building as a public asset.



#### **Project: Roman Gateway (Tullie House)**

**Cost: £700,000**

**Key themes: Promotion / Engagement**

Roman Gateway Project involved the creation of a new 400m<sup>2</sup> Roman Gallery within Tullie House Museum & Art Gallery that includes the use of cutting-edge interactive technology to recreate life in Roman Carlisle and along the Wall.



**Project: Fell Foot Forward**

**Location: Rural**

**Cost: £2,900,000**

**Key themes: Conservation / Promotion / Engagement**

A Landscape Partnership Scheme for an area straddling the border between the districts of Carlisle and Eden. It focusses on the conservation of the landscape and geology, historic environment and cultural history of the area to attract visitors and boost the local economy.



**Project: Crown & Mitre Hotel**

**Cost: £100,000**

**Key themes: Conservation / Enhancement**

This Hotel is a prominent Grade II listed building on a key street in the City Centre. The PSICA grant contribution has enabled these water ingress through failing original roof covering and penetration of the fabric by water arising from rainwater disposal integrated into the facade of the building to be addressed. Extensive work to the windows, in particular to the upper/former levels where the condition has been very poor has also been undertaken.



**Project: Former GPO, Warwick Road (The Halston)**

**Cost: £125,000**

**Key themes: Conservation / Enhancement**

The former GPO building was built in 1916 by John Laing and served as sorting office and post office until 2008. The PSICA grant contribution supported the renovation of sash windows and timber sash replacement in keeping with the building and enabled the delivery of the project while retaining considerable historic character through preservation of original detailing and joinery.

## 4. Challenges & Opportunities

The effective management of the District's heritage assets presents a series of both challenges and opportunities. These are numerous and varied but the most significant of these are identified below.

- **Heritage at risk** – there are number of assets on the National Heritage at Risk Register. There are also a number of heritage assets which, subject to survey and review, could also be classified as locally at risk<sup>1</sup>. This means that they are in need of some investment to protect and conserve them but cannot qualify for the National List (which excludes Grade II buildings except in London). This is amplified further in Section 3.2 as a specific key issue facing the Council.
- **Scarcity of funding** – in an era of public expenditure constraints there is inevitably a need to prioritise the use of scarce capital resources. By their nature heritage assets can require significant investment to undertake remedial works, to modify to support alternative uses and for their day to day operation. This scarcity of funding represents a risk to the existing heritage of the District.
- **Profile of heritage** – whilst the important contribution that heritage can make to the overall well-being of the District is recognised, its profile needs to be balanced against other competing priorities. There is a need to sustain the profile of heritage so that it is a consideration in decision-making and resource allocations of the council.
- **Appropriate use for heritage buildings** – National guidance suggests councils should seek to secure viable uses for heritage assets consistent with their conservation. However this can present a conflict when the use for which the building was originally intended is no longer viable. The Council will have to be flexible in this regards with an emphasis on securing sustainable uses rather than leaving buildings vacant.
- **Access to Relevant Skills** – Management of heritage buildings requires specialist skills at both trade and professional levels and any works to designated and locally-listed heritage assets should be undertaken by appropriately qualified and experienced professionals. It is apparent that many property owners, businesses and builders lack the knowledge of what modifications can be undertaken and consequently, there is a need to focus on education and training with in the District in relation to the consenting regime and maintenance of heritage assets.
- **Emphasising Council's Stewardship Role** – In managing heritage assets there is a potential conflict between stewardship and entrepreneurial roles of asset management. Heritage assets can be productive and have the potential to generate income or support

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<sup>1</sup> The National Register only allows inclusion of Grade I and Grade II\* listed buildings (outside of London). Consequently numerous Grade II buildings which are evidently 'at risk' e.g. the Central Plaza Hotel, do not qualify for inclusion on the At Risk Register.

service delivery, although they can be perceived as a liability and resource hungry. The Council will embrace the stewardship of heritage assets as part of the Council's civic leadership role.

- **Using heritage to create form and place** – Heritage has a unique ability to give neighbourhoods a distinctive feel and character. Their location, distinctive design and their use can all contribute to helping shaping unique places across the city. The role of heritage needs to be better exploited to help regenerate areas and support the city's growth.
- **Making 'hidden heritage' visible** – often heritage is unrecognised. Most people in the City will pass or use heritage assets each day without recognising their significance. With the council's drive to create a world class City and to promote civic leadership there is a need to extend this into our 'collective ownership and pride' in these heritage assets by making people aware of them. With the national policy drive for community empowerment this concept of 'civic pride' can also be extended to great community involvement in the management of heritage assets.

## **5. Context**

### **5.1 National Policy Guidance**

Statutory duties are conferred on local authorities by the Planning (Listed Buildings and Conservation Areas) Act 1990 and the Planning and Compulsory Purchase Act 2004. These are:

- When exercising planning functions, to contribute to the achievement of sustainable development; this can be taken to include stewardship of heritage assets within the historic environment
- When considering applications for listed building consent and for planning consent pertaining to listed buildings, to aim to preserve the building, its setting and any features of special architectural or historic interest
- When considering applications for planning consent pertaining to conservation areas, to aim to preserve or enhance the character or appearance of that area

Current national planning policy on the historic environment is set out in the National Planning Policy Framework (NPPF) (2012), which states that Local Planning Authorities should take into account:

- The desirability of sustaining and enhancing the significance of heritage assets and putting them to viable uses consistent with their conservation
- The wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring;
- The desirability of new development making a positive contribution to local character and distinctiveness
- Opportunities to draw on the contribution made by the historic environment to the character of a place.

### **5.2 Local Policy Guidance**

Local planning policy on the historic environment is set out in the Carlisle Local Plan 2015-2030, which was adopted in 2016. It contains a strategic overarching policy for the historic environment and a suite of policies developing this in more detail:

- Protecting and enhancing the character, appearance, archaeological and historic value on significance of the District's designated and undesignated heritage assets (Strategic Policy SP7)
- Preserving the archaeological sites that form part of the Outstanding Universal Value of Hadrian's Wall World Heritage Site (Policy HE1)

- Preserving the significance of scheduled monuments, or other non-designated sites or assets of archaeological interest (Policy HE2)
- Preserving the significance of listed buildings and their settings (Policy HE3)
- Preserving the significance of historic parks and gardens and their settings (Policy HE4)
- Preserving the significance of the Registered Historic Battlefield of the Battle of the Solway Moss historic parks and its settings (Policy HE5)
- Designating locally important heritage assets through the Local List (Policy HE6)
- Preserving the special character of conservation areas and their settings (Policy HE7)

### **5.3 Role of the Council**

As a major owner of heritage assets in the District, the Council's principles and policies are important both as an exemplar to others and in their own right in ensuring proper stewardship of its heritage assets. In summary the Council's principles for managing its portfolio of heritage assets are to:

- Ensure the City Council is seen as exemplary owner of heritage assets demonstrating a lead to other organisations in the district
- Undertake periodic condition assessments of our heritage assets and carry out identified preventative maintenance and remedial works
- Maintain a watching brief on our vacant heritage assets pending consideration of options for disposal or alternative reuse

The wider role of the Council to ensure proper recording, stewardship and sustainable use of the heritage assets within the District is to:

- Ensure that all assets which contribute to our district's cultural or historical heritage are identified
- Ensure that there are appropriate governance arrangements covering heritage
- Ensure heritage assets are put to productive use and where possible, a use that is consistent with their historical significance
- Minimise our heritage at risk through periodic condition assessments
- Maximise the funding opportunities for our heritage through joint working and investigation of alternative funding sources
- Promote understanding of, and access to our heritage through information, explanation and interpretation

## 5.4 Role of heritage partners

Heritage partners across the District will also play an important role in delivering the vision and objectives of the Strategy. The Council will look to work collaboratively and proactively with them in order to identify emerging issues, priorities and projects. The current list of heritage partners includes:

- North of England Civic Trust
- Carlisle and District Civic Trust
- Hadrian's Wall Partnership Board
- Conservation Area Advisory Committee
- Historic Quarter Working Group

## 6. Strategic influences & direction

### 6.1 Vision

The strategic direction for the management of heritage assets across the District needs to respond to the strategic context identified in the challenges and opportunities identified above.

It also needs to be reflected through a vision, which is to:

***“The urban and rural heritage of the District will be valued and protected, actively promoted and made accessible to all and its contribution to the health, wellbeing and economic prosperity of the people of Carlisle will be maximised”***

### 6.2 Key themes

The Vision is underpinned by five key themes

Theme	Objectives
1. Valuing the District's heritage	<ul style="list-style-type: none"><li>• The overarching theme:</li><li>• Recognise the value and impact of heritage and give it appropriate priority in decision-making</li></ul>
2: Conserving District's heritage	<ul style="list-style-type: none"><li>• Full suite of up-to-date Conservation Area Appraisals &amp; Management Plans for the District's 19 conservation areas</li><li>• Proactive approaches to:<ul style="list-style-type: none"><li>○ Identifying candidate assets for listing</li><li>○ Identifying buildings/areas that are 'at risk' status (inc Grade II listed buildings)</li></ul></li></ul>
3: Enhancing District's heritage	<ul style="list-style-type: none"><li>• Capitalising on opportunities to restore or reveal important lost architectural features and/or views</li><li>• Improving the public realm within the city centre and achieving a more sympathetic relationship with heritage assets contained therein</li><li>• Encouraging new development that makes a positive contribution to the historic environment, including contemporary designs</li><li>• Improving public access to, or interpretation of, heritage assets across the district</li></ul>

	<ul style="list-style-type: none"> <li>Promoting the cultivation of a skills base among local tradespeople to appropriately conserve heritage assets</li> </ul>
4: Promoting District's heritage	<ul style="list-style-type: none"> <li>Support projects and initiatives that help tell / communicate Carlisle's story</li> <li>Improve the profile and offer of heritage-based tourism attractions</li> <li>Support the delivery of a series of themed heritage trails</li> <li>Using heritage to support the regeneration of key city centre and edge-of-centre sites</li> </ul>
5: Engaging in District's heritage	<ul style="list-style-type: none"> <li>Encourage and support people to participate in and learn about their heritage</li> <li>Increasing the level participation in heritage from local communities and businesses</li> <li>Supporting projects that research Carlisle's past and uncover hidden history and stories</li> <li>Use heritage to improve the health and well-being of residents</li> </ul>

### 6.3 Framework for Action

A number of key projects have been identified that contribute to the aims and objectives of the four strategic themes outlined above and are presented in the table below.

Project	Action	Outcome	Who?	Conserve	Enhance	Promote	Engage
Buildings							
Carlisle Castle	Explore ways in which the visitor offer and experience at the Castle can be improved.	<ul style="list-style-type: none"> <li>Improved facilities and attraction at the Castle</li> <li>Increased visitor numbers to the Castle and the City Centre</li> </ul>	English Heritage City Council	✓		✓	✓
The Citadels	Explore the regeneration opportunity presented by the vacant Citadels complex and the adjacent retail frontage.	<ul style="list-style-type: none"> <li>Securing the sustainable reuse of two prominent Grade 1 Listed Buildings in the City</li> <li>Creation of a mixed-use development providing improved retail and leisure offer in</li> </ul>	City Council Cumbria County Council	✓	✓	✓	

Project	Action	Outcome	Who?	Conserve	Enhance	Promote	Engage
		the City Centre <ul style="list-style-type: none"> <li>Creation of an attractive gateway to the city centre and improved access to the station</li> </ul>					
Carlisle Citadel Station	Explore the options for the use underused spaces within the station, the improvement of the public realm at Court Square and the redevelopment of the Pools site to improve parking facilities.	<ul style="list-style-type: none"> <li>Securing the sustainable use of currently underused parts of a prominent Grade II* Listed Building in the city.</li> <li>An attractive destination and point of arrival into the city</li> <li>Improved access, capacity and commercial facilities</li> </ul>	City Council Cumbria County Council Network Rail Virgin Trains	✓	✓	✓	
Streets and squares							
Portland Square	Repair the railings and wall enclosing the square and improve the landscaping, public realm and interpretation within.	<ul style="list-style-type: none"> <li>Restoration and visual enhancement of a key component of the Chatsworth Square and Portland Conservation Area</li> <li>Increased use of an important piece of green infrastructure in the city centre</li> </ul>	City Council Cumbria County Council	✓	✓		
Botchergate	Repair and reinstatement of historic features along the frontage properties and regeneration of key underused landmark buildings within the Conservation Area.	<ul style="list-style-type: none"> <li>Remove the Conservation Area from the 'At Risk register'</li> <li>Boost the economic vibrancy of the area</li> <li>Improve the quality of the built environment and public realm</li> </ul>	City Council Persimmon Homes	✓	✓	✓	✓
Parks and gardens							
Christchurch Gardens	Environmental improvements including hard and soft landscaping and installation of new furniture	<ul style="list-style-type: none"> <li>Enhance the contribution of this sole piece of green space within the area</li> <li>Make the gardens more welcoming</li> <li>Improve the level of use by the local community</li> </ul>	City Council Carlisle Diocese	✓	✓	✓	✓

Project	Action	Outcome	Who?	Conserve	Enhance	Promote	Engage
Archaeology							
Roman Bathhouse	Explore options to reveal the Roman find and create an exhibition space on the site	<ul style="list-style-type: none"> <li>Creation of a new visitor attraction within the City and the western section of Hadrian's Wall</li> <li>Education and learning opportunities through direct participation and interaction</li> <li>Increased visitor numbers to the city</li> </ul>	City Council Cumbria County Council Carlisle Cricket Club	✓		✓	✓
Heritage Landscapes							
North Pennines AONB / Fell Foot Forward	Delivering community projects and events to increase understanding of local heritage, address environmental challenges and sustain landscape character	<ul style="list-style-type: none"> <li>Nature and history based tourism will help future-proof local economy</li> <li>Promote NPAONB as visitor destination</li> <li>Support landscape-tourism based diversification</li> </ul>	City Council Eden District Council North Pennines AONB	✓		✓	✓
Strategy							
Heritage Interpretation and Trails	Development of themed heritage trails across the City	<ul style="list-style-type: none"> <li>Creation of a new visitor attraction within the City</li> <li>Education and learning opportunities through direct participation and interaction</li> <li>Increased visitor numbers to the city</li> </ul>	City Council		✓	✓	✓
Local List	Continue to develop and expand the local list of heritage assets	<ul style="list-style-type: none"> <li>Identification and enhanced protection of locally important heritage assets</li> </ul>	City Council	✓	✓		✓
Heritage At Risk Review	Undertake a review of the Districts heritage assets and identify those at risk	<ul style="list-style-type: none"> <li>Identification local heritage assets at risk and development of an action plan for intervention</li> <li>Education and learning opportunities through direct participation and interaction</li> </ul>	City Council	✓	✓		✓
Conservation	Undertake a review of the condition of	<ul style="list-style-type: none"> <li>Full suite of up-to-date Conservation Area</li> </ul>	City Council	✓	✓		✓

Project	Action	Outcome	Who?	Conserve	Enhance	Promote	Engage
Area Review	the District's conservation areas and identify where there is scope for boundary adjustments	Appraisals & Management Plans for the District's 19 conservation areas <ul style="list-style-type: none"> <li>Education and learning opportunities through direct participation and interaction</li> </ul>					

## **7. Governance and delivery**

### **7.1 Governance arrangements**

This Strategy provides a foundation for the future management and development of Carlisle's heritage. It is a document for the entire district, involving partners from the public, private and charitable sectors, and local communities. Aims, objectives and actions should be undertaken collaboratively, and the necessary infrastructure must be put in place to motivate, enable and monitor the delivery of the Strategy.

Carlisle City Council will take the lead in managing the Strategy and reporting progress. The Council's strategic plans and statutory responsibilities provide both a basis and channel through which heritage projects can be delivered. The Council will continue to play a lead role in major funding applications for large public projects, bringing investment from key regional and national bodies such as the Heritage Lottery Fund and Historic England.

### **7.2 Implementing the strategy**

Heritage already plays a significant role in the District and the initial driving force will come from those groups and organisations already engaged in the historic environment. This momentum must be harnessed and promoted through established networks to involve everyone with a stake in the district's past and future. The Council will also play its part, actively supporting and intervening where required, using its statutory powers to prompt actions and attract investment.

Advocacy:

- Promote 'ownership' of the strategy across the Council and its key stakeholders.
- Engage regularly at a senior level with English Heritage, Heritage Lottery Fund and other local and regional public and private sector bodies to promote the heritage in Carlisle and identify new opportunities.
- Regular meetings with key voluntary heritage providers to report progress on the implementation of the strategy.

Funding and Resources:

- Most projects will only be realised if funding can be found from external sources and applications for funding for projects in line with the key objectives of the strategy will be supported.
- We will work with key partners to develop a strategy to attract business funding to support heritage initiatives in the Borough.

#### Marketing and promotion:

- Continue the use of the 'Discover Carlisle' website to promote heritage tourism.
- Work with the Council's corporate marketing and communication services to ensure local heritage activities and organisations have a high profile in publications and promotional material
- Be pro-active in placing positive heritage stories in the regional and national media
- Utilise more fully the Council's magazine 'Carlisle Focus' to encourage awareness and customer take up of heritage activities.
- Aim to better inform the public of heritage with appropriate interpretation display boards, plaques and maps.

#### Support services

- Facilitate and support the establishment of heritage forums and heritage networks.
- Support the development of 'Know Your Place' by the Cumbria historic environment records team to enhance public access to heritage information

### **7.3 Measuring Success**

A key part of delivering the Strategy will be in understanding and measuring its achievements. Intended outcomes of the projects contained within the action plan will be defined in advance and used to monitor how the strategic objectives of the Strategy are being delivered. Progress will be reported annually to enable all partners to see how projects have been delivered and allow areas of shortfall to be prioritised.

## Appendix A – Notable heritage assets in the Carlisle District



### **Citadels – Grade 1 Listed Buildings**

The Citadels that dominate the southern entrance to the City were built in 1810-1811 to a design by Thomas Telford and completed by Sir Robert Smirke. The East Tower – Nisi Prius Citadel – housed the civil courts and the West Tower – the Crown Court – housed the criminal courts. The building replaced a 16<sup>th</sup> Century fortress of which some masonry still survives in the lower levels of the Eastern tower.



### **Carlisle Castle – Grade 1 Listed Building**

The Norman Castle dominates the skyline of the City and the sandstone keep dates back to the 12th Century and is the oldest surviving part. Within the Castle walls there are a number of buildings that have been associated with more recent military use such as c18th barrack blocks. Due to its location, it has a long and violent history with ownership by the English and Scottish changing numerous times during conflicts such as the English Civil; War and the Jacobite Uprising.



### **Carlisle Cathedral – Grade 1 Listed Building**

Carlisle Cathedral has a long and turbulent history. It started life as a Norman Priory Church in 1123, but became a Cathedral in 1133. The building was damaged by fire in 1292 and much of the nave was destroyed in the Civil War, however its use as a church was continued until 1870. In 1797, the novelist Sir Walter Scott was married there. In 1949, the Cathedral became a memorial chapel for the Border Regiment which is based at the Castle.



### **Lanercost Priory – Grade 1 Listed Building**

The Augustinian Lanercost Priory has had an equally vibrant history. Standing close to Hadrian's Wall and the disputed Scottish border, it suffered frequent attacks during the long Anglo-Scottish wars - once by Robert Bruce in person. The mortally sick King Edward I rested here for five months in 1306-7, shortly before his death at Burgh by Sands on his final campaign. The east end of the noble 13th-century church survives to its full height, with its triple tier of arches.



### **Hadrian's Wall – UNESCO World Heritage Site**

Hadrian's Wall is among the most important monument built by the Romans in Britain. It stretches seventy-three miles from Wallsend near Newcastle, across Northumberland and Cumbria, to Bowness-on-Solway. The Wall runs through Carlisle District and the City itself. It was built in the 120's AD. It was not an impenetrable barrier and forts were built at seven mile intervals; milecastles (small guard posts) at one mile intervals; and two turrets (towers) were placed between each pair of milecastles, for observation. This allowed rapid communication along the Wall.



### **Corby Castle – Grade 1 Listed Registered Park and Garden**

Corby Castle is situated immediately south of the village of Great Corby and east of Wetheral. The 60 hectare site is on land which slopes south-westwards down to the River Eden. The landscaped grounds surrounding the Castle were laid out by Thomas Howard during the period 1709-1739 and retain a range of contemporary structures with a number of listed structures of national and international importance. Additions to the 18th century parkland and pleasure grounds were made by Henry Howard and by Philip Howard in the C19.



### **West Walls – Grade 1 Listed Building / Scheduled Ancient Monument**

The City Walls ran from Carlisle Castle in the North West of the city to the Citadels in the South East. Between these points, the city was protected by the former North and East Walls (now demolished) and the West Walls which remain largely intact. There are further portions of the City Walls to the South East and South West of the Castle, and Carlisle stands alongside walled Cities such as York and Chester in retention of such features.



# Economic Growth Scrutiny Panel

Agenda  
Item:  
**A.4**

Meeting Date: 5th April 2018  
Portfolio: Culture, Heritage and Leisure  
Key Decision: Not applicable:  
Within Policy and  
Budget Framework Not applicable  
Public / Private Public

Title: BUSINESS & MARKETING PLANS FOR THE TOURIST  
INFORMATION CENTRE  
Report of: The Deputy Chief Executive  
Report Number: CS20/18

## Purpose / Summary:

This report provides the Economic Growth Scrutiny Panel with an update on Business and Marketing Plans for the Tourist Information Centre.

## Recommendations:

The Panel are asked to consider the report and comment on proposals.

## Tracking

Executive:	N/A
Scrutiny:	N/A
Council:	N/A

## 1. BACKGROUND

The Tourist Information Centre (TIC), based in the Old Town Hall, acts as a gateway to Carlisle's Historic and Cultural attractions. It plays a significant role in orientating visitors and showcasing Carlisle District and the wider area including Hadrian's Wall, the Lake District and across the Borderlands region. The TIC also has a gift shop which stocks a range of souvenirs, many of which are locally produced.

The Tourist Information Centre was subject to a refurbishment in 2015. The overall aim of this was to increase the interpretation within the TIC and modernise the service to appeal to a wider audience. The Old Town Hall also includes the Assembly Room, which was sympathetically restored and is used for meetings, events and weddings.

<b>CARLISLE VISITOR CENTRE STATISTICS 2017/2018</b>		
<b>MONTH</b>	<b>OVERSEAS</b>	<b>DOOR</b>
April	457	6222
May	560	8254
June	460	7975
July	538	9722
August	639	12739
September	330	8462
October	305	6488
November	183	6639
December	80	5037
January	163	3533
February	149	4460
March		
<b>TOTAL</b>	3864	79531
2016/17	5505	73871
Difference	-1641	5660
%	-30	8

The current staff structure within the TIC comprises a Tourist Information Centre Manager (Full Time); a Senior Tourist Information Assistant (Full Time); a Tourist Information Assistant (Part Time); and an Administration Role (Part Time). This team is supplemented by seasonal and casual staff in the Summer months to offer a seven-day week service at the TIC.

A service review of the wider Contracts and Community Services Team (or more specifically the Car Parking and City Centre Team and the TIC team) has recently been completed. This proposes a significant redesign of the personnel and services operated by the Tourism Team.

## **2. KEY BUSINESS FUNCTIONS AND PROPOSALS**

### **2.1 Staffing**

The service review, which is currently out to consultation, proposes that the Tourism Team is enlarged to incorporate city centre management and events management. This will enable a more co-ordinated approach to events management and use of the city centre space to effectively promote Carlisle as a visitor destination and ensure that the events programme helps to attract increased footfall and tourists into the City, and increase resident engagement.

It is also proposed that the current Marketing Officer located within the Contracts and Community Services Team is assigned specifically to the Tourism service to increase the focus and resources available specifically to promote and market Carlisle as a visitor destination.

Finally, it is proposed that the management and editorial control of the Discover Carlisle website (a key tool in the promotion of Carlisle to Tourist audiences) is also transferred into the Tourism Service.

A new role of Destination Manager is proposed to lead this improved service and oversee a broader approach to destination marketing than the current focus on more traditional and limited Tourist Information Centre functions (accommodation booking etc). This has the added advantage of freeing up elements of the Tourist Information Centre Team Leader's role to focus on the commercial development of the retail offer within the TIC, the Assembly Rooms, as well as other income generating opportunities including third party promotion and marketing (advertising on the digital screens within the TIC etc).

The proposed staffing structure would comprise a Destination Manager (Full Time); a Tourist Information Centre Team Leader (0.8); 2 x Tourist Information Advisors (Full Time); a Marketing Officer (0.6) and a City Centre Officer (Full Time).

The additional costs of this new structure are minimal (as for the most part it involves the redeployment of existing Officers from other service areas, or redeployment of staff from other roles). The increase in costs will be funded by a reduction in the seasonal and casual staff budgets. This is manageable as creating an enlarged team will ensure that there is greater capacity to effectively provide staff cover at the TIC without requiring as many seasonal or casual posts.

## **2.2 Promotion and marketing of Carlisle**

During 2017, Discover Carlisle has taken a more digital approach to marketing communications with potential and existing visitors. A new, high functioning but simple and easy to navigate website was developed with a strong emphasis on visual images and storytelling.

Alongside this, a more targeted approach was taken to attract couples and families for short breaks. A digital marketing campaign was used to target geographical areas (North East, southern Scotland, Yorkshire) at the same time building a database of emails for future e-marketing opportunities.

Our events programme was also used as a key product to market the city, attracting visitors regionally and nationally, encouraging couples and families to stay longer in the city.

Our Tourism marketing is increasingly web focused with the main focus on communication now significantly weighted towards online activity, although we still produce some printed literature.

The Discover Carlisle website is the main tool for promoting Carlisle, and the city's events programme, to national and international visitors. The website is a destination tool aiming to attract regional, national and international visitors to Carlisle.

Discover Carlisle's social media accounts are used to promote the city's activities to both a local, national and international audience.

In 2017/18, the Discover Carlisle holiday guide cost a total of £6,383 for 40,000 copies to be printed and distributed. The majority of this cost is offset by a £4,000 income target set against the holiday guide (achieved via advertising within the guide); in 2017/18 income of £4,310 was achieved.

In 2017/18 an additional £5,000 was spent on digital distribution resulting in 12,000 active emails being added to our database.

### Recommendations for 2018/19

- To produce a slimmed down printed holiday guide for 2018/19 supported by a Places to Visit leaflet, highlighting the city's main attractions. This leaflet would also include a map and would aim to be self-financing (via advertising). Both items, can be supplied to partners, to widen the distribution of printed material.
- To increase the number of e-newsletters sent to addresses on our database, promoting Carlisle as a short break destination. There is potential to include relevant, paid for messages, from third parties.
- To implement improved evaluation of marketing channels (via visitor survey) to better plan and target our activity.
- To promote use of the TV screens in the TIC as an advertising tool, charging third parties for the opportunity to promote their own messages.
- To encourage use of space within the TIC for promotional activity by third parties e.g. displaying promotional material/pop ups to promote individual businesses or events.
- To increase overall the amount of cost recovery from advertising opportunities to support this service area.

## **2.3 Retail**

Within the TIC shop we stock a diverse range of both local and nationally produced souvenirs. There is a stock system in place which records incoming and outgoing stock and the valuation. Mini stock takes are continual in addition to the annual one on the 31<sup>st</sup> March.

Evaluation and monitoring is an important part of maintaining a good stock system. To consistently achieve high standards, we must be aware of both the needs of our visitors and the quality of their experiences whilst in the TIC. We have an alcohol licence and we sell Local Beer (Carlisle Brewery) Local whisky (Lakes Distillery), which have been very successful whilst promoting State Management Story.

Some local lines haven't sold as well as others (i.e. jewellery and confectionary), we believe this to be a pricing issue due to the high cost of buying in and the mark up cost this is currently being reviewed.

The purchasing decisions for all new items of stock takes into account a list of factors which includes Price (cost and retail); Shelf life; Minimum order quantities; Customer demand; Existing stock levels; Product quality; Specific to the area; Display Space; Season; Locality (with preference offered to goods produced within a 30 mile radius).

Although struggling with internal income targets, the retail section has performed well from a commercial perspective in recent years. In 2017/18 to date (12<sup>th</sup> March 2018), the service had spent £10,570 on goods for resale (shop stock) and had achieved a gross income of £28,594 this represents a surplus of £18,024.

### Recommendations

- The income target for sale of goods has steadily increased over the last few years from £47,300 to £66,600 with seeing no increase in the budget for buying goods which is currently £12,300. For us to achieve our income target we would have to mark - up our products by 500% which is unrealistic. The refurbishment saw an improved retail area as far as displaying the products, however, the floor space has been reduced so we are unable to stock the same number of products. Consideration needs to be taken around the income targets with the above in mind. It is recommended that this income target is reduced in 2018/19, this would be done at no net cost to the Council by using other revenue budgets within the service (particularly a reduction in seasonal and casual staffing budgets)
- The development of an online shop on Discover Carlisle would bring in an additional income. Online shops work very well with other Tourism Destinations, Leicester Tourist Information generate £20,000 through their shop.

- Take the product to the customer. Selling at the markets, contacting organisations to make them aware what Carlisle products we sell and speaking with the local hoteliers and other stakeholders about joint marketing and production.

## **2.4 Assembly Room**

Assembly Room lettings have shown an increase in income for the last year few years which bodes well for the future. If the current trend is maintained the target of £6,100 should easily be met for in 2017/18.

We had our first wedding in 2017/18 which was a success and we currently have another two weddings booked. There is now a premises licence in place which means the sale of alcohol is permitted with the Assembly Room and TIC.

We have a regular monthly booking with a craft fair organisation, the room is also used for yoga, Dutch language classes, workshops and conferences.

### Recommendations

- The prices for the Assembly Room have not increased for the last few years. However, if we are to achieve an increased income target beyond 2019/20 price increases will need to be considered. Prices for out of office hours events need to be re-assessed to include the additional costs of staff coming in beyond their usual working hours.
- It is recommended that the team begin to attend wedding shows and fairs to market the assembly rooms as a wedding venue. We will also approach independent Wedding Planners and invite them to tour the venue.
- Increased targeted marketing promoting the room as a multi-use venue to large organisations for a training/conference venue.

## **2.5 Ticket sales**

Ticket sales for local events now make up a significant part of our income generation (although we only retain a small amount of the revenue of bookings taken.).

Currently our commission rates are 10% for a commercial enterprise and 5% for a not-for-profit event. So far, this year we have sold nearly £80,000 worth of tickets.

Through operating this service, we can support local business and events and also provide a more comprehensive offer to our visitors. We are continually expanding of box office and support many local venues and event organisers.

The Tourist Information Centre provides a box office for events at the Old Fire Station. The growth in popularity of the venue has increased footfall into the TIC and introduced a new audience to the facilities of the Old Town Hall (OTH).

We are one of the main boxes offices for the Wannasee festival in Penrith which is getting more successful every year.

### Recommendations

- Approach more 3<sup>rd</sup> parties across Carlisle offering our box office services.
- Increase the commission charges. These are currently set at a relatively low level for the service that is provided. The team will consider an increase of 2.5% in the commission for both commercial and not for profit ticket sales. With the commission increase we will included some additional benefits such as an advertising slot on our TV screens in the TIC promoting their event and some social media promotion.

## **2.6 Accommodation Bookings**

The TIC still offers an accommodation booking service. We take a £4 booking fee but no longer take a commission from the accommodation providers (which is where we generated a large part of the income in previous decades).

Accommodation bookings have reduced dramatically due to online growth of booking sites and freedom for the customer to look for the best price and option for themselves. To move with customer demand, we have recently become affiliated with booking.com. This will enable us to still book accommodation throughout the UK and receive a 5% commission, and it is a brand that the customer will recognise and trust.

We don't envisage an increase in booking enquiries due to current trends, but it will make us able to offer a wider range and area of bookable properties.

### Recommendations

- It is recommended that the income target for accommodation bookings is reduced from £7,900 to approx. £1,000. This is reflective of the modern market place and accommodation booking methods. Funding will be drawn from the review of base revenue budgets in the service and from increasing income in other trading areas.

**Contact Officer:            Darren Crossley**

**Ext:    7004**

**Appendices  
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:**

**Community Services -**

**Corporate Support and Resources –**

**Economic Development –**

**Governance and Regulatory Services –**



# Report to Economic Growth Scrutiny Panel

Agenda  
Item:  
**A.5**

Meeting Date: 5<sup>th</sup> April 2018  
Portfolio: Cross-cutting  
Key Decision: No  
Within Policy and  
Budget Framework YES  
Public / Private Public

Title: Draft Scrutiny Annual Report 2017/18  
Report of: Policy and Communications Manager  
Report Number: OS 12-18

## Purpose / Summary:

The draft Economic Growth Scrutiny Panel sections for the Scrutiny Annual Report 2017/18 are attached.

## Recommendations:

1. Consider and comment on the attached sections of the draft report

## Tracking

Overview and Scrutiny:	Business and Transformation 22/3/18 Health and Wellbeing 29/3/18 Economic Growth 5/4/18
Council:	24/4/18

## 1. BACKGROUND

The Constitution: Article 6 – Overview and Scrutiny Committees, 6.03 Specific functions [c] states that: ***‘Annual report. Overview and scrutiny committees must report annually to full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate’***

This report contains this panel’s draft sections for the Annual Scrutiny Report 2017/18. A new layout for the report was discussed and agreed with Scrutiny Chairs Group, following the meeting in January. This layout is presented below:

1. Introduction
2. Panel(s)
  - 2.1. Personal view from the Chair
  - 2.2. Highlights
3. Call-ins
4. Leader’s view and Portfolio Holders’ views
5. Recommendations for the future work programmes
6. Amendments to working methods

## 2. CONSULTATION

Business & Transformation Scrutiny Panel 22/3/18

Health & Wellbeing Scrutiny Panel 29/3/18

Economic Growth Scrutiny Panel 5/4/18

Scrutiny Chairs Group 9/4/18 : **A final draft version will be circulated to all panel members prior to this meeting.**

Council 24/4/18

## 3. CONCLUSION AND REASONS FOR RECOMMENDATIONS

Consider and comment on the attached sections of draft report

<b>Contact Officers:</b>	<b>Steven O’Keeffe</b>	<b>Ext: 7258</b>
<b>Appendices attached to report:</b>	<b>Draft Economic Growth Scrutiny Panel sections for the Scrutiny Annual Report 2017/18</b>	

**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**

## Overview and Scrutiny Annual Report 2017/18

Annual report to Council on the workings of the Overview and Scrutiny Panels with recommendations for future work programmes and amended working methods if appropriate.

April 2018

## Introduction

Scrutiny is one of the main checks and balances to the power of the Executive and involves many of the Councillors who are not on the Executive.

The key roles of scrutiny are:

- Ensuring the Executive is accountable. This means questioning members of the Executive and senior officers about decisions that have been made or are about to be made. It also involves looking at how well the Council is doing against its policy objectives and targets for achievement.
- Reviewing and developing policies. In this role, scrutiny can help the Council to develop its policy and budgetary framework. This might involve research and consultation with the community and other agencies on policy issues, good practice and looking at alternative ways of doing things.
- Ensuring the continuous improvement of Council services. Scrutiny can make suggestions to the Executive for service reviews. Members of scrutiny panels are often involved in reviews where a service or function of the Council is thoroughly examined.

In Carlisle, scrutiny operates through three panels; Business & Transformation Scrutiny Panel, Economic Growth Scrutiny Panel, Health & Wellbeing Scrutiny Panel.

The Scrutiny Chairs Group (Chairs and Vice Chairs of the three Scrutiny Panels) meets to deal with any overarching scrutiny issues.

There are eight non-Executive members on each panel and each panel is politically balanced (i.e. The proportions of each political party on the panel are the same as on the Council as a whole). Individual Councillors are selected by their political parties to sit on the scrutiny panels.

This annual report provides an overview of the work of the scrutiny function during the 2017/18 civic year.

## Cllr Paul Nedved, Chair of Economic Growth Scrutiny Panel

It has been a privilege to Chair the Economic Growth Scrutiny Panel and can I extend my thanks to the Members of the Panel for their robust and focused scrutiny of key policy areas through wide-ranging reports and updates.

My thanks also to officers and Portfolio Holders for their attendance and input complimented by the unenviable task of the Committee Clerks and Member Support officers in their support of the scrutiny process.

We have been well supported by the Policy and Communication Manager and the Scrutiny Officer in a time of transition with new Panel names and remits allowing for more Member-led and focussed scrutiny of policy development and agendas.

Scrutiny training and workshops have been beneficial. Setting of work programmes at a Special Meeting at the beginning of the Civic Year with Officers has been really useful and work programmes have been regularly refreshed in line with the priorities of the Council as well as areas of interest outlined by Members.

Other improvements have been the tracking of resolutions and following a performance workshop, new service standards and KPI's. Overall the Panel has undertaken detailed questioning of Council policies and service delivery with meaningful recommendations to the Executive. There is considerable scope for Task and Finish Working in 2018/19.

Central themes of the Economic Growth Panel this Civic Year have been the developing Economic and Housing Strategies, the Garden Village Project, Borderlands Growth Deal and the continuing scrutiny of Future Flood Risk Management.

Personally this has been a most enjoyable and challenging year as Scrutiny Chair and I am extremely grateful for the support I have received from the Panel throughout the year.

### Economic Scrutiny Panel: Key highlights

- Economic Strategy
- Housing Strategy
- Garden Village Project
- Borderlands Growth Deal
- Future Flood Risk Management
- Enterprise Zone
- Public Realm
- Tourism and Marketing Plan for the Tourist Information Centre
- Affordable and Specialist Housing Supplementary Planning Document

- Portland Square and Chatsworth Square Conservation Area Appraisal and Management Plan
- Section 106 Monitoring Report
- Budget 2018/19
- Heritage Asset Plan
- Performance Monitoring Reports
- Relationship with Riverside

## Call-ins

- Councillors have called in the Scrutiny Portfolio Holder Decision PF.001/18 – Closure of Carlisle City Council Car Parks taken by the Environment and Transport Portfolio Holder.

## Leader's view and Portfolio Holders' views

### Cllr Anne Quilter, Culture, Heritage & Leisure Portfolio Holder

Scrutiny is an important part of the decision-making process of the Council. Ensuring that the budget is spent wisely is important in the current climate of austerity. All members support Carlisle being ambitious in its plans for the future.

It is right and fair that the Scrutiny Panels robustly investigate Executive proposals.

I would like to thank all members and staff involved in Scrutiny for all their commitment and hard work involved. Let us continue to work together to deliver our ambitions and celebrate our achievements.

### Cllr Heather Bradley, Economy, Enterprise & Housing Portfolio Holder

The scrutiny panels play an important role within the Council, both in scrutinising Executive decisions and in aiding the development of policy. Over time, scrutiny members develop a level of interest and expertise in particular areas of Council responsibility. This experience proves very useful in contributing to the Council's work. I attend the Economic Growth Scrutiny Panel and the Health and Wellbeing Scrutiny Panel. The Health and Wellbeing Scrutiny Panel has taken a special interest in our Homelessness and Prevention Services and allied issues. The Economic Growth Scrutiny Panel has been particularly involved in planning matters and its comments have been useful when consulted on planning documents, with its suggestions incorporated in the final document. I should like to thank the Chairs and panel members for the contribution they have made to the Council.

## Recommendations for the future work programmes

### Economic Growth Scrutiny Panel Work Programme 2018/19

1. Economic Strategy
2. Housing Strategy
3. Borderlands Growth Deal
4. Public Realm Improvements
5. Future Flood Risk Management
6. City Centre vitality

## Amendments to working methods

There are no amendments to working methods proposed in this report for 2018/19.

In the new civic year, the Scrutiny Chairs Group will:

- Continue to review the number, frequency and remits of the three panels alongside the [Local Government Boundary Commission Review](#). The Scrutiny Chairs Group will consult with the three panels throughout 2018/19.
- Develop and agree a protocol for Joint Scrutiny Panel meetings for cross-cutting projects and issues.

# Economic Growth Scrutiny Panel

Agenda  
Item:  
**A.6**

Meeting Date: 5<sup>th</sup> April 2018  
Portfolio: Cross Cutting  
Key Decision: No  
Within Policy and  
Budget Framework  
Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME  
Report of: Policy & Communication Manager  
Report Number: OS 09/18

## Summary:

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

## Recommendations:

Members are asked to:

- Note the items (within Panel remit) on the most recent Notice of Key Executive Decisions
- Review the work programme and resolutions and make recommendations for the 2018/19 work programme

Contact Officer: Steven O'Keeffe

Ext:  
7258

Appendices attached  
to report:

1. Economic Growth Scrutiny Panel Work Programme 2017/18

## 1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 9<sup>th</sup> March 2018. This was circulated to all Members. The following items fall within the remit of this Panel:

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

KD. 03/18 City Centre Public Realm Improvements – Phase 2 (2018/19 Work Programme)

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

KD 06/18 Making of the Dalston Parish Neighbourhood Plan

KD.07/18 Resurfacing of City Council Car Parks

## 2. References from the Executive

There are no references from the Executive.

## 3. Progress on resolutions from previous meetings

The following table sets out the meeting date and resolution that requires following up. The status is presented as either 'completed', 'pending (date expected)' or 'outstanding'. An item is considered outstanding if no update or progress has been made after three panel meetings. All the completed actions will be removed from the list following the meeting. [WP is work programme]

No.	Meeting Date	Action	Status
1	1 March 2018	That the emerging Housing Strategy be welcomed, and the Panel wished to receive further updates on the development of the Strategy.	Pending (18/19 WP)
2	1 March 2018	That the Housing Development Officer circulate to the Panel the written updates provided by Riverside and Impact Housing Associations	Completed
3	1 March 2018	That the Panel be updated on the proposed merger between Riverside and Impact Housing Associations.	Pending (Apr. 2018)
4	1 March 2018	That the Borderlands Growth Deal be included in the Panel's Work Programme for the new Civic Year.	Pending (18/19 WP)
5	1 March 2018	That in the event of a Service Standard not achieving its agreed target, the relevant Scrutiny Chairman be notified by report to the Scrutiny Chairs Group.	Pending (18/19 WP)
6	1 March 2018	That the Deputy Chief Executive circulate a Position Statement setting out the Council's rights and responsibilities in relation to the River Petteril.	Pending (Apr. 18)
7	1 March 2018	That the Tourism Strategy be deleted from the Panel's Work Programme	Completed
8	1 March 2018	That the City Centre Public Realm Improvements – Phase 2 be added to the Panel's Work Programme.	Pending (18/19 WP)
9	8 February 2018 (Special)	That the City Council give consideration to what further evidence it could bring to bear to strengthen the business case, particularly in respect of: - Input by the voluntary sector - Local expert review of the key assumptions - The cumulative impact of a future flood event on the confidence of individuals and businesses in terms of the fear of flooding and their willingness to live and invest the City.	Pending (18/19 WP)

No.	Meeting Date	Action	Status
10	8 February 2018 (Special)	That the Corporate Director of Economic Development be requested to work with partners, including Cumbria County Council to prepare an advisory note (or similar suitable document) to support the Development Control Committee in their decision making process when considering planning applications for flood risk areas and report it to a future meeting of the Panel.	Pending (18/19 WP)
11	8 February 2018 (Special)	That an update on the Future Flood Investment be submitted to the Panel in six months' time	Pending (18/19 WP)
12	8 February 2018 (Special)	That officers of Carlisle City Council, in partnership with the Environment Agency, work to define the residual flood risk for Carlisle and report back to a future meeting of the Panel.	Pending (18/19 WP)
13	8 February 2018 (Special)	That the Policy and Communications Manager produce a report based on the findings of today's Panel meeting and report back to the Panel to form resolutions to be shared with the Executive.	Completed (Previous meeting)
14	18 January 2018	That the following items be added to the Panel 's work programme: - 6 monthly update on occupancy rates within the city centre - City centre vitality - <del>Tourism Strategy – April 2018</del>	Pending (18/19 WP)
15	18 January 2018	That the Planning Obligations Annual Report be circulated to the Panel prior to their meeting scheduled for 29 March 2018.	Pending (Mar. 18)
16	18 January 2018	That the Deputy Chief Executive investigate the possibility of adding the Civic Centre to the Local Heritage Asset list and the impact it would have on plans for the building.	Pending (Apr. 18)
17	18 January 2018	That the Panel receive a copy of the Town and Clerk and Chief Executive's 'Lessons Learned' report on the Flood 2015 for information.	Pending (18/19 WP)
18	18 January 2018	That the Annual monitoring report be circulated to the Panel prior to their March meeting.	Pending (Mar. 18)
19	19 October 2017	That an update on the Local List of Non-Designated Heritage Assets be submitted to the Panel for scrutiny in one year's time;	Pending (18/19 WP)
20	19 October 2017	That representatives of the University of Cumbria be invited to a future meeting of the Panel to give an overview of their position in and commitment to the City.	Pending (18/19 WP)
21	7 September 2017	That the Divisional Director be invited to attend a future meeting of the Panel;  That the annual scrutiny of Riverside take place in March 2018 and the Panel would then decide the frequency of the future scrutiny of Riverside.	Pending (Apr. 2018)
22	7 September 2017	That representatives from Housing Associations within the Carlisle District be invited to attend a workshop with the Panel.	Completed
23	27 July 2017	That the Overview and Scrutiny Officer circulate a list of working definition of the plans and strategies detailed in the Panel's Work Programme.	Completed

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

**Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None**

Issue  Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates								
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		15 Jun 17	27 Jul 17	07 Sep 17	19 Oct 17	30 Nov 17	18 Jan 18	01 Mar 18	05 Apr 18	
CURRENT MEETING –5 <sup>th</sup> April 2018																
Riverside Housing Association Jeremy Hewitson				✓			Annual scrutiny of Partner: That the Divisional Director be invited to attend a future meeting of the Panel. That the annual scrutiny of Riverside take place in March 2018 and the Panel would then decide the frequency of the future scrutiny of Riverside.									✓
Heritage Asset Strategy /Plan Steven Robinson			✓				Selected by Panel as area of interest. Work likely to be early 2018. Possible Task and Finish Group approach.									✓
Tourism and Marketing Plan for the Tourist Information Centre Gavin Capstick			✓				That the new Tourism and Marketing Plan for the Tourist Information Centre be added to the Panel's work programme.									✓
Scrutiny Annual Report Steven O’Keeffe							Draft report for comment before Chairs Group approval									✓
TASK AND FINISH GROUPS																

Issue  Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		15 Jun 17	27 Jul 17	07 Sep 17	19 Oct 17	30 Nov 17	18 Jan 18	01 Mar 18	05 Apr 18
FUTURE ITEMS															
Local Enterprise Partnership Jane Meek				✓			Annual scrutiny of the Partnership Deferred until 2017/18 Work Programme								
Education and Skills Jane Meek				✓			Panel selected this area for scrutiny. UoC to be invited to discuss this matter. Deferred until 2017/18 Work Programme								
Regeneration Strategy Jane Meek			✓				Selected by Panel. Deferred until 2017/18 Work Programme								
Enterprise Zone Jane Meek						✓	Update in June 2017. Panel selected for further updates Verbal update 5/4/18								
Other Key Planning Documents (SPDs) Garry Legg			✓				Various documents, including Affordable Housing SPD, Brownfield register, Dalston Neighbourhood Plan  This will be considered for the work programme following on from public consultation.								

Issue  Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring									
								15 Jun 17	27 Jul 17	07 Sep 17	19 Oct 17	30 Nov 17	18 Jan 18	01 Mar 18	05 Apr 18
Community Infrastructure Levy Garry Legg			✓				Selected by Panel. Awaiting clarification from central Government								
COMPLETED ITEMS															
Housing Strategy Garry Legg			✓				To consider the additional information for the Housing Strategy							✓	
Borderlands Report Jane Meek			✓				Possible agenda item to consider next steps for Borderlands							✓	
Enterprise Zone Jane Meek							Update	✓							
Future Flood Risk Management Jane Meek							Andy Brown (Environment Agency) and Doug Coyle (County Council) to report on the options. All members of the other two O&S Panels invited		✓						
Relationship with Riverside Jane Meek				✓			Feedback from issues raised at Workshop in February 2017			✓					
Tourist Information Centre Gavin Capstick						✓	Business Plan and Marketing Plan				✓				
Section 106 Monitoring Report Gary Legg						✓					✓				

Issue  Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		15 Jun 17	27 Jul 17	07 Sep 17	19 Oct 17	30 Nov 17	18 Jan 18	01 Mar 18	05 Apr 18
Budget 2018/19 Alison Taylor						✓	Scrutiny of Budget proposals within the remit of the Panel					✓			
Garden Village Project & Housing Prospectus Garry Legg			✓				Scrutiny involvement to be determined					✓			
Performance Monitoring Reports Gary Oliver	✓						Monitoring of performance relevant to the remit of Panel	✓		✓		✓		✓	
Flood Update Report Darren Crossley				✓		✓	Final comprehensive report						✓		
Portland Square and Chatsworth Square Conservation Area Appraisal and Management Plan Garry Legg			✓				This will be considered for the work programme following on from public consultation.						✓		

Issue  Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		15 Jun 17	27 Jul 17	07 Sep 17	19 Oct 17	30 Nov 17	18 Jan 18	01 Mar 18	05 Apr 18
<b>Affordable and Specialist Housing SPD</b> Garry Legg/Jeremy Hewitson			✓				This will be considered for the work programme following on from public consultation.						✓		
<b>Economic Strategy</b> Jane Meek			✓				Draft Economic Strategy to be considered		✓				✓		
<b>Future Flood Risk Management</b> Jane Meek				✓			<b>Special Panel 8/2/18</b> Andy Brown (Environment Agency) and Doug Coyle (County Council) to report on the options. All Members of the two other O&S Panels invited. Second session to involve community groups.		✓						