

AGENDA

Resources Overview and Scrutiny Panel

Tuesday, 06 December 2016 AT 10:00
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

****Briefing meeting for Members will be at 9.15am in the Flensburg
Room****

Apologies for Absence

To receive apologies for absence and notification of substitutions

Declarations of Interest

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

Public and Press

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

Minutes of Previous Meeting

9 - 18

To agree the minutes of the meeting held on 8 September 2016.
[Copy Minutes in Minute Book 43(3)]

To note the minutes of the meeting held on 20 October 2016.
[Copy Minutes herewith]

PART A

To be considered when the Public and Press are present

A.1 CALL-IN OF DECISIONS

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

A.2 OVERVIEW REPORT AND WORK PROGRAMME

19 - 38

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

(Copy Report OS.25/16 herewith)

A.3 BUDGET 2017/18

(Finance, Governance and Resources Portfolio)

Members are reminded that the Budget reports were circulated to all Overview and Scrutiny Members on 11 November 2016, Members are asked to bring the relevant budget reports and the Executive Decisions from the 21 November 2016 to the meeting.

(a) Minutes of the Community and Environment & Economy Overview and Scrutiny Panels

To receive the views of the Community and Environment & Economy Overview and Scrutiny Panels on the service implications of the Budget reports.

(Copy Minutes of 24 November 2016 and 1 December 2016 to follow)

(b) Budget Update - Revenue Estimates 2017/18 - 2021/22

Pages 1 - 17

To consider and comment upon the Chief Finance Officer's report RD.35/16 containing a summary of the Council's revised revenue base estimates for 2016/17, together with base estimates for 2017/18 and forecasts up to 2021/22 for illustrative purposes.

Potenital new spending pressures and savings are also considered. The following areas are those where the Panel has service responsibility in addition to its overall budget scrutiny responsibility:

Revenue Support Grant (RSG)	4.1	Page 4
Retained Business Rates and Council Tax Reduction Scheme	4.2	Page 4
Transformation	4.4	Page 5
Treasury Management	5.2	Page 6
Salary Turnover Savings	5.3	Page 6
Pension Fund Revaluation	5.4	Page 6
Civic Centre Rental Income	5.5	Page 6
Lanes Income	5.6	Page 6
Funding Officer	5.10	Page 7
Economic Regeneration Team	5.11	Page 7

To consider new savings proposas and additional income generation. The following areas are those where the Panel has service responsibility in addition to its overall budget scrutiny responsibility:

Council Tax	Page 14
Base Budget Review	Page 14
MRP Review	Page 14
Transformation Savings	Page 13

(c) Review of Charges 2017/18

Pages 18 - 101

To consider and comment upon individual Charges Review reports as follows:

Community Services (Report SD.27/16)	Pages 18 – 42
Economic Development (Report ED.45/16)	Pages 43 – 53
Governance and Regulatory Services (Report GD.62/16)	Pages 54 – 86
Licensing (Report GD.57/16)	Pages 87 – 101

(d) Revised Capital Programme 2016/17 and Provisional Capital Programme 2017/18 to 2021/22

Pages 102 - 111

To consider and comment upon the Chief Finance Officer's report RD.36/16 on the revised capital programme for 2016/17, together with the proposed method of financing and the proposed programme for 2017/18 to 2021/22.

(e) Corporate Assets - 3 Year Repair and Maintenance Programme 2017/18 - 2019/20

Pages 112 - 117

To consider and comment upon the Corporate Director of Governance and Regulatory Services report GD.64/16 which sets out the maintenance programme and budget proposals for the Council's corporate operational property assets for the 3 year period 2017/18 to 2019/20 together with an update on building maintenance.

(f) Treasury Management September 2016 and Forecasts for 2017/18 to 2021/22

Pages 118 - 131

To receive the Chief Finance Officer's report RD.34/16 which provides the regular quarterly report on Treasury Transactions and also discusses the City Council's Treasury Management estimates for 2017/18 with projections to 2021/22.

(g) Local Taxation 2017/18 - 2021/22

To receive the Chief Finance Officer's report RD.38/16 which outlines considerations as part of the budget process that need to be made in relation to aspects of funding received by the Council from local taxation.

(h) Budget Monitoring Reports:

Revenue Budget Overview and Monitoring Report: April to September 2016 **39 - 60**

(Copy Report RD.32/16 herewith)

Capital Budget Overview and Monitoring Report: April to September 2016 **61 - 78**

(Copy Report RD.33/16 herewith)

A.4 HALF YEAR PARTNERSHIPS REVIEW 2016/17 **79 - 116**

(Cross Cutting Portfolio)

The Chief Finance Officer to provide information relating to the Council's Partnership arrangements, the categorisation of partnerships and the monitoring of the main aims and objectives over the last six months. Further information is provided on the achievements of the Carlisle Partnership and Economic Partnership as requested by members of the Panel.

(Copy Report RD.39/16 herewith)

A.5 MARKET HALL – MARKET MANAGEMENT GROUP AND MANAGING AGENT **117 - 122**

(Finance, Governance and Resources Portfolio)

The Corporate Director of Governance and Regulatory Services to provide a report setting out the current position relating to the Market Hall and an overview of the working relationship and work undertaken by the Market Hall Management Group and the Managing Agent.

(Copy Report GD.72/16 herewith)

A.6 CORPORATE PROGRAMME BOARD **123 - 138**

(Cross Cutting Portfolio)

The Town Clerk and Chief Executive to submit an update on the work of the Corporate Programme Board and projects currently being undertaken in the Council.

(Copy Report CE.13/16 herewith)

A.7 2016/17 SICKNESS ABSENCE QUARTER 2 **139 - 146**

(Finance, Governance and Resources Portfolio)

The Town Clerk and Chief Executive to submit a report on the authority's sickness absence levels for the period April to September 2016 and other sickness absence related information.

(Copy Report CE.14/16 herewith)

A.8 2nd QUARTER PERFORMANCE REPORT 2016/17 **147 - 162**

(Finance, Governance and Resources Portfolio)

The Policy and Communications Manager to submit an update on the Council's service standards that help measure performance. It also includes updates on key actions contained within the Carlisle Plan.

(Copy Report PC.25/16 herewith)

PART B

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

- NIL -

Members of the Resources Overview and Scrutiny Panel

Conservative – Mrs Bowman, Mallinson J, Robson, Bainbridge (sub), Mrs McKerrell (sub), Shepherd (sub)

Labour – Bowditch, McDonald, Mrs Riddle (Vice Chairman), Watson (Chairman), Harid (sub), Sidgwick (sub), Wilson (sub)

Liberal Democrat - Allison

Enquiries, requests for reports, background papers, etc to Democratic Services Officer:

Rachel Plant 817039 or rachel.plant@carlisle.gov.uk

RESOURCES OVERVIEW AND SCRUTINY PANEL

THURSDAY 20 OCTOBER 2016 AT 10.00AM

- PRESENT:** Councillor Watson (Chairman), Councillors Allison, Bowditch, Mrs Bowman, Mallinson J, McDonald, Mrs Riddle and Robson (until 11.27am).
- ALSO PRESENT:** Councillor Dr Tickner – Finance, Governance and Resources Portfolio Holder (until 11.20am)
Councillor Mrs Bradley – Economy, Enterprise and Housing Portfolio Holder
- OFFICERS:** Town Clerk and Chief Executive
Deputy Chief Executive
Corporate Director of Governance and Regulatory Services
Policy and Communications Manager
Chief Finance Officer
Senior Estates Surveyor
Policy and Performance Officer

ROSP.73/16 APOLOGIES FOR ABSENCE

There were no apologies for submitted.

ROSP.74/16 DECLARATIONS OF INTEREST

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

ROSP.75/16 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.

ROSP.76/16 MINUTES OF PREVIOUS MEETING

The minutes of the meeting of the Resources Overview and Scrutiny Panel held on 8 September 2016 had been circulated and it was noted that the finish time was incorrect, the meeting finished at 11.52am and not 10.52am as stated.

RESOLVED – That the minutes of the meeting held on 8 September 2016 be noted with the above amendment.

ROSP.77/16 CALL-IN OF DECISIONS

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

ROSP.78/16 OVERVIEW REPORT AND WORK PROGRAMME

Report OS.21/16 was submitted and provided an overview of matters that related to the work of the Resources Overview and Scrutiny Panel.

The Notice of Executive Key Decisions which had been published on 23 September 2016 contained the following items which fell within the remit of the Panel:

KD.21/16 – Budget Process 2017/18 – would be considered by the Panel on 6 December 2016.
KD.22/16 – Land and Property Transactions – Disposal of Showman's Site, Willowholme – The Executive would be asked to give consent to dispose of the assets at their meeting on 21 November 2016.

KD.23/16 – Future of Internal Audit – The Executive would be asked to consider the future of Internal Audit at their meeting on 24 October 2016.

A Member requested that KD.22/16 be submitted to the next meeting for consideration by the Panel. The Panel held a detailed discussion regarding the role of Scrutiny in decision making and the reasons for which the matter should be considered by the Panel. The Town Clerk and Chief Executive reminded the Panel that the Policy for the disposal of sites had been agreed by Members and the Executive disposed of sites within the boundaries of the Policy.

Members had some concerns regarding the potential income from the site and social considerations of the disposal of the site. They were reminded that Overview and Scrutiny had the option of calling in the decision if they were not happy with the decision or the information provided which informed the decision.

A Member asked why the Future of Internal Audit would be considered as an exempt Part B item and the Finance, Governance and Resources Portfolio Holder informed the Panel that the matter was of a sensitive nature as it had implications on staff. Members felt that it would be beneficial to include Members in the decision making process and agreed that the matter would be added to the Panel's agenda in January 2017 and all Members could be invited to attend.

The Panel's Work Programme for the current year had been circulated and Members were asked to consider the framework for the meeting on 6 December 2016.

A Member commented that this was the first Overview and Scrutiny Panel meeting without the Overview and Scrutiny Officer and was disappointed that the report had not been presented and key items had not been highlighted.

RESOLVED – 1) That the Overview Report incorporating the Work programme and Key decision items relevant to this Panel (OS.21/16) be noted.

2) That the following items be included on the agenda for next meeting on 6 December 2016:

- Budget Monitoring 2016/17
- Significant Partnerships
- Performance Monitoring
- Sickness Absence
- Corporate Programme Board
- Budget Setting 2017/18 – 21/22

3) That the Future of Internal Audit be added to the 5 January 2017 Panel agenda and all Members be invited to attend should they so wish.

ROSP.79/16 EMPLOYEE OPINION SURVEY 2016

The Policy and Communications Manager presented the results of the 2016 Employee Opinion Survey (PC.21/16).

The Policy and Communications Manager reported that the 2016 Employee Opinion Survey had taken place in June 2016 with 226 responses, a response rate of 51% based on the headcount of 443 staff. This had been an increase in the response rate in 2014 of 39.6%.

The 2016 survey had maintained several of the questions from previous years and new questions regarding visible leadership, bullying and support for personal development. A copy of the survey had been attached to the report.

The Policy and Communications Manager gave a breakdown by Directorates of the responses received and highlighted the key findings as detailed in the report.

In considering the results of the survey Members raised the following comments and questions:

- What was meant by 'agile working'?

The Town Clerk and Chief Executive clarified that agile working did not mean the authority was moving towards 'hot desking'. Agile working meant that technology would be used to enable staff to work where they wanted to work, when they wanted to work depending on the role and included working from home and the use of video conferencing which reduced travelling time. There would be changes to the telephony system which would increase mobile working and allow everyone to keep in contact.

- Was the City Council still able to accommodate flexible working following the significant reduction in staff? What was the administration costs associated with the Flexitime system and was it time to review the system?

The Town Clerk and Chief Executive responded that flexible working was dependant on the role and the system was subordinate to the requirement of the business. Many roles in the authority allowed for flexible working and staff, managers and supervisors ensured that the system was used sensibly.

- It was clear that, although the responses could be uncomfortable, the survey was useful for managers but was there a statutory reason to carry out the survey and how much did it cost?

The Town Clerk and Chief Executive agreed that the responses could be uncomfortable particularly as there had been a reduction in the satisfaction with SMT providing strong and visible leadership. Some of the rationale behind the change had been the Voluntary Reduction/Early Redundancy scheme which, although the right scheme to carry out, was not proactive and did not create a strong proactive leadership environment. There was no statutory requirement to carry out the survey and the cost was negligible against the benefit to the authority of having information about how the organisation was performing. The survey also demonstrated that the authority was interested in how staff felt the authority was performing.

- How would the issue of bullying at work be addressed?

The Town Clerk and Chief Executive reminded the Panel that the survey could not and would not be used to identify staff who felt they were experiencing bullying at work. The information would be used to ensure that all staff knew how to report bullying and felt comfortable in doing so as it was everyone's interest to understand what bullying was.

RESOLVED –That report PC.21/16, Employee Opinion Survey 2016, be welcomed.

ROSP.80/16 CORPORATE RISK MANAGEMENT

The Deputy Chief Executive presented report SD.20/16 which provided an update on the Corporate Risk Register.

The Deputy Chief Executive reported that significant progress had been made in terms of managing the Council's corporate risks and managing the emerging risks. An update of the

risks and control strategies were set out in appendix 1 of the report. The Deputy Chief Executive detailed each of the current action statuses as detailed in the appendix and drew Members' attention to the risks which had been identified in the risk workshop which had not been considered corporate risks. The risks and the reasons for not including them as corporate risks were set out in appendix 1.

A recent audit of risk management had been undertaken and the scope for the consideration of the management arrangements had been agreed along with areas of good practice and recommendations details of which were set out in section 2 of the report.

RESOLVED – That the Corporate Risk Management update (SD.20/16) and the results of the recent internal audit as evidence of effective guidance in the area of risk management be noted.

ROSP.81/16 REVENUE BUDGET OVERVIEW AND MONITORING REPORT: APRIL TO JUNE 2016

The Chief Finance Officer presented report RD.19/16 providing an overview of the Council's overall budgetary position for the period April to June 2016 for revenue schemes only.

She summarised the budgetary position as at June 2016 which showed an updated Budget 2016/17 totalling £13,702,500; and highlighted the main income and expenditure variances as summarised at Section 3.3 of the report.

Section 4 recorded that the Council's financial position was affected by a number of external factors which would have a financial impact during the course of the year and ultimately at the year-end, including the general effect of local economic activity on the Council's income streams (e.g. car parking, tourism and leisure facilities); fuel prices, energy costs and other inflationary issues; and the effects of the housing market and property prices, especially with regard to income from land charges, rents and building and development control.

The Chief Finance Officer added that the Council's financial position would continue to be closely monitored and the likely year end position would be reported more fully in the Quarter 3 report. It would be important to maintain a prudent approach so as to ensure a sustainable budget position for future years and to avoid any significant variance at the year end.

Attention was drawn to the overspend of £195,800 on insurance renewals due to the increased premiums as a result of the December 2015 flood. Full Council would be asked to agree a recurring virement of £196,000 from the budget provision earmarked for inflation which was no longer required to fund the increased insurance.

The Executive had considered the matter at their meeting on 30 August 2016 (EX.79/16 refers) and resolved:

“That the Executive:

1. Noted the budgetary performance position of the Council to June 2016.
2. Noted the action by the Director of Resources to write-off bad debts as detailed in paragraph 6 of Report RD.19/16.
3. Agreed the proposed virement of £196,000, as set out in paragraph 3.3, in respect of increased Insurance premiums, for recommendation to Council in November 2016.”

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

- It had been reported that inflation rates were expected to increase would this effect the virement?

The Chief Finance Officer confirmed that there would be no impact on the virement. The Medium Term Financial Plan (MTFP) had assumed a 2% inflationary increase for future years; if actual inflation increased above this amount the MTFP would be amended as part of the budget process.

- How much was the actual increase to the insurance premiums?

The Chief Finance Officer agreed to include the actual figures for the increase to the insurance premium in the report requesting the virement that would be considered by full Council on 8 November.

- Members discussed the issues that residents and businesses had raised with regard to insurance companies and premiums and asked if the Flood RE scheme was still operating.

The Finance, Governance and Resources Portfolio Holder confirmed that the Flood RE scheme was still in operation but it did not apply to everyone. Landlords and businesses were not eligible for the scheme and it would require input from Government level to make changes to the scheme. He added that there had been a presentation to Informal Council on the Flood RE and the information made available could be used by Members in their Wards.

- A Member raised a national issue that local authorities were facing with regard to business rates. Businesses were moving into properties, refurbishing them and then leaving before they had to pay business rates. Was there anything the City Council could do to avoid this?

The Chief Finance Officer did not have any details with regard to this matter.

- Had a date been set for the demolition of properties that were currently creating an overspend to NNDR payments?

The Finance, Governance and Resources Portfolio Holder responded that a contractor had been appointed and a schedule of works was being prepared. He agreed to circulate the schedule to Members.

- A Member had concerns regarding overspend in relation to the implementation of the DIS Digital Strategy and asked if the overspend was set to continue?

The Chief Finance Officer explained that the Executive had released the funding for the implementation of the Strategy and this had not been reflected in the report, the next report would show the release of funds.

A Member asked what controls were in place to ensure officers did not overspend without authorisation and the Town Clerk and Chief Executive responded that the Financial Procedure Rules set out the delegated authority for officers which prevented them from spending more than they had been approved to.

The Chairman reminded the Panel that the Digital Vision and Technology Strategy would be scrutinised by the Panel in February 2017.

RESOLVED – 1) That the Revenue Budget Overview and Monitoring Report: April to June 2016 (RD.19/16) be noted;

2) That details of the increase to the Council's insurance premium as a result of the December 2015 be included in the virement request to Council in November;

3) That the schedule of demolition work be circulated to Members of the Panel.

ROSP.82/16 CAPITAL BUDGET OVERVIEW AND MONITORING REPORT: APRIL TO JUNE 2016

The Chief Finance Officer presented report RD.20/16 providing an overview of the budgetary position of the City Council's capital programme for the period April to June 2016.

Members' attention was drawn to the position statement which recorded that, as at the end of June, expenditure of £1,609,303 had been incurred. When considered against the profiled budget of £1,750,913, that equated to an underspend of £141,610. The unspent balance remaining of the revised annual budget of £7,993,000 was £6,383,697. That would be closely monitored over the following months to identify accurate project profiles and any potential slippage into future years.

The Chief Finance Officer pointed out that a number of schemes were included in the capital programme for 2016/17 that required reports to be presented to the Executive for the release of funding before the project could go ahead.

Attention had been drawn to the Disabled Facilities Grant (DFG) allocation which, at £1.4m, was significantly higher than in previous years.

The Executive had considered the matter at their meeting on 30 August 2016 (EX.80/16 refers) and noted the budgetary position and performance aspects of the capital programme for the period April to June 2016, as set out in Report RD.2016.

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

- Where had the increase in the DFG allocation come from and how would the additional funds be used?

The Chief Finance Officer reminded the Panel that the allocation had changed and came from the County Council through the Better Care Fund.

The Economy, Enterprise and Housing Portfolio Holder added that discussions had begun on a County level with the Cumbria Housing Group to look at the funding and how it could be best used. The Group was attempting to find innovative ways of using the funding to support vulnerable people in the community within the guidelines and legislation. There had been issues in the past where there had been delays in the referrals to DFGs from the Occupational Therapists (OTs). One option for the funding was for the authority to employ their own OTs to speed up the referrals if possible. She assured the Panel that the options were being looked at very carefully as the housing authorities were an integral part of caring for people in their own home.

RESOLVED – That the Capital Budget Overview and Monitoring Report: April to June 2016 (RD.20/16) be noted.

ROSP.83/16 EFFICIENCY PLAN 2017/18 TO 2021/22

The Chief Finance Officer presented the Council's Efficiency Plan for 2017/18 to 2021/22 which had been produced in accordance with the requirements of the Government's four yearly funding settlement. The Plan set out the framework for planning and managing the Council's financial resources and efficiency savings.

The Chief Finance Officer reminded the Panel that the Council received core funding from Government was year made up of Revenue Support Grant (RSG) and the Business Rates

baseline. It was announced as part of the 2016/17 Local Government Finance Settlement that RSG would be phased out by 2020 and proposed a four year settlement from 2016/17 to authorities who signed up to an efficiency program.

The City Council had until 14 October 2016 to decide whether to accept the four year RSG settlement and produce an Efficiency Plan. The Medium Term Financial Plan (MTFP) included the four year settlement for the loss of the RSG and set out the Council's agreed Savings Strategy.

The main points for consideration regarding the four year settlement proposals were set in section 2.3 of the report and the Efficiency Plan had been attached as Appendix A.

A Member commented that there had been significant savings identified through VR/ER and asked how realistic they were. The Chief Finance Officer explained that the savings table in the report needed to be updated and would be refreshed as part of the budget process.

A Member asked if the increase in inflation would be a good opportunity for the authority to look at the repayment or re-financing options available for the Stock Issue debt and the Chief Finance Officer confirmed that she had met with the investment advisor recently and the matter was being kept under review.

RESOLVED – That the Efficiency Plan 2017/18 to 2021/22 (RD.30/16) be noted.

ROSP.84/16 MARKET HALL ROOF REPAIR WORKS – CAPITAL CONTRIBUTION AND LEASE EXTENSION

The Corporate Director of Governance and Regulatory Services submitted report GD.51/16 detailing the need for essential repair works to the Market Hall premises, together with proposals to extend the head-lease and under-lease of the premises.

Speaking by way of background, the Corporate Director indicated that the City Council owned the freehold of the Market Hall which was let to BAE Pension Fund on a 99 year head-lease from March 1991 with an option to extend the term by 51 years. The Market Hall had, over the years, fallen into disrepair and BAE had commissioned a survey which highlighted the need for significant essential repairs, primarily to the roof. They had further commissioned that work which was scheduled to start at the beginning of October 2016, with an anticipated completion date of mid-November 2016.

More detailed information on the leasing arrangements and rental income; repair liabilities and cost recovery; and recovery through the service charge was provided at Section 1 of the report.

For the avoidance of doubt, the Corporate Director stated that scaffolding had been erected at the Market Hall due to the need to survey the extent of the damage to the roof. That did not mean that a decision on the repair work had already been taken.

The Corporate Director highlighted, in particular, Section 1.4 which recorded that BAE had put forward a proposal to extend their ground lease by a further 99 years, and the Council had engaged Cushman & Wakefield to advise and negotiate the detail of the lease extension to ensure best value was achieved for the Council. The extension of the head-lease was considered to be beneficial to the Council as it would not only secure an extended revenue stream, but would also secure the ongoing maintenance liability for the Grade II listed building. Negotiations to extend the head-lease would include proposals to consecutively extend the Council's under-lease of the stall holder area and would facilitate the opportunity to update the outdated Market Hall Management Agreement.

In terms of the contribution to the repair works the Executive had agreed that the Council make a one-off capital contribution to fully discharge its costs liability, with the payment being made from the capital sum earmarked as a contribution to the Market Hall repair works (approved by full Council on 2 February 2016).

He added that discussions were taking place via the Market Hall Managing Agent to ensure that the stall holders were kept fully apprised of the works and any potential business disruption those may cause. It was further proposed that the suggested head-lease extension, subject to the agreement of detailed terms, be agreed with the tenant.

The Executive had considered the matter at their meeting on 26 September 2016 (EX.85/16 refers) and resolved:

“That the Executive:

1. Approved the release of capital monies earmarked in the Capital Programme to meet the Council’s repair work funding liability.
2. Delegated the agreement to the detailed terms of the proposed head-lease and under-lease extension to the Building and Estates Services Manager and the Asset and Investment Services Manager in consultation with the Director of Governance.”

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

- What was the purpose of renewing the lease?

The Senior Estates Surveyor responded that BAE had put forward a proposal to extend their ground lease by a further 99 years. As part of the discussions the Council wanted to ensure that BAE did not put the repair costs into the service charge which would then impact the tenants.

Members had concerns with regard to the proposal to extend the lease and felt that a further 99 years was unnecessary.

The Corporate Director explained that the Council had a number of options available and any decision taken would be for the benefit of the authority and the City. Although the Market Hall decision would be approached in a commercial manner it would be balanced against the building being a significant asset to the City.

- A Member had spoken to market traders and a number of issues had been raised. There was a high number of empty stalls and the City Council had little control over how traders were treated.

The Economy, Enterprise and Housing Portfolio Holder responded that she had attended the meeting to explain that the report before the Panel dealt with the roof repairs only. The meeting of the Market Management Group was due to take place and she felt it would be far more productive for the Panel to consider the vacancies and relationship with the traders following the meeting when the most up to date and accurate information would be available.

- The cost of the repairs to the roof was extremely high; should there be a more proactive maintenance schedule in place to prevent the building getting to this stage?

The Corporate Director confirmed that the authority had a proactive maintenance schedule for their assets; however the maintenance of the Market Hall fell to BAE and the City Council made a contribution to the maintenance.

- The Market Hall was not operating the way Members had hoped and members questioned how the Council could influence how the market Hall was operating and if anything could be included in the under lease.

The Corporate Director acknowledged that the sub lease had been signed in 1991 and had not evolved over time. There had been changes to the terms of the lease and the Council had appointed a managing agent to run the Market on behalf of the Council. If the lease was renewed with BAE it may be an opportunity to discuss changes to the under lease and modernise the interaction with the tenants and make the Market more vibrant.

A Member commented that the stallholders were not able to advertise and other small issues had been raised. The Corporate Director explained that the under lease was operated by the Council's managing agent and they discussed issues with the Council through the Market Management Group.

The Senior Estates Surveyor added that the Council did have some control over how the Market was managed through the under lease and the managing agents did bring issues from tenants. One issue for the managing agent had been the lack of a formal process or committee for the stallholders and they were trying to address this.

The Economy, Enterprise and Housing Portfolio Holder explained that there had been issues with the stallholders as they all wanted different things and had been unable to establish any kind of committee or association which had resulted in the managing agents having to consult with each tenant individually. This made it very difficult to negotiate changes.

The Corporate Director informed the Panel that the Market Hall had an advertising budget which was well used but the Market traders as a whole needed to consider what their offer was and how to make the Market more vibrant.

- A Member felt that the recommendations to the Executive should have been worded differently to allow Councillors to be involved in the final decision regarding the extension of the head lease and under lease.

Members discussed the options open to the Panel and

RESOLVED – 1) That the Panel noted the resolution of the Executive on 26 September 2016 (EX.85/16 refers) and requested that the Executive considered the Panels concerns regarding the extension of the head lease and asked that the Executive made the final decision.

2) That a report be submitted to the next Panel meeting detailing the relationship with stallholders and the managing agents and provides up to date information and feedback from the October Market Management Group.

ROSP.85/16 PUBLIC AND PRESS

RESOLVED – That in accordance with Section 100A(4) of the Local Government Act 1972 the Public and Press were excluded from the meeting during consideration of the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in the paragraph number (as indicated in brackets against each minute) of Part 1 of Schedule 12A of the 1972 Local Government Act.

ROSP.85/16 MARKET HALL ROOF REPAIR WORKS – CAPITAL CONTRIBUTION AND LEASE EXTENSION

The Corporate Director of Governance and Regulatory Services submitted private report GD.51/16 concerning essential repair works to the Market Hall premises, together with proposals to extend the head-lease and under-lease of the Market Hall premises.

The Corporate Director summarised for Members the additional financial information provided within the report; and moved that the Executive note the same.

The Executive had considered the matter at their meeting on 26 September 2016 (EX.91/16 refers) and noted the financial information relative to the proposals set out in public report GD.51/16.

RESOLVED- That report GD.56/16 Market Hall Roof Repair Works – Capital Contribution and Lease Extension be noted.

(The meeting ended at 12.20pm)

Resources Overview and Scrutiny Panel

Agenda
Item:

A.2

Meeting Date: 6 December 2016

Portfolio: Cross Cutting

Key Decision: No

Within Policy and
Budget Framework

Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME

Report of: Policy and Performance Officer

Report Number: OS.25/16

Summary:

This report provides an overview of matters related to the Resources Overview and 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
- Note and/or amend the Panel's work programme
- Comment on the proposed new Panel remits

Contact Officer: Gary Oliver

Ext: 7430

Appendix attached to
report:

1. Minute Reference from Executive
2. Resources Overview and Scrutiny Panel Work Programme 2016/17
3. Proposal for new Panel remits
4. Current Panel remits
5. Proposed changed remit structure

1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 18 November 2016. This was circulated to all Members. The following items fall into the remit of this Panel:

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

KD.21/16 Budget Process 2017/18 (This item is on the agenda)

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

KD.24/16 Polling Station Review 2016/17

2. References from the Executive

EX.117/16 – Market Hall Roof from Executive on 21 November 2016 (Appendix 1)

3. Work Programme

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

The following items are scheduled for the next meeting on 5 January 2017:

- Budget Setting 2017/18 – 2021/22

4. Proposed new Panel remits

Scrutiny Chairs have recently discussed the possibility of changing the current panel remit structure, to better align with the Council priorities, current challenges faced by the Council and to address current Scrutiny best practice.

The Scrutiny Chairs Group resolved at their meeting on 21 September that the proposals for three new Overview and Scrutiny Panels (aligned with the new Senior Management Team structure and Council priorities) be considered by each of the Political Groups.

The Chair of Resources Overview and Scrutiny Panel has requested that the views of this Panel are sought.

The details of the proposals and rationale for the changes are contained in Appendix 2.

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

**EXCERPT FROM THE MINUTES OF THE EXECUTIVE
HELD ON 21 NOVEMBER 2016**

EX.117/16 REFERENCE FROM OVERVIEW AND SCRUTINY
(Non Key Decision)

Portfolio Various

Relevant Overview and Scrutiny Panel Community; Environment and
Economy; and Resources

Subject Matter

Consideration was given to a reference from the Resources Overview and Scrutiny Panel on 20 October 2016. Following their consideration of Report GD.51/16 detailing the need for essential repair works to the Market Hall premises, together with proposals to extend the head-lease and under-lease of the premises, the Panel had resolved:

“1) That the Panel noted the resolution of the Executive on 26 September 2016 (EX.85/16 refers) and requested that the Executive considered the Panels concerns regarding the extension of the head lease and asked that the Executive made the final decision.

2) That a report be submitted to the next Panel meeting detailing the relationship with stallholders and the managing agents and provides up to date information and feedback from the October Market Management Group.”

A copy of Minute Excerpt ROSP.84/16 had been circulated.

The Chairman of the Resources Overview and Scrutiny Panel had been invited to speak, but was not in attendance.

The Deputy Leader, and Finance, Governance and Resources Portfolio Holder gave a brief summary of the background / current position.

In response to recommendation 1) and the Panel’s concerns regarding the extension of the Head Lease, the Deputy Leader stated that a further report would be submitted to the Executive for consideration and agreement of the proposed head-lease and under-lease extension.

The Economy, Enterprise and Housing Portfolio Holder added that she had given an assurance to the Resources Overview and Scrutiny Panel at their last meeting that a report would be provided as requested at recommendation 2).

Summary of options rejected None

DECISION

That the Executive had given consideration to the reference from the Resources Overview and Scrutiny Panel (ROSP.84/16); and responded to their recommendations as outlined above.

Reasons for Decision

To respond to a reference from the Resources Overview and Scrutiny Panel

Appendix 2: Resources Overview and Scrutiny Panel Work Programme 2016/17

Issue Contact Officer	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		16 Jun 16	4 Aug 16	08 Sep 16	20 Oct 16	06 Dec 16	05 Jan 17	23 Feb 17	13 Apr 17
Current Meeting – 6 December 2016															
Performance Monitoring Gary Oliver	✓					✓	Quarterly monitoring of performance within remit of Panel	✓		✓		✓		✓	
Sickness Absence Gary Oliver	✓						To consider reports relating to sickness absence levels.	✓		✓		✓		✓	
Corporate Programme Board Tracey Crilley						✓	Bi-annual monitoring of significant projects	✓				✓			
Significant Partnerships Alison Taylor				✓			Bi-annual scrutiny Deferred due to flood work	✓				✓			
Budget setting 2017/18–2021/22					✓		1 st forecast of overall budget proposals					✓			

Issue Contact Officer	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		16 Jun 16	4 Aug 16	08 Sep 16	20 Oct 16	06 Dec 16	05 Jan 17	23 Feb 17	13 Apr 17
Alison Taylor															
Budget Monitoring 16-17 Alison Taylor					✓	✓	Monitoring of budget – both revenue and capital				✓	✓		✓	
Market Hall – October Market Management Group and Managing Agent Relationship				✓								✓			
Proposed new O&S Panel remits (PART OF OVERVIEW REPORT) Steven O’Keeffe			✓				Consideration of proposed new O&S panel remits					✓			
Task & Finish Groups															

Issue Contact Officer	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		16 Jun 16	4 Aug 16	08 Sep 16	20 Oct 16	06 Dec 16	05 Jan 17	23 Feb 17	13 Apr 17
Future Items															
Corporate Risk Register Tracey Crilley						✓	Bi-annual monitoring				✓				✓
Flood Update Report Darren Crossley		✓	✓			✓	Areas within remit of Panel	✓	✓					✓	
DigitalVision and Technology 5 year strategy Michael Scott						✓	Implementation of Digital (ICT) strategy – 6 monthly monitoring		✓					✓	
Kingstown Ind Estate Business Plan Mark Lambert				✓			To consider the Estate Business Plan. Staff from preferred partner to be invited to attend scrutiny of the Plan.								
Kingstown Ind Estate	✓			✓			Bi-annual monitoring of the Contract								

Issue Contact Officer	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		16 Jun 16	4 Aug 16	08 Sep 16	20 Oct 16	06 Dec 16	05 Jan 17	23 Feb 17	13 Apr 17
Contract Mark Lambert															
Budget setting 2017/18-2021/22 Alison Taylor					✓		Draft budget consultation						✓		
Smarter Service Delivery project Ben Renucci							6 monthly monitoring							✓	
Scrutiny Annual Report Scrutiny Officer							Draft report for comment before Chairs Group approval								✓
COMPLETED ITEMS															
Carlisle 4 year Efficiency Plan Peter Mason / Alison Taylor					✓	✓	Efficiencies delivered for 2016/17 and plans set out in the 4 year efficiency statement				✓				

Issue Contact Officer	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		16 Jun 16	4 Aug 16	08 Sep 16	20 Oct 16	06 Dec 16	05 Jan 17	23 Feb 17	13 Apr 17
Market Hall – Capital Contribution to Roof Repair Works Mark Lambert		✓					Pre-decision scrutiny of Executive decision				✓				
Employee Opinion Survey 2016 Steven O’Keeffe						✓	To consider the results of the Employee Opinion Survey.				✓				
2015/16 Provisional Outturn Reports Peter Mason					✓		Outturn reports and requests to Council	✓							
Kingstown and Parkhouse Procurement Project Raymond Simmons		✓					To scrutinise options and proposals being considered. Postponed by 3–4 months due to flood.	✓							
Freedom of Information Requests							Annual report on Freedom of Information requests		✓						

Issue Contact Officer	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		16 Jun 16	4 Aug 16	08 Sep 16	20 Oct 16	06 Dec 16	05 Jan 17	23 Feb 17	13 Apr 17
Clare Furlong							<i>Future reports for information only</i>								
Budget setting 2016/17– 2020/21 (MTFP) Peter Mason		✓			✓		Policy documents consultation		✓						
Corporate Complaints Policy Jill Gillespie			✓				Consideration of reviewed Corporate Complaints policy		✓						
Asset Management Plan Barbara Vernon		✓					2016 to 2021 Plan		✓						
FOR INFORMATION ONLY ITEMS															
Details								Date Circulated							

Appendix 3: Proposed new Panel remits (updated 8/11/16)

1. Request to review the Panel remits

Scrutiny Chairs Group on 14 July discussed the Panel remits.

Concerns were raised that some of the Panel remit areas, in particular housing, as set out in the Leader's Scheme of Delegation had moved following the restructure of the Council.

At that meeting it was resolved that the remit areas of the Panel in relation to the Leader's Scheme of Delegation be reviewed by the Scrutiny Support Officer and Democratic Services Officer and brought back to the next meeting of the Scrutiny Chairs Group.

The following proposal details two options for transformed Panel remits. Members of SCG are asked to consider and comment on these possible changes.

2. The current Panel remits and rationale for change

Members will be familiar with the current Panel remits, as listed in Appendix 3. These have essentially changed very little since being set up in 2001, following the move from the original Committee System. In recent years there have been substantial changes in terms of the Council priorities moving from 'Green and Clean and Safer' to Economic Growth and Health and Wellbeing, and the Senior Management Team (SMT) structure (reducing from 7 to 4). The Council is now considerably smaller and has lost high profile services such as Highways Claim Rights. Much work still needs to be done to transform services using new technology and on much reduced financial resources. The Council is also committed to partnership working in the key priority areas.

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

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

This paper addresses best practice as well as addressing the new priorities and challenges the Council faces.

3. Proposed new Overview and Scrutiny Panels

As well as the new SMT structure of Corporate Support and Resources, Community Services, Economic Development, and Governance and Regulatory Services, the Chief Executive is working up proposals to introduce four cross-cutting thematic groups, chaired by an SMT member. The proposal in this report is to align Overview and Scrutiny remits with this new cross-cutting approach and hence with the Council priorities and current areas of Council focus. The O&S remits could mirror the proposed new subgroups of SMT, which are being set up to address operational management and co-ordination of corporate, cross departmental activity.

The proposal is for the four SMT sub-groups to be:

- Health and Wellbeing
- Economic Growth

- Business Management & Development
- Transformation Plans

Two possible options for O&S Panels are given below:

Option 1

The proposal put forward is to transform the O&S Panels, with new names and aligned remit areas broadly in line with the new SMT thematic groups. This would allow greater focus of Scrutiny on the Council's priorities and support policy development on cross-cutting issues.

Below shows a summary of the possible remits of these Panels, with separate Panels for Economic Growth and Health & Wellbeing and a joint Panel for Business Management and Transformation Plans. For further detail see Appendix 4.

Economic Growth Scrutiny Panel	Health and Wellbeing Scrutiny Panel	Business and Transformation Scrutiny Panel
<ul style="list-style-type: none"> • Planning • Redevelopment • Housing delivery • Promoting Carlisle • Carlisle Economic Partnership • Tourism • Infrastructure development • Business support • Inward development • External liaison with education and skills providers 	<ul style="list-style-type: none"> • Healthy City steering group • Community Safety • Leisure and Culture • Housing support and advice • Environmental Health • Community cohesion and engagement • Emergency planning • Neighbourhood Services, waste & recycling 	<ul style="list-style-type: none"> • Enhanced governance • Commercial strategy • Renewed Asset Business Plans • Income generation • Potential new ventures • Strategic finance • Budget development and management • Financial monitoring and performance management • Corporate planning • Performance management • Corporate Risk management • Organisation development • Smarter services delivery • Service delivery innovation activities

Option 2 The option here is to have two new larger Panels (up to 13 Members in each). This could then allow for more Scrutiny Review work (policy development and in-depth investigation of issues)

Economy, Health and Wellbeing Scrutiny Panel	Business and Transformation Scrutiny Panel
<ul style="list-style-type: none"> •Healthy City steering group •Community Safety •Leisure and Culture •Housing support and advice •Environmental Health •Community cohesion and engagement •Emergency planning •Planning •Redevelopment •Housing delivery •Promoting Carlisle •Carlisle Economic Partnership •Tourism •Infrastructure development •Business support •Inward development •External liaison with education and skills providers •Neighbourhood Services, waste & recycling 	<ul style="list-style-type: none"> •Enhanced governance •Commercial strategy •Renewed Asset Business Plans •Income generation •Strategic finance •Budget development and management •Financial monitoring and performance management •Corporate planning •Performance management •Corporate Risk management •Organisational development •Smarter services delivery •Service delivery innovation activities •

4. Potential benefits

In addition to a rejuvenated scrutiny process, the potential new remits would allow

- Greater involvement in the Council's *biggest challenges and priorities*
- More in-depth scrutiny of *critical issues*
- Focussed work programmes – *prioritisation on what's important*
- Cross-cutting themes will allow for a fresh, more independent view
- Increased Member involvement in *policy review and development*
- More *outcome focussed performance management* and greater responsibility for assessing the Council's performance
- Aligned remits with the new cross-cutting thematic Officer Board structure will produce economy in terms of senior officer involvement ie. one Director per Panel
- Greater clarity of remit areas eg. housing.

This better reflects Scrutiny best practice.

5. Timetable

Consultation with Members

Draft report to current three O&S Panels

Report to Executive and Council, requiring change to Council Constitution.

Suggested start date for changes new Civic year 2017-18

6. Alignment to Portfolio Holder areas to be determined

Possible alignments according to current Portfolio Holder structure:

Culture, Heritage & Leisure Portfolio	<ul style="list-style-type: none">•Economic Growth Scrutiny Panel•Health and Wellbeing Scrutiny Panel
Communities, Health & Wellbeing Portfolio	<ul style="list-style-type: none">•Health and Wellbeing Scrutiny Panel•Economic Growth Scrutiny Panel
Economy, Enterprise & Housing Portfolio	<ul style="list-style-type: none">•Economic Growth Scrutiny Panel•Health and Wellbeing Scrutiny Panel
Environment & Transport Portfolio	<ul style="list-style-type: none">•Health and Wellbeing Scrutiny Panel•Economic Growth Scrutiny Panel
Finance, Governance & Resources Portfolio	<ul style="list-style-type: none">•Business and Transformation Scrutiny Panel
Leader's Portfolio	<ul style="list-style-type: none">•All Scrutiny Panels

The Leader's current Scheme of Delegation contains additional areas that would require alignment to the new Panels.

7. Going forward

In summary this note covers the rationale for making changes to the current O&S Panel remits and details possible options for new remits.

Scrutiny Chairs' views and observations on the proposals set out in the briefing note are welcomed.

Sarah Mason

Overview & Scrutiny Officer

14 September 2016

Updated 8/11/16

Appendix 4: Current Panel remits

Environment and Economy	Resources	Community
Events	Carlisle Partnership – Including Community Plan	Children's and Young People's Agenda/Partnership
Car Parking	Civic Relationships	Schools Engagement
Dog Wardens	Council Communication	Young People's Activities
Environment Agenda	Emergency Planning	Youth Council Links
Environmental Protection	Mayoral/Civic	Allotments
Green Spaces	Overall Strategy/Policy	Bereavement Services
Highways Maintenance	Press and Public Relations	CCTV
Highways Partnership	Strategic Partnerships	Crematoria
Land Drainage	Sub Regional/Regional/National Relationships	Food Standards
Movement Strategy	Town Twinning	Health and Safety (External)
Pest Control	Accountancy and Strategic Finance	Parks
Recycling	Asset Management Plan	Play Areas (Development)
Refuse Collection	Best Value	Private Sector Housing including enforcement
Relationships with Environment Agency/DEFRA	Budget Framework	Public Conveniences
Street Cleaning	Building Maintenance and Support Services	Public Health Complaints
Street Lighting	Capital Strategy	Empty Property Schemes
Streetscene	Corporate Management	Homelessness/Hostels/Homeless Prevention
Waste Management	Corporate Planning	Housing Client and Enabling
Building Control	Corporate Plan and Performance Management	Housing Conditions
Business Support and Sector Development	Corporate Support Services	Housing Management
City Centre Management	Data Protection	Housing Partnerships
Conservation	Data Security	Housing Strategy and Support

Development Control	Democratic Services	Rural/Urban Policy
Economic Development and Strategy	Freedom of Information	Supported Housing Services
Enterprise Centre	Health and Safety (staff)	Advice Agencies
External Funding	Human Resources	CDRP (safer Communities)
Inward Investment	Income Management	Community Centres/Associations
Local Plans	ICT	Community Consultation
Planning Policies	Insurance	Community Development
Private Sector relationships inc Cumbria Chamber	Internal Audit	Community Participation and Volunteering
Strategic Transport and Infrastructure	Investment Strategy	Community Safety/Crime & Disorder
Historic Carlisle	Land Charges	Consultation Strategy
Tourism Action Plan	Legal Services	Crime and Disorder
Tourism Management and Development	Licensing and Regulatory	Customer Contact Services
	Medium Term Financial Plan	Disabled Access
	Member Services	Disabled Facilities Grants
	Organisation Development (Staff and Members)	Equality and Diversity Policy
	Payments	Health Improvement
	Payroll	Health/Wellbeing Partnerships
	Policy and Performance Management	Neighbourhoods and Rural Support
	Procurement	Play Areas (operational)
	Property/Estates and Facilities Management	Shopmobility
	Property (strategic)	Culture and Arts development
	RIPA	Cultural Strategy
	Revenues and Benefits	Fair Trade
	Risk Management	Grants for Leisure
	Service Standards	Sport and Leisure
	Shared Services Monitoring	Tullie House Trust

	Sundry Debtors	
	Transformation programme	
	Treasury Management	
	Treasury Management Strategy Statement	
	Workforce Development Strategies	
	Property (Strategic)	
	Cash Collection	
	Corporate Complaints	

Appendix 5: Proposed changed remit structure

Economic Growth

Health and Wellbeing

Business Management and Development

Transformation Plans

Combine these two areas

Planning Policy

Public Health Alliance

Enhanced Governance

Organisation Development –
Culture, Competencies and Skill
Development

Regeneration Projects
Infrastructure Development
Housing Delivery (market, starter,
affordable)

Health and Wellbeing Board
Healthy City Steering Group
Carlisle and Eden CSP

Refined Scheme of Delegation
Reformed Constitution
Commercial Strategy

Systems and Process Training
Technology Training
Customer Training

Business Support Services

Community Safety

Renewed Asset Business Plans

Data Management and
Information Training

Inward Investment

Leisure and Cultural

Income Generation from Existing

Performance Management

Promoting the Place – Carlisle Story	Partnerships/Contracts inc Green Spaces	Services	Framework and Reporting Standards, Systems etc
External Liaison with Education and Skills Providers	Housing Support and Advice (not delivery)	Potential New Ventures	Data Capture and Ownership
LEP	Environmental Health	Medium Term Financial Plans/Strategic Financial Planning Group	IT Systems Development
Carlisle Economic Partnerships	Community Cohesion, Engagement and Communication	Budget Development and Management	Smarter Services Delivery
Tourism Developments	Emergency Planning	Financial Monitoring and Performance Management	Web, Phone, Face 2 Face Customers Service Development
Events*	Carlisle Partnership – Including Community Plan	Efficiency Plans	Corporate Reporting/Systems Development/Open Data and Public Communication
Sub Regional/Regional/National Relationships *	Children’s and Young People’s Agenda/Partnership	Corporate Planning Development – Corporate Plan. Service Planning	Salesforce Roadmap Delivery
Town Twinning	Civic Relationships	Performance Management Reporting (inc finance)	Implementation of wider D&IS Strategy – Cloud Migration, Microsoft Delivery etc
Property (Strategic)	Council Communication	Reports for Members/Public etc	Agile Working Plans/Handhelds etc
Relationships with Environment Agencies/DEFRA	Emergency Planning	Mayoral/Civic	Service Delivery Innovation Activities
Building Control	Events*	Overall Strategy/Policy	Data Security
Business Support and Sector Development	Schools Engagement	Press and Public Relations	Human Resources
	Strategic Partnerships	Accountancy and Strategic Finance	ICT

Conservation	Young People's Activities	Asset Management Plan	Organisational Development (Staff and Members)
Development Control	Youth Council Links	Best Value*	Transformation Programme
Economic Development and Strategy	Allotments	Budget Framework	Workforce Development Strategies
Empty Property Schemes*	Bereavement Services	Capital Strategy	Customer Contact Services
Enterprise Centre	CCTV	Corporate Management	
External Funding	Crematoria	Corporate Planning	
Housing Partnerships*	Dog Wardens	Corporate Plan and Performance Management	
Housing Strategy and Support*	Environment Agenda	Data Protection	
Inward Investment	Environmental Protection	Democratic Services	
Local Plans	Food Standards	Freedom of Information	
Planning Policies	Greenspaces	Health and Safety (Staff)	
Private Sector relationships in Cumbria Chamber	Health and Safety (External)	Income Management	
Property (Strategic)	Parks	Insurance	
Rural/Urban Policy	Pest Control	Internal Audit	
Strategic Transport and Infrastructure	Play Areas (Development)	Investment Strategy	
Historic Carlisle	Private Sector Housing including Enforcement	Land Charges	
Tourism Action Plan	Public Conveniences	Legal Services	
Tourism Management and Development	Public Health Complaints	Licensing and Regulatory	
	Homeless/Hostels/Homeless Prevention	Medium Term Financial Plan	
	Housing Conditions	Member Services	
	Housing Management	Payments	

Advice Agencies	Payroll
CDRP (Safer Communities)	Policy and Performance Management
Community Centres/Associations	Procurement
Community Consultation	RIPA
Community Development	Risk Management
Community Participation and Volunteering	Service Standards
Community Safety/Crime and Disorder	Shared Service Monitoring
Crime and Disorder	Sundry Debtors
Disabled Access	Treasury Management
Disabled Facilities Grants	Treasury Management Strategy Statement
Health Improvement	Cash Collection
Health/Wellbeing Partnerships	Consultation Strategy
Neighbourhoods and Rural Support	Corporate Complaints
Play Areas (Operational)	Equality and Diversity Policy
Shopmobility	
Culture and Arts Development	
Cultural Strategy	
Sport and Leisure	
Tullie House Trust	
Neighbourhood Services, waste & recycling	

Resources Overview and Scrutiny Panel

Agenda
Item:

A.3(h)

Meeting Date: 6th December 2016
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: REVENUE BUDGET OVERVIEW & MONITORING REPORT:
APRIL TO SEPTEMBER 2016
Report of: CHIEF FINANCE OFFICER
Report Number: RD 32/16

Purpose / Summary: This report provides an overview of the Council's General Fund revenue budgetary position for the period April to September 2016 and was considered by the Executive on 21st November 2016.

Questions for / input required from Scrutiny:

Members are asked to note the variances contained within this report.

Recommendations:

The Members of the Resources Overview and Scrutiny Panel are asked to note the overall budgetary position for the period April to September 2016.

Tracking

Executive:	21 st November 2016
Overview and Scrutiny:	6 th December 2016
Council:	n/a

Report to Executive

Agenda
Item:

Meeting Date: 21st November 2016
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: REVENUE BUDGET OVERVIEW & MONITORING REPORT:
APRIL TO SEPTEMBER 2016
Report of: CHIEF FINANCE OFFICER
Report Number: RD 32/16

Purpose / Summary: This report provides an overview of the Council's overall budgetary position for the period April to September 2016 for revenue schemes only. The revenue report includes details of balance sheet management issues, high-risk budgets and performance management. Progress against the transformation savings is also provided.

Recommendations:

The Executive is asked to:

- (i) Note the budgetary performance position of the Council to September 2016;
- (ii) Note the action by the Chief Finance Officer to write-off bad debts as detailed in paragraph 6;
- (iii) Approve the release of the £350,000 transformation reserve to fund one-off transformation costs.

Tracking

Executive:	21 st November 2016
Overview and Scrutiny:	6 th December 2016
Council:	n/a

1. BACKGROUND INFORMATION AND OPTIONS

- 1.1 In accordance with the City Council's Financial Procedure Rules, the Chief Finance Officer is required to report to the Executive on the overall budget position, the monitoring and control of expenditure against budget allocations and the exercise of virement on a regular basis. Further details of virements processed can be found in **Appendix A**. It is the responsibility of individual Directors to control income and expenditure within their service areas and to monitor performance, taking account of financial information provided by the Chief Finance Officer.
- 1.2 All Managers currently receive a monthly budget monitoring report covering their areas of responsibility. Information is collated from the main accounting system and then adjusted to correct any known budget profiling trends, timing differences and commitments. The report has been developed in line with the need to provide sound financial management information to inform the decision making process.
- 1.3 Please note that throughout this report:
- (i) the use of a bracket represents a favourable position i.e. either an underspend or additional income received,
 - (ii) the term 'underspend' is taken to include both reduced expenditure and/or increased income,
 - (iii) the term 'overspend' includes both spending above budget and/or reduced income levels.

2. REVENUE BUDGET OVERVIEW

- 2.1 The following statement shows the total annual revenue budget as at September 2016:

2016/17 Revenue Budget	£
Approved Budget (Council resolution – February 2016)	13,091,300
Carry forward requests (2015/16 out-turn)	528,000
Council Resolution 2016/17	13,619,300
Non-Recurring :	
Enterprise Licences (IT Renewals Reserve)	48,000
Market Engagement (Leisure Reserve)	16,900
Project Officer (Economic Investment Reserve)	13,400
Environmental Surcharge Income (Cremator Replacement Reserve)	(42,400)
Homelife (Energy Efficiency Advice Reserve)	42,000
General Carry Forward Reserve	87,600
Updated Budget 2016/17	13,784,800

3. 2016/17 BUDGET MONITORING

3.1 The summarised budgetary position as at September 2016 is shown below:

Directorate / Appendix		Annual Net Budget	Net Budget to date	Net Spend to date	Adjusted Variance
		(£)	(£)	(£)	(£)
Chief Executive's Team	B1	512,900	245,677	230,583	(15,094)
Deputy Chief Executive's Team	B2	3,889,100	1,993,348	1,986,168	(7,180)
Economic Development	B3	1,990,400	822,535	1,036,107	213,572
Governance	B4	(1,674,200)	(1,021,676)	(855,408)	166,268
Local Environment	B5	5,894,200	2,394,765	2,155,220	(239,545)
Resources	B6	1,574,400	421,885	342,561	(79,324)
Corporate ⁽¹⁾	B7	1,692,800	(115,074)	(417,084)	(302,010)
Sub Total		13,879,600	4,741,460	4,478,147	(263,313)
Flood Expenditure (net) ⁽²⁾		(94,800)	(94,800)	617,406	712,206
Total		13,784,800	4,646,660	5,095,553	448,893

Note 1: Corporate underspends include Salary Turnover Savings, Budget Savings, Inflation Savings, Direct Revenue Financing, Non-Distributed (Pension) costs and corporate management costs (which include bank and audit charges).

Note 2: Net Flooding expenditure relates to costs incurred as a result of the flood, some of which will be able to be claimed back through insurance claims. Non-insured costs will be funded from the £500,000 flood reserve unless the expenditure can be funded from underspends on base budgets.

3.2 Further details for each directorate can be found in **Appendices B1 – B8**. Each appendix shows a breakdown of the variance for the Directorate, with comments and a note of any performance issues.

3.3 The main income and expenditure variances are summarised below:

Under achieved Income

- Shortfall on Development Control income of £30,300.
- Shortfall on income from Tourist Information Centre of £49,000 (partly offset by underspends on expenditure of £27,800).
- Shortfall on income of £194,200 at John Street Hostel due to closure from flood damage. Discussions are ongoing with the Council's insurance provider to agree the level of income that can be recovered as part of our insurance claim.
- Shortfall on income of £75,700 from Civic Centre rentals and services charge income due to the accommodation being vacated early as a result of flood damage. The full year impact will be dealt with as a budget pressure as part of the 2017/18 budget process. (Partly offset by underspends on expenditure of £56,100 mainly from credits for previous year energy costs).
- Shortfall on income from Lanes of £269,700 relating to a head rent adjustment for 2015/16 after completion of the detailed reconciliation of Head Rent calculation for 2015/16. This was received too late to be included within the outturn position for 2015/16. (Revised Head Rent Projections for 2016/17 and future years are being progressed).

Over achieved Income/Grants & Contributions

- Improved levels of income from property rent reviews of £141,200. These are in advance of the £1m additional income from the Council's assets to be achieved from 2018/19 onwards.
- Improved levels of income from a further backdated rent review of an Industrial Estate of £68,400 (this is non-recurring).
- Improved Crematorium income of £65,800.
- Improved income levels from Garden Waste of £65,800.

Under budget Expenditure

- Underspend on Councillors' small scale community schemes of £22,200.
- Underspend on Minimum Revenue Provision of £156,700 due to a lower CFR at 31st March 2016.
- Net underspend position of £114,200 on Revenues and Benefits.
- Additional salary turnover saving achieved of £59,600.

Over budget Expenditure

- Overspend of £91,400 in relation to NNDR payments for properties earmarked for demolition. The demolition has been delayed due to the December 2015 flood with the scope of work now being specified following the completion of necessary survey work.
- Overspend of £64,300 in relation to the implementation of DIS Digital Strategy (IT reserves still to be released and profiled).

As at September 2016, there are savings of £253,900 as a result of previous year's inflation provision; however there is also an overspend on insurance renewals due to increased premiums as a result of the December 2015 flood. Members of the Executive approved a recurring virement of £196,000 for recommendation to Council, to fund the increased Insurance Premiums and this was subsequently approved by Council on 8th November. This has yet to be reflected in these figures.

- 3.4 A subjective analysis of the summarised budgetary position as at September 2016 excluding flood related items is shown below:

Subjective Analysis	Annual Budget	Budget to date	Actual to date	Adjusted Variance
	(£)	(£)	(£)	(£)
Employee Related	14,996,200	7,730,675	7,727,062	(3,613)
Premises Related	3,600,800	2,338,732	2,583,755	245,023
Transport Related	1,344,500	698,702	655,027	(43,675)
Supplies and Services	5,263,400	3,156,877	3,040,783	(116,094)
Third Party Payments	2,876,500	1,452,498	1,472,426	19,928
Other e.g. Housing Benefits	30,947,700	12,962,504	12,844,412	(118,092)
Total Expenditure	59,029,100	28,339,988	28,323,465	(16,523)
Grants and Contributions	(4,834,800)	(3,000,864)	(3,497,909)	(497,045)
Specific Grants e.g. Housing Benefits	(29,211,000)	(14,639,522)	(14,638,788)	734
Customer & Client Receipts	(10,840,600)	(5,830,240)	(5,542,320)	287,920
Other Income	(263,100)	(127,902)	(166,301)	(38,399)
Total Income	(45,149,500)	(23,598,528)	(23,845,318)	(246,790)
Total	13,879,600	4,741,460	4,478,147	(263,313)

3.5 As part of the 2015/16 out-turn, Members of the Executive approved the transfer of £350,000 into the Transformation Reserve to fund one-off costs from VR/ER requests that were postponed into the current year. The Executive is requested to release the £350,000 balance from the reserve. Spending of the reserve is delegated to the Town Clerk and Chief Executive in conjunction with the Portfolio Holder for Governance and Resources.

3.6 The following table shows the position as at September 2016 of savings achieved against the transformation savings targets to date.

Savings Target	Target (£)	Achieved (£)	(Overachieved) /Outstanding (£)
Up to & including 2014/15		44,400	(44,400)
2015/16		(83,400)	83,400
2016/17 Target	1,201,000	1,375,500	(174,500)
Net Position 2016/17	1,201,000	1,336,500	(135,500)
2017/18 Current Target	795,000	227,200	567,800
2018/19 Current Target	1,479,000	419,900	1,059,100
Net Recurring position	3,475,000	1,983,600	1,491,400

4. FORECAST OUTTURN POSITION 2016/17

4.1 The Council's financial position is affected by a number of external factors that have a financial impact during the course of the year and ultimately at the year end. These include:

- The general effect of local economic activity on the Council's income streams e.g. car parking, tourism and leisure activities.
- Fuel prices, energy costs and other inflationary issues.
- The effects of the housing market and property prices, especially with regard to income from land charges, rents and building and development control.

4.2 The Council's financial position will continue to be closely monitored and likely year end position will be reported more fully in the Quarter 3 report to the end of December 2016. It will be important to maintain a prudent approach so as to ensure a sustainable budget position for future years to avoid any significant variance at the year end.

4.3 Members are also asked to note that a full review of the profiling of budgets continue to be undertaken to allow better year end forecasting to be incorporated into the budget monitoring process and 2017/18 budget process.

- 4.4 The areas of significant variance noted in this report have also been scrutinised fully and incorporated into the 2017/18 budget process if the position is deemed to be recurring.

5. BALANCE SHEET MANAGEMENT

- 5.1 In line with CIPFA guidance and good practice, information relating to significant items on the Council's balance sheet is shown below. The information concentrates on those items that may have a material impact on the Council if not reviewed on a regular basis.

Balance Sheet item	Balance at 31/03/2016	Balance at Sept 2016	Note
Investments	£16.1m	£23.3m	(i)
Loans	£15.0m	£15.0m	(ii)
Debtors	£0.09m	£1.51m	(iii)
Creditors	£0.02m	£0.18m	

- (i) The anticipated return on these investments is estimated at £255,700 for 2016/17 with current forecasts anticipated to be in line with these projections.
- (ii) The cost of managing this debt, in terms of interest payable, is budgeted at £1,319,600 in 2016/17 with costs currently on target.
- (iii) There may be a significant impact on the cash flow of the Council if outstanding debts are not received. Any debts deemed to be irrecoverable are written off against a bad debt provision set up specifically for this purpose. Other significant debts relate to Council Tax, NNDR, and Housing Benefit overpayments.
- (iv) The Council's VAT partial exemption calculation for the period ending September 2016 has been calculated and at 1.5% is well below the 5% limit set by HMRC.

6. BAD DEBT WRITE-OFFS

- 6.1 The Chief Finance Officer has delegated authority for the write-off of outstanding debts for NNDR, Council Tax and Debtors (including Penalty Charge Notices). In accordance with this, the Executive is asked to note that debts totalling £248,730.62 have been written off during Quarter 2 to the end of September 2016. A summary of bad debts is given in Table 1, **Appendix C** of this report and these costs will fall against the following:

	£
General Fund	45,225.11
Council Tax (Collection Fund)	27,364.82
NNDR	176,140.69
Total Write-offs	248,730.62

- 6.2 The “write-ons” itemised in Table 2, **Appendix C**, totalling £98,272.02, are in respect of balances originally written off that have since been paid for the Quarter 2 to the end of September 2016. The write-ons will be credited as follows:

	£
General Fund	559.82
Council Tax (Collection Fund)	2,626.47
NNDR	95,085.73
Total Write-offs	98,272.02

- 6.3 In the case of the General Fund, the write-offs will be charged against provisions for bad debts. However VAT, which has been identified separately, will be recouped in future VAT returns. HRA debts and provisions have transferred to the General Fund and any write-off/write-on of Council Tax will fall against the pool provisions within these accounts. Any Council Tax court costs written off will be charged against the Bad Debt Provision within the General Fund.
- 6.4 At this stage of the year, the level of bad debts is broadly in line with expectations and at this level will be within the scope of the current provisions to fund the bad debts. However, this situation is continuously under review and any major deviations will be the subject of future reports.

7. CONSULTATION

7.1 Consultation to date.

SMT and JMT have considered the issues raised in this report.

7.2 Consultation Proposed

Resources Overview and Scrutiny Panel will consider the report on 6 December 2016.

8. CONCLUSION AND REASONS FOR RECOMMENDATIONS

8.1 The Executive is asked to:

- (i) Note the budgetary performance position of the Council to September 2016;
- (ii) Note the action by the Chief Finance Officer to write-off bad debts as detailed in paragraph 6;

- (iii) Approve the release of the £350,000 transformation reserve to fund one-off transformation costs.

9. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 9.1 The Council's revenue budget is set in accordance with the priorities of the Carlisle Plan and the position for the second quarter of 2016/17 shows the delivery of these priorities within budget.

Contact Officer: Emma Gillespie

Ext: 7289

Appendices A, B1 to B8 and C.
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: SMT and JMT have been involved in the preparation of this report. Risks to budgets and development of ongoing impact of issues identified are monitored carefully and appropriate action taken.

Chief Executive's – N/A

Deputy Chief Executive's – N/A

Economic Development – N/A

Governance – The Council has a fiduciary duty to manage its finances properly and the proper reporting of budget monitoring is part of this process.

Resources – Financial implications are contained within the main body of the report.

REVENUE BUDGET MONITORING 2016/17

VIREMENTS PROCESSED FOR PERIOD JULY TO SEPTEMBER 2016

Date	Virement Details	Permanent/ Temporary	Value	Authorised By
Requested by Officers (under £35,000 or delegated authority)				
24/08/2016	Provision of budget from Revenues and Benefits to provide additional training for DIS staff.	Temporary	3,000	Director of Resources
25/09/2015	Extension of existing Project Manager's post funded from Economic Investment Reserve	Temporary	5,700	OD 128/15 Chief Executive
01/09/2016	Funding Local Plan Examination costs from General Carry Forward Reserve	Temporary	64,400	Director of Resources (email 01/09/16)
21/12/2015	Appointment of Leisure Contract Retender Advisor (up to £125,000)	Temporary	10,100	OD 184/15 Deputy Chief Executive
15/09/2016	Provide funding for 12 month temporary Graduate Planner post in line with OSA14-15 (approved in October 2015) from General Carry Forward Reserve	Temporary	23,200	OSA 45/15 & Director of Resources
Approved by Executive (£35,000 to £70,000)				
Approved by Council (over £70,000)				

REVENUE BUDGET MONITORING 2016/17

CHIEF EXECUTIVE'S TEAM	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th September 2016	£	£	£	£
Annual Budget	2,748,000	(186,600)	(2,048,500)	512,900
Budget to date	1,296,816	(29,517)	(1,021,622)	245,677
Total Actual	1,293,538	(43,111)	(1,019,844)	230,583
Variance	(3,278)	(13,594)	1,778	(15,094)
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	(3,278)	(13,594)	1,778	(15,094)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Miscellaneous	1	(3,278)	(13,594)	1,778	(15,094)
Total Variance to date		(3,278)	(13,594)	1,778	(15,094)

Note	Chief Executive's Team - Comments
1.	Various net minor overspends and surplus income across the service.

REVENUE BUDGET MONITORING 2016/17

DEPUTY CHIEF EXECUTIVE'S TEAM	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th September 2016	£	£	£	£
Annual Budget	4,229,200	(165,700)	(174,400)	3,889,100
Budget to date	2,111,857	(31,272)	(87,237)	1,993,348
Total Actual	2,138,948	(65,580)	(87,200)	1,986,168
Variance	27,091	(34,308)	37	(7,180)
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	27,091	(34,308)	37	(7,180)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Miscellaneous	1	27,091	(34,308)	37	(7,180)
Total Variance to date		27,091	(34,308)	37	(7,180)

Note	Deputy Chief Executive's Team - Comments
1.	Various net overspends and surplus income across the service.

REVENUE BUDGET MONITORING 2016/17

ECONOMIC DEVELOPMENT	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th September 2016	£	£	£	£
Annual Budget	4,538,300	(2,058,600)	(489,300)	1,990,400
Budget to date	2,215,348	(1,148,063)	(244,750)	822,535
Total Actual	2,220,302	(939,545)	(244,650)	1,036,107
Variance	4,954	208,518	100	213,572
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	4,954	208,518	100	213,572

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Tourist Information Centres	1	(27,785)	49,016	0	21,231
Hostels and Homeshares	2	4,847	171,736	0	176,582
Development Control	3	6,197	30,320	0	36,517
Building Control	4	(12,404)	(28,946)	0	(41,351)
Miscellaneous	5	34,099	(13,607)	100	20,592
Total Variance to date		4,954	208,518	100	213,572

Note	Economic Development - Comments
1.	Under budget employee costs offset by shortfall in income from sale of goods & accommodation bookings.
2.	Various minor net overspends, shortfall in income as Hostel closed due to flood damage.
3.	Shortfall in income from fees and charges.
4.	Under budget employee costs; surplus fee income received to date.
5.	Various net minor overspends and surplus income across the service.

REVENUE BUDGET MONITORING 2016/17

GOVERNANCE	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th September 2016	£	£	£	£
Annual Budget	6,259,000	(5,010,200)	(2,923,000)	(1,674,200)
Budget to date	3,263,403	(2,823,043)	(1,462,036)	(1,021,676)
Total Actual	3,507,175	(2,886,850)	(1,475,733)	(855,408)
Variance	243,772	(63,807)	(13,697)	166,268
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	243,772	(63,807)	(13,697)	166,268

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Civic Centre	1	(56,128)	75,675	131	19,677
Municipal Elections	2	315,579	(291,607)	0	23,972
Asset Review Income	3	(141,200)	0	0	(141,200)
The Lanes	4	(3,272)	269,682	0	266,409
Industrial Estates and Other Properties	5	105,664	(92,944)	0	12,721
Miscellaneous	6	23,129	(24,612)	(13,828)	(15,311)
Total Variance to date		243,772	(63,807)	(13,697)	166,268

Note	Governance - Comments
1.	Underspend on energy costs due to credit for previous year; shortfall on rent as a result of accommodation being vacated due to flood damage.
2.	Overspend on election costs; budgets will be allocated once all costs are paid and income has been received.
3.	Additional income generated from rent reviews being set aside as savings in advance of a future year's saving target.
4.	Underspend on supplies and services; underachieved rent income due to a head rent adjustment relating to 2015/16.
5.	Overspend on NNDR in relation to properties earmarked for demolition; surplus rent income due to rent reviews and backdated rent income.
6.	Various net minor overspends and surplus income across the service.

REVENUE BUDGET MONITORING 2016/17

LOCAL ENVIRONMENT	Gross Expenditure	Gross Income	Recharges	Total
Position as at 30th September 2016	£	£	£	£
Annual Budget	13,538,500	(5,216,300)	(2,428,000)	5,894,200
Budget to date	6,593,699	(2,983,432)	(1,215,502)	2,394,765
Total Actual	6,610,293	(3,273,459)	(1,181,614)	2,155,220
Variance	16,594	(290,027)	33,888	(239,545)
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	16,594	(290,027)	33,888	(239,545)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Bereavement Services	1	(18,229)	(86,974)	37	(105,166)
Housing Regeneration	2	(3,889)	21,172	0	17,283
Garage Services	3	(16,896)	(13,984)	33,928	3,048
Green Spaces	4	(11,411)	(76,312)	86	(87,638)
Small Scale Community Schemes	5	(22,191)	0	0	(22,191)
Recycling & Waste Collection	6	76,659	(57,769)	127	19,017
Miscellaneous	7	12,551	(76,160)	(290)	(63,899)
Total Variance to date		16,594	(290,027)	33,888	(239,545)

REVENUE BUDGET MONITORING 2016/17

Note	Local Environment - Comments
1.	Various minor underspends including energy costs; increased cremation fee income.
2.	Under budget employee costs; shortfall in LA fees on Disabled Facilities Grants.
3.	Under budget employee costs; shortfall on job recharges partly offset by increased external income.
4.	Various minor underspends; additional ground rent income & fees and charges income.
5.	Under budget on Councillors' small scale community schemes.
6.	Over budget employee costs relating to restructure expenditure & tipping costs; surplus income from Garden Waste & Plastics and Card Recycling.
7.	Various minor underspends & additional income across the service.

REVENUE BUDGET MONITORING 2016/17

RESOURCES	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th September 2016	£	£	£	£
Annual Budget	36,416,900	(30,447,100)	(4,395,400)	1,574,400
Budget to date	18,500,617	(15,541,031)	(2,537,701)	421,885
Total Actual	18,478,092	(15,598,415)	(2,537,116)	342,561
Variance	(22,525)	(57,384)	585	(79,324)
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	(22,525)	(57,384)	585	(79,324)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Digital Information Services	1	84,470	(9,820)	316	74,965
Treasury and Debt Management	2	(160,766)	(22,549)	0	(183,315)
Insurance	3	170,959	0	(158)	170,801
Revenues and Benefits	4	(96,298)	(17,872)	0	(114,169)
Miscellaneous	5	(20,890)	(7,144)	427	(27,606)
Total Variance to date		(22,525)	(57,384)	585	(79,324)

Note	Resources - Comments
1.	Over budget in relation to communications and DIS Strategy expenditure. Budgets still to be provided from reserve.
2.	Under budget on Minimum Revenue Provision, over achieved market deposit investment interest.
3.	Over budget across all insurance renewals due to increased provisions following December 2015 flood.
4.	Under budget employee costs & supplies and services; additional legal fee income.
5.	Various minor underspends, and increased levels of income.

REVENUE BUDGET MONITORING 2016/17

CORPORATE	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th September 2016	£	£	£	£
Annual Budget	4,143,200	(2,450,400)	0	1,692,800
Budget to date	1,104,995	(1,220,069)	0	(115,074)
Total Actual	806,911	(1,223,995)	0	(417,084)
Variance	(298,084)	(3,926)	0	(302,010)
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	(298,084)	(3,926)	0	(302,010)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Non Distributed Costs	1	16,266	0	0	16,266
Other Financial Costs	2	(313,886)	(3,925)	0	(317,811)
Miscellaneous	3	(464)	(1)	0	(465)
Total Variance to date		(298,084)	(3,926)	0	(302,010)

Note	Resources - Comments
1.	Overspend on shared service pension costs.
2.	Improvements in savings for Salary Turnover (£59,566) & Inflation savings (£253,900); additional grant income received.
3.	Various minor underspends.

REVENUE BUDGET MONITORING 2016/17

FLOOD RECOVERY EXPENDITURE	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th September 2016	£	£	£	£
Annual Budget	2,000	(96,800)	0	(94,800)
Budget to date	1,002	(95,802)	0	(94,800)
Total Actual	1,854,659	(1,237,253)	0	617,406
Variance	1,853,657	(1,141,451)	0	712,206
Carry Forwards/Reserves & Provisions				0
Adjusted Variance	1,853,657	(1,141,451)	0	712,206

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Flood Damage Recovery	1	883,632	(172,295)	0	711,336
Flood Government Grant	2	955,372	(952,872)	0	2,500
Bellwin Scheme	3	14,654	(16,284)	0	(1,630)
Total Variance to date		1,853,657	(1,141,451)	0	712,206

Note	Resources - Comments
1.	Additional costs incurred as a result of the floods which will be recoverable through Insurance in full or in part.
2.	Flood grants paid out; fully recoverable through government grants.
3.	Initial response expenditure fully recoverable by Bellwin Claim.

BAD DEBT PROVISION

TABLE 1 Type of Debt	Write-Offs September 2016		Comments
	No.	£	
NNDR (General)	54	176,140.69	01/07/16 to 30/09/16
NNDR (PSCT)			
Council Tax	39	27,364.82	01/07/16 to 30/09/16
Debtors:			
Private Tenants			
Housing Benefit Overpayments	136	44,720.64	01/07/16 to 30/09/16
General Fund	8	504.47	01/07/16 to 30/09/16
Penalty Charge Notices:			
On Street			
Off Street			
Ex FTA Benefit			
TOTAL	237	248,730.62	

TABLE 2 Type of Debt	Write-Ons September 2016		Comments
		£	
NNDR (General)	11	95,085.73	01/07/16 to 30/09/16
Council Tax	6	2,626.47	01/07/16 to 30/09/16
Debtors:			
Private Tenants			
Housing Benefit Overpayments	6	552.85	01/07/16 to 30/09/16
General Fund	3	6.97	01/07/16 to 30/09/16
Ex FTA Benefit			
TOTAL	26	98,272.02	

Resources Overview and Scrutiny Panel

Agenda
Item:

A.3(h)

Meeting Date: 6th December 2016
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: CAPITAL BUDGET OVERVIEW AND MONITORING REPORT:
APRIL TO SEPTEMBER 2016
Report of: CHIEF FINANCE OFFICER
Report Number: RD 33/16

Purpose / Summary:

This report provides an overview of the budgetary position of the City Council's capital programme for the period April to September 2016 and was considered by the Executive on 21st November 2016.

Questions for / input required from Scrutiny:

Members are asked to note the variances contained within this report.

Recommendations:

Members of the Resources Overview and Scrutiny Panel are asked to note the overall budgetary position for the period April to September 2016.

Tracking

Executive:	21 st November 2016
Overview and Scrutiny:	6 th December 2016
Council:	n/a

Report to Executive

Agenda
Item:

Meeting Date: 21st November 2016
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: CAPITAL BUDGET OVERVIEW AND MONITORING REPORT:
APRIL TO SEPTEMBER 2016
Report of: CHIEF FINANCE OFFICER
Report Number: RD 33/16

Purpose / Summary:

This report provides an overview of the budgetary position of the City Council's capital programme for the period April to September 2016. Some of the issues in this report are considered elsewhere on the agenda in RD36/16.

Recommendations:

The Executive is asked to:

- (i) Note and comment on the budgetary position and performance aspects of the capital programme for the period April to September 2016;
- (ii) Use the information in this report to inform the budget considerations for 2017/18 onwards.
- (iii) Approve the release of £44,000 from the Conservation Reserve to fund emergency work in relation to the Central Plaza as per OD.104/16.

Tracking

Executive:	21 st November 2016
Overview and Scrutiny:	6 th December 2016
Council:	n/a

1. BACKGROUND

- 1.1 In accordance with the City Council's Financial Procedure Rules, the Chief Finance Officer is required to report to the Executive on the overall budget position, the monitoring and control of expenditure against budget allocations and the exercise of virement on a regular basis. It is the responsibility of individual Directors to control income and expenditure within their areas of responsibility and to monitor performance, taking account of financial information provided by the Chief Finance Officer.
- 1.2 All Managers receive a monthly budget monitoring report covering their areas of responsibility. Information is collated from the main accounting system and then adjusted to correct any known budget profiling trends, timing differences and commitments. The report has been developed in line with the need to provide sound financial management information to inform the decision making process.
- 1.3 Throughout the report, the use of brackets indicates a credit or income budget, and the term underspend also relates to additional income generated.
- 1.4 It is important to understand the distinction between capital and revenue expenditure.

The general rule is that all expenditure must be treated as revenue expenditure unless it meets strict criteria allowing it to be treated as capital expenditure.

Capital expenditure is for fixed assets such as acquisition of land and buildings, construction, conversion or enhancement of existing buildings, or the purchase of new technology, vehicles, plant, machinery or equipment that yields benefits to the Council and the services it provides for more than one year.

Revenue expenditure is for the day to day running costs of providing Council services such as staff costs, premises, transport, and goods and services used in the delivery of services.

2. CAPITAL BUDGET OVERVIEW

- 2.1 The following statement shows the annual capital programme for 2016/17:

2016/17 Capital Budget	£
2016/17 Capital Programme (RD07/16 Council 19/07/16)	10,018,800
Minor Works Grants (ED09/16 Executive 04/04/16)	73,300
Section 106 & Grants for Play Areas & Open Space Improvements (LE10/16 Executive 04/07/16)	149,400
Direct Revenue Financing Play Areas	29,000
Additional External Grants for Play Area Improvements	52,000
Broadband Connection Vouchers (OD.075/15 29/06/15)	2,600
Direct Revenue Financing Vehicle Replacement	20,100
Increase for schemes funded from insurance settlements	94,800
Revised 2016/17 Capital Programme (at Sept 2016)	10,440,000
Less Capital Reserves to be released by Executive	(580,000)
Revised 2015/16 Capital Programme (released)	9,860,000

2.2 A breakdown of the revised capital programme can be found in **Appendix A**.

3. 2016/17 BUDGET MONITORING

3.1 The position statement as at September 2016 can be summarised as follows:

Directorate	Revised Annual Budget £	Budget to Date £	Spend to date £	Variance to date £	Para. Ref.
Chief Executive's Team	0	0	0	0	-
Deputy Chief Executive's Team	1,694,900	500,000	500,634	634	-
Economic Development	1,509,800	921,935	929,914	7,979	3.3
Governance	1,705,300	763,604	738,338	(25,266)	-
Local Environment	4,552,600	1,051,044	506,524	(544,520)	3.4
Resources	90,100	67,510	184,167	116,657	3.5
Flood Related Capital	307,300	201,094	159,376	(41,718)	
Total	9,860,000	3,505,187	3,018,953	(486,234)	
Reserves to be released	580,000	0	0	0	3.6
Total	10,440,000	3,505,187	3,018,953	(486,234)	

Schemes still to be released by the Executive have been removed from the budget monitoring process until the budgets have been released.

A detailed analysis of the schemes within each directorate can be found in **Appendices B to G** with the main issues being summarised in the paragraphs below.

3.2 As at the end of September, expenditure of £3,018,453 has been incurred. When considered against the profiled budget of £3,505,187 this equates to an underspend of £486,234.

The unspent balance remaining of the revised annual budget of £9,860,000 is £6,841,047. This will be closely monitored over the following months to identify accurate project profiles and any potential slippage into future years.

- 3.3 The variance in Economic Development is attributable to the following:
- (i) An underspend on Old Town Hall due to outstanding retention.
 - (ii) An overspend on Central Plaza due to work undertaken under emergency measures to be funded from the Conservation Reserve as detailed in Officer Decision Notice 104/16 with a formal funding request forming part of this report.
- 3.4 The variance in Local Environment is attributable to the following:
- (i) An underspend on Disabled Facilities Grants. The take up of DFGs is always slower at the start of the financial year and the position will be closely monitored to determine whether this will be an ongoing trend. The grant allocation received for DFGs for 2016/17 is also significantly higher than the previous year.
- 3.5 The variance in Resources is attributable to the following:
- (i) A net overspend on DIS Strategy & RBS ICT upgrades to date. There is budget of £200,000 available for ICT Infrastructure subject to release by the Executive.
- 3.6 A number of schemes are included in the capital programme for 2016/17 that require reports to be presented to the Executive for the release of funding before the project can go ahead.

Scheme	Budget £
Old Town Hall / Greenmarket	380,000
ICT Infrastructure	200,000
Total Reserves to be released	580,000

4. FINANCING

4.1 The 2016/17 capital programme can be financed as follows:

	Annual Budget £	Current Programme £
Total Programme to be financed (para 2.1)	10,440,000	9,860,000
<u>Financed by:</u>		
Capital Receipts (including PRTB receipts)	3,629,300	3,049,300
Capital Grants		
• Disabled Facilities Grant	1,467,300	1,467,300
• General	2,404,200	2,404,200
Direct Revenue Financing	2,175,700	2,175,700
Other Contributions	753,700	753,700
Earmarked Reserves	9,800	9,800
Total Financing	10,440,000	9,860,000

5. CAPITAL RESOURCES

5.1 The following table shows the position as at September 2016 of the capital resources due to be received during 2016/17:

	2016/17 Budget £	2016/17 Actual £	2016/17 Not yet received £	Note
Capital Receipts				
• General	0	(62,000)	(62,000)	1
• Asset Review	(2,000,000)	(333,250)	1,666,750	1
• Vehicle Sales	0	(1,032)	(1,032)	2
• Renovation Grants repaid	0	0	0	
• PRTB Sharing agreement	(150,000)	0	150,000	3
Capital Grants				4
• Disabled Facilities Grant	(1,467,300)	(1,467,316)	(16)	
• Durranshill Industrial Estate	(1,157,800)	(1,157,763)	37	
• Lawn Tennis Association	(400,000)	0	400,000	
• British Cycling	(650,000)	0	650,000	
• General	(123,100)	(70,140)	52,960	
Capital Contributions				
• Section 106	(753,700)	(31,228)	722,472	5
• General	0	(57,254)	(57,254)	6
Total	(6,701,900)	(3,179,983)	3,521,917	

Notes:

1. Receipts for 2016/17 are anticipated to be received from asset review sales (£2,000,000). The asset review sales anticipated to be received have been revised downwards in line with the updated expectations included within the Capital Strategy that was approved by Council in September.

2. Included within vehicle sales are receipts of £1,032 for individual vehicle sales that are below the de minimis of £10,000 for capital receipts. These will be transferred to revenue at the year end and will be used to fund the capital programme in line with the capital strategy.
3. PRTB income for the year is received on 28 April following the year-end but is accrued into the relevant year. Based on the 6 sales as at September 2016, the current payment due to the Council for 2016/17 is £103,243; however it should be noted that updated information recently received from Riverside Group suggests that the income from PRTB receipts for 2016/17 is likely to be approximately £164,000 with a maximum of 10 sales projected during the year.
4. Capital grants are received once associated capital expenditure has been incurred and the amounts then reclaimed from the sponsoring body.
5. Contributions from Section 106 agreements to Castle Way scheme (£329,700), Public Realm S106 (£62,100), Crindledyke Cycleway (£281,000), Play Area Developments (£33,900) and Open Space Improvements (£47,000).
6. Additional contributions received towards Disabled Facilities Grants (£32,254) and Public Realm (£25,000).

6. BALANCE SHEET MANAGEMENT

- 6.1 In line with CIPFA guidance and best practice, information relating to significant capital items on the Council's balance sheet is provided in this section. The information concentrates on those items that may have a material impact on the Council if not reviewed on a regular basis and will ensure that the Council is using its resources effectively and that appropriate governance arrangements are in place around the use of Council assets and liabilities.
- 6.2 Fixed assets are revalued annually to ensure that an up to date value is held in the balance sheet. The revaluation programme is the responsibility of Property Services. It should be noted that some expenditure will be incurred during the course of the year which can be correctly classified as capital expenditure, but which will not increase the value of any of the Council's assets. This expenditure is written off to the revaluation reserve or through the Comprehensive Income and Expenditure Account as appropriate.

6.3 The value of fixed assets is a significant part of the balance sheet. In the 2015/16 accounts, fixed assets totalled £160million (2014/15 £153million). This represents 95% of the net current assets of the City Council.

6.4 Debtors

This relates to the amount of income due to the Council that has not yet been received. For capital items, this mainly relates to grants and contributions that the Council is able to claim towards funding capital expenditure, and receipts for the Council's share of the PRTB (Preserved Right to Buy) agreement. Generally capital debtors arise due to timing differences where a cut off point occurs (e.g. the financial year-end) and/or expenditure has been incurred in advance of making the grant claim. As at September 2016 debtors of £11,935 (£1,141,427 at 31 March 2016) were outstanding for capital grants, contributions and receipts. PRTB receipts for 2015/16 were received in April in accordance with the agreement.

6.5 Creditors

This is the amount of money due to be paid by the Council for goods and services received from its external customers and contractors. For capital schemes this also includes retentions i.e. the amount due to the contractor after a specified period (normally one year) following the completion of a project; this time is used to assess and correct any defects outstanding on the scheme. Amounts earmarked for retention as at September 2016 totalled £55,260 (£113,890 at 31 March 2016).

7. **PERFORMANCE**

7.1 The 2016/17 programme has been kept to a level that takes account of the Council's ability to deliver schemes with regard to capacity and available resources. Work is ongoing to continue to monitor the profiling of budgets, and these are adjusted to reflect progress in current capital schemes. It is likely that there will still be a requirement for some carry forwards at the year end due to further slippage and delays on projects. Members are reminded that budgets totalling £580,000 are being held in reserves until approved by Executive for release.

7.2 The Senior Management Team will provide strategic overview and monitor the effectiveness of the overall programme of work in delivering the Council's priorities and objectives. Technical project support and quality assurance of business cases and associated project management activities will be managed by a Corporate Programme Board chaired by the Chief Executive. Decisions to proceed or otherwise with proposed projects will be made in the usual way in accordance with the Council decision making framework.

- 7.3 A review of all capital expenditure incurred is ongoing to ensure that the expenditure has been correctly allocated between revenue and capital schemes. This will facilitate the year end classification of assets.

8. CONSULTATION

8.1 Consultation to Date

SMT & JMT have considered the issues raised in this report.

8.2 Consultation Proposed

Resources Overview & Scrutiny Panel will consider the report on 6 December 2016.

9. CONCLUSION AND REASONS FOR RECOMMENDATIONS

9.1 The Executive is asked to:

- (i) Note and comment on the budgetary position and performance aspects of the capital programme for the period April to September 2016;
- (ii) Use the information in this report to inform the budget considerations for 2017/18 onwards.

10. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

10.1 The Council's capital programme reflects the current priorities in the Carlisle Plan.

Contact Officer: Emma Gillespie

Ext: 7289

**Appendices A to G
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:

Chief Executive's – Not applicable

Deputy Chief Executive's – Not applicable

Economic Development – Not applicable

Governance – The Council has a fiduciary duty to manage its finances properly and the proper reporting of the budget monitoring is part of this process

Resources – Financial implications are contained in the main body of the report.

2016/17 CAPITAL PROGRAMME
APPENDIX A

Scheme	Original Capital Programme 2016/17 £	Other Adjustments £	Revised Capital Programme 2016/17 £
<u>Current non-recurring commitments</u>			
Public Realm (S106)	62,100	0	62,100
Castle Way (S106)	329,700	0	329,700
Arts Centre	47,900	0	47,900
Old Town Hall Phase 2	88,100	0	88,100
Tennis Facilities	497,000	0	497,000
Cycle Track Development	650,000	0	650,000
Harraby School and Community Campus contribution	500,000	0	500,000
Asset Review	992,900	0	992,900
Market Hall Roof	460,000	0	460,000
	3,627,700	0	3,627,700
<u>Recurring commitments</u>			
Planned Enhancements to Council Property	252,400	0	252,400
Vehicles, Plant & Equipment	1,818,100	20,100	1,838,200
DIS Infrastructure	44,900	0	44,900
	2,115,400	20,100	2,135,500
<u>Disabled Facilities Grants</u>			
Private Sector Grants	1,467,300	0	1,467,300
Minor Works Grants	0	73,300	73,300
	1,467,300	73,300	1,540,600
<u>Continuing Schemes</u>			
Crindledyke Cycleway	281,000	0	281,000
Durranhill Industrial Estate	1,157,800	0	1,157,800
Play Area Developments	1,500	183,400	184,900
Open Space Improvements	0	47,000	47,000
Kingstown Industrial Estate	9,800	0	9,800
Public Realm Improvements	261,300	0	261,300
Revenues & Benefits ICT Upgrades	45,200	0	45,200
Broadband Connection Vouchers	0	2,600	2,600
	1,756,600	233,000	1,989,600
TOTAL	8,967,000	326,400	9,293,400
<u>Capital Reserves to be released</u>			
DIS Infrastructure	200,000	0	200,000
Old Town Hall / Greenmarket	380,000	0	380,000
	580,000	0	580,000
SUB-TOTAL	9,547,000	326,400	9,873,400
<u>New non-recurring commitments</u>			
Vehicles, Plant & Equipment	259,300	0	259,300
Bitts Park Improvements	212,500	0	212,500
IC All Risk Flood	0	94,800	94,800
	471,800	94,800	566,600
REVISED TOTAL	10,018,800	421,200	10,440,000

DEPUTY CHIEF EXECUTIVE'S TEAM

Scheme	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
Art Centre	47,900	0	634	634	Project build completed and venue opened May 2015. Budget carried forward to provide for any uninsured costs associated with the rebuild after the floods.
Harraby School and Community Campus Contribution	500,000	500,000	500,000	0	Budget released by Executive 11/3/13 (SD02/13). Phased payments released as per agreement.
Tennis Facilities	497,000	0	0	0	Approved by Council 08/09/15 (SD16/15).
Cycle Track Developments	650,000	0	0	0	Approved by Executive 27/07/15 (SD13/15). Tender exercise complete.
Grand Total	1,694,900	500,000	500,634	634	

ECONOMIC DEVELOPMENT

Scheme	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
Public Realm Work	261,300	11,994	13,913	1,919	Budget released by Executive 10/03/14 (ED10/14). Additional budget released by Executive 07/04/15 (ED15/15). Project progressing.
Broadband Connection Vouchers	2,600	2,600	2,640	40	OD.075/15 (29/06/15) approved participation in this initiative which is fully funded by external grant.
Old Town Hall Phase 2	88,100	44,068	1,779	(42,289)	Budget carried forward to cover outstanding contractual payments. Project complete. Retention outstanding.
Durranhill Industrial Estate	1,157,800	863,273	867,899	4,626	Approved by Executive 15/01/14 (ED02/14). Revised programme of works approved by Executive 7/04/15 (ED14/15).
EA Central Plaza	0	0	43,683	43,683	Implementation of work under the Director of Economic Development's emergency powers with reference to the Building Act 1984 S78 Dangerous building - emergency measures (OD.104/16).
Grand Total	1,509,800	921,935	929,914	7,979	

GOVERNANCE

Scheme	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
Planned Enhancements to Council Property	252,400	78,899	74,906	(3,993)	Individual projects progressing as planned.
Market Hall Roof	460,000	0	0	0	Budget released by Executive 26/09/16 (GD51/16).
Asset Management Plan	992,900	684,705	663,432	(21,273)	Budget carried forward in relation to remaining payments from Escrow account & demolition costs.
Grand Total	1,705,300	763,604	738,338	(25,266)	

LOCAL ENVIRONMENT

Scheme	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
Play Area Developments	184,900	122,500	122,387	(113)	Approved by Executive 04/07/16 (LE10/16) funded by S106 monies, external grant and direct revenue financing. Schemes progressing as planned.
Open Space Improvements	47,000	0	0	0	Approved by Executive 04/07/16 (LE10/16) funded by S106 monies, external grant and direct revenue financing. Schemes still to progress.
Kingstown Industrial Estate Roads	9,800	0	0	0	Remaining budget required for additional public realm signage.
Public Realm (S106)	62,100	0	0	0	Approved by Executive 3/9/12 (RD34/12). Funded by Section 106 monies.
Castle Way (S106)	329,700	0	2,422	2,422	Approved by Executive 11/4/12 (RD01/12). Funded by Section 106 monies. Revised scheme being developed.
Crindledyke Cycleway (S106)	281,000	0	390	390	Approved by Executive 01/06/15 (LE10/15). Funded by Section 106 monies.
Vehicles & Plant	2,097,500	194,600	197,425	2,825	Approved by Executive 07/04/15 (LE09/15). Replacement of vehicle purchases in 2016/17 on target to date.
Disabled Facilities Grants	1,467,300	733,944	183,900	(550,044)	Mandatory Grants. The take up of DFGs is reduced due to a lower level of referrals. The position is being closely monitored. Grant allocation for 2016/17 is significantly higher than last year.
Minor Works Grants	73,300	0	0	0	Budget approved by Executive 04/04/16 (ED09/16).
Grand Total	4,552,600	1,051,044	506,524	(544,520)	

RESOURCES

Scheme	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
DIS Infrastructure	44,900	44,900	184,167	139,267	Part of DIS Strategy Business Case. Budget carried forward to accommodate contracts and orders placed to upgrade IT infrastructure, network & equipment. Additional £200,000 budget available subject to release by Executive.
Revenues and Benefits ICT Upgrades	45,200	22,610	0	(22,610)	Budget carried forward as part of DIS Strategy.
Grand Total	90,100	67,510	184,167	116,657	

FLOOD RELATED CAPITAL EXPENDITURE

Scheme	Revised Annual Budget £	Budget to date £	Expenditure to date £	Variance to date £	Details of major variance
IC Buildings Flood Capital	0	0	21,947	21,947	Capitalisation of building improvements as a result of the flood.
IC Equipment Flood Capital	212,500	106,294	53,953	(52,341)	Capitalisation of equipment purchases as a result of the flood.
IC All Risk Flood Capital	94,800	94,800	83,476	(11,324)	Capitalisation of items purchased under the all risk insurance policy as a result of the flood.
Grand Total	307,300	201,094	159,376	(41,718)	

Resources Overview and Scrutiny Panel

Agenda
Item:
A.4

Meeting Date: 6th December 2016
Portfolio: Cross Cutting
Key Decision: Not Applicable:
Within Policy and Budget Framework YES
Public / Private Public

Title: HALF YEAR PARTNERSHIPS REVIEW 2016/17
Report of: Chief Finance Officer
Report Number: RD39/16

Purpose / Summary:

This report provides information relating to the Council's Partnership arrangements, the categorisation of partnerships and the monitoring of the main aims and objectives over the last six months. Further information is provided on the achievements of the Carlisle Partnership and Economic Partnership as requested by members of the Panel.

Recommendations:

Members are asked to consider the content of this report, the governance arrangements currently in place, method of monitoring, evaluation and categorisation and to note the continuing aim to coordinate the Council's partnership arrangements.

Tracking

Executive:	Not Applicable
Overview and Scrutiny:	Not Applicable
Council:	Not Applicable

1. BACKGROUND

- 1.1 This report is intended to provide Members with an overview of the arrangements for monitoring the Council's partnership activities. It incorporates the type and number of arrangements in place and further provides an evaluation of the main aims and objectives of each partnership.
- 1.2 This report does not provide in-depth analysis of each partnership given that most are reported individually to various panels and boards throughout the council. It does however; provide a summary of each arrangement with an emphasis on the major or significant partnership arrangements active in the last six months.

2. PARTNERSHIP

- 2.1 Partnership working is a key priority of the City Council as detailed in the Carlisle Plan (2015/18).
- 2.2 Working in partnership has become central to the work of modern local authorities in achieving wider strategic objectives, as a response to central Government requirements, which place a large emphasis on partnership working and of course the need to work more efficiently.
- 2.3 Work is always ongoing in bringing agreements, both collaborative and non-contractual, within the Council's internal monitoring and scrutiny arrangements. Senior management have added monitoring responsibilities to appropriate officer roles within Directorates to address this issue.

3. PARTNERSHIP DEFINITION

- 3.1 The term "partnership" as defined by Carlisle City Council relates to a formal arrangement where the Council works collaboratively with other public bodies, voluntary and community organisations and businesses on a range of issues. This offers the Council the opportunity of increasing the level of participation in decision-making and widens the opportunities for inclusion and local community governance.
- 3.2 For clarification purposes there exists a common misconception that arrangements where grant funding is provided by the Council, often alongside other external bodies, to local associations, groups and initiatives are regarded as partnerships. Similarly, there are examples where the Council has effectively contracted out a service to an external provider and although the provider continues to support the

achievement of the Council's aims and objectives and may publicise a partnership working arrangement with the Council they are not partnerships.

- 3.3 Whilst these are entities which the Council has an interest in and can include voting/nomination rights, they are not considered true partnerships because the Council cannot demonstrate that its involvement is wholly intentional and directly meet specific corporate aims and objectives.
- 3.4 Working in partnership is no longer just an ideological choice and has been recognised as the only way to bring sufficient capacity to bear upon making Carlisle the place it deserves to be.
- 3.5 A partnership agreement also ensures a degree of openness and transparency and prevents the council being placed at risk.

4. PARTNERSHIP CLASSIFICATION

- 4.1 The Council needs to ensure that all partnerships have clear terms of reference, clear goals, exit strategies, robust monitoring measures and that all partners have defined roles.
- 4.2 Partnerships fall into a range of types and will evolve over time. What might start out as parties coming together to agree joint outcomes and working arrangements can develop into a new stand-alone entity, legally separate from the parent partners. Timescales also differ from one arrangement to another with some partnerships being time specific, others open ended.
- 4.3 The Council has five types of partnership classification, monitored and reported to elected members.
 - Shared Service/Outsourced function - Significant Shared Service/delivery of an outsourced function with another public body/body set up for the purpose:

Tullie House

Revenue and Benefits (new arrangements from 01/08/15)

ICT

Internal Audit

NB: The partnerships in this category are freely and directly negotiated with our partners and are not subject to a procurement process.

- Contractual Partnerships - Any significant contractual partnership, e.g. GLL.
NB: These are significant contracts with other parties during which they are our procured 'partner' of choice but, at the end of any contract a further procurement process is undertaken.
- Contributory Partnerships – All arrangements which have funding/contributions attached e.g. Law Centre, Citizens Advice, Community Centres. These should generally, if not always, be governed by an SLA or other Agreement.

*contributions on excess of £70,000 are deemed significant and as such will receive more in depth monitoring and attention.

- Non Contributory – Those arrangements which have no funding attached are advisory or are termed locally as outside bodies.

*For the purpose of this report, member representation on outside bodies is reported elsewhere so not included

- Contract - Any legally enforceable agreement for goods, works or services.

5. PARTNERSHIP MONITORING

- 5.1 The Executive is responsible for approving delegations, including frameworks for partnerships and is the focus for forming partnerships with other local public, private voluntary and community sector organisations to address local needs. The Executive can delegate functions, including those relating to partnerships, to officers and these are set out in the scheme of delegation that forms part of the Council's constitution.
- 5.2 The Council monitoring officer must consider the overall corporate governance arrangements and legal issues when arranging contracts with external bodies and must further ensure that the risks have been fully appraised before agreements are entered into with external bodies.
- 5.3 Similarly, the Chief Finance Officer is responsible for promoting and maintaining the standards of conduct with regard to financial administration that apply throughout the Council and must ensure that partnership accounting arrangements are satisfactory.
- 5.4 All Directors are responsible for ensuring that appropriate approvals are obtained before any negotiations are concluded in relation to work with external bodies

- 5.5 The responsibility for each partnership or working arrangement lies within the directorate concerned and whilst the ultimate responsibility sits at Director level, the responsibility for setting up and managing a partnership and monitoring and reporting on performance is usually undertaken by a nominated operational lead officer. Where requested Financial Services and Legal Services provide advice and guidance on partnership matters.
- 5.6 A central Partnership register incorporating details of all known partnerships is maintained by Financial Services.

6. REVIEW

- 6.1 A partnership policy was agreed by Council which specifically states the need to draw up a business case and identify risks before entering into a partnership and to complete an annual review to monitor it on an ongoing basis. As with any other activity a partnership needs to be reviewed periodically.
- 6.2 The Council usually undertakes two partnership reviews per year; an annual report is issued in July/August which considers the performance of all partnerships covering the previous 12 months and a six-monthly review on the contributory partnerships is issued in December/ January to ensure the Council's involvement is still relevant and that each is delivering the required outputs and meeting the Council's aims and objectives.
- 6.3 During the last 6 months the Council had 14 contributory partnerships, 2 non-contributory, 4 shared services /outsourced functions and 1 other contracted out. The Carlisle Ambassadors Group is also included for reference.
- 6.4 The annual review procedure requires the lead officer of each partnership to provide information on key monitoring questions, which relate to performance monitoring and risk assessment. The review aims to ensure the partnership is delivering its aims, continues to meet Council priorities, and considers risk, financial performance and funding. Where an external review has been undertaken by a funding body or nominated external auditor the outcomes of that review is subsequently recorded for scrutiny.
- 6.5 All partnership reviews have been completed and a summary of the outcomes for each is attached for information in **Appendix A**. Further information in respect of the Economic Partnership and Carlisle Partnership, as requested by members of the Panel, is attached at **Appendix B and C**.

6.6 Information provided in Appendix A is Shared Service and Contractual agreements along with Contributory and Non- Contributory partnerships. The table identifies progress against the following elements:

- The type of agreement in place
- The Date of Commencement
- Funding and the Council's contribution
- Aims and Objectives
- Performance Targets

6.7 The overall conclusion to be drawn from the information provided by lead officers is that each partnership reported has different roles and priorities but each has a system of monitoring in place which allows for the early notification of issues which could become problematical and will enable actions to be taken to address these issues before they develop further.

7. CONSULTATION

7.1 Directorates and lead Partnership officers have provided evidence and information to substantiate the evaluation and findings of this report; a copy of each response is available if requested.

8. CONCLUSION AND REASONS FOR RECOMMENDATIONS

8.1 The information attached illustrates the performance of each partnership throughout the last six months and indicates their adherence to the main aims and objectives set out in the original arrangement.

8.2 Members of the Resources Overview and Scrutiny Panel are asked to consider the content of this report, the governance arrangements currently in place, the method of monitoring, evaluation and categorisation and to note the continuing aim to coordinate the Council's partnership arrangements.

9. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

9.1 Each partnership as listed has received the appropriate Director's approval prior to creation. The relevant Carlisle plan priorities for each partnership were also considered at the time of inception and Directors are responsible for ensuring that any subsequent changes are refreshed and pertinent to the continuation of the partnership agreement in the longer term.

9.2 Partnership working is an integral part of the 2015/18 Carlisle Plan with one of the key principles being -

We will continue to work effectively with partners to drive positive change for Carlisle.

Contact Officer: Alison Taylor

Ext: 7290

Appendices attached to report:

- Appendix A – Shared Service/Contractual Partnerships**
- Contributory / Non-Contributory Partnerships**
- Appendix B – Further information Economic Partnership**
- Appendix C – Further information Carlisle Partnership**

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:

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's – not applicable

Deputy Chief Executive's – not applicable

Economic Development – not applicable

Governance – The Report explains the definitions of the differing types of partnership/contractual arrangements that the Council has. It is important to have clarity in this regard so that the Council is better able to evaluate its commitments and, also, what it may expect from other parties that it is in a relationship with.

Resources – included within the main body of the report

Name of Partnership / Activity	Date Commenced	Aims and Objectives	City Council Annual Contribution £ / %	Governance Arrangements	Accounting Body	Does An Exit Strategy Exist	Reporting Mechanisms	Key future dates or events
Shared Service/Outsourced Function								
Internal Audit Shared Service	2010	To fulfil regulation 5 of the Accounts and Audit Regulations 2015 to 'undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes' and regulation 6 'to conduct a review of effectiveness of the system of internal control'. Although no direct link to a Corporate Priorities, the shared service provides a statutory activity.	£115,464 12%	Each Board Member/Officer has an equal voting right at the Strategic/Operational Boards. Formal decisions subject to approval by Audit committee /Executive	Cumbria County Council is the host authority for the service with the individual partners making an annual contribution towards the services provided by the host. Each authority accounts for their own annual contribution to the shared service.	YES, Contained within the Agreement dated 10th August 2012	Through quarterly Operational Boards and the annual Strategic Board. Audit Committee also meets quarterly to monitor progress against annual audit plan	Audit Committee dates in line with the Council's Civic Calendar for 2016/17. The agreement ceases in March 2017 and options are being considered as to the future service provision.
Revenues and Benefits Shared Service (Systems and Controls)	2010	Provision of System Support arrangements in relation to the Revenues & Benefits service through a Partnership arrangement between the three Local Authorities, following the Staff Transfer effective from 1st August 2015. Key Council priority due to statutory services involved to maximise revenues collection for budget requirements and to assist potentially vulnerable individuals requiring financial assistance through housing benefit and council tax support	£103,333 33% (Cost partial met from overall DWP HB Administraton Subsidy £373,927 2016/17)	Equal partner within the Partnership arrangement. Decisions taken collectively on a consensus / majority agreement basis	Carlisle City Council	Yes – Partner Termination requires 12 months notice from April, equating to a full financial year, unless an alternative period of notice is agreed by all Parties. Following the Staff Transfer under the System support arrangements consideration of assets/financial implications would be subject to negotiation and agreement by all Partners	Monthly performance reports were provided to the Joint Operational Board. In addition, Quarterly Performance Reports are provided to the Strategic Board. Performance, service issues and future activities are discussed within the respective Monthly and Quarterly meeting of the Boards.	Housing Benefit caseload migration to Universal Credit – TBA Housing Benefit caseload migration to Pensioner Credit – TBA (April 2022 at the earliest)
ICT - Shared Service (Infrastructure and HB Applications)	2010	To improve and enhance the provision of ICT infrastructure to all partners, to identify opportunities to work together on projects and procurements	£89,036 54.5%	Carlisle City Council has representatives on the Operational and Strategic Boards and have equal voting rights at these meetings	Allerdale Borough Council	YES, contained within the administration agreement	The Administrative agreement specifies three formal levels of reporting, each reporting to the level above . 1. Strategic Board 2. Operational Board 3. Project Managers	A meeting of the Operations Board in late July 2016 agreed to extend the agreement for a further year to allow time for all the options for the future to be considered and to allow Copeland to decide if they intend to remain a member of the shared service.
Tullie House Trust	2011	Tullie House Trust is an independent charity who are contracted to deliver museum and cultural services on behalf of Carlisle City Council	£1,019,683	Carlisle City Council has a range of formal legally binding agreements in place to govern the management of the relationship and the delivery of services. Carlisle City Council also nominates two elected members to sit on the board of the Tullie House Trust	The Tullie House are a wholly independent organisation They are a registered charity .	The Partnership agreement contains full provision for early / unexpected termination . It also details procedures for the expected end of contract and the council will , of course , consider future options as the contract enters its final years .	Detailed quarterly monitoring meetings are held (formally minuted) which review service developments , the performance framework , and the financial performance of the Tullie House Trust . Minutes and an action log are maintained and made available to council JMT members . Updates are provided via the Portfolio Holders report to Council	31/05/2041 - Contract end date
Contractual Partnership								
Greenwich Leisure Contract	2002	Greenwich Leisure are contracted to deliver sports and leisure services on behalf of Carlisle City Council , this includes the management of Carlisle City Councils key facilities (inc. The Sands Centre :Sheepmount : Pools Stoneyholme and swifts) and the services and functions based at these sites .	£764,099	Carlisle City Council has a formally legally binding contract to govern the management of the relationship and the delivery of services. Carlisle City Council also nominates two elected members to sit on the board of Carlisle City Council	Greenwich Leisure Ltd are a wholly independent organisation. They are an independent provident society formally registered as such	The contract contains full provision for early / unexpected terminatin. It also details procedures for the expected end of the contract and the council will, of course , consider future options as the contract enters its final years	Detailed quarterly monitoring meetings are held (formally minuted) which review service developments, the contract performance framework, and the financial performance of the contract. Minutes and an action log are maintained and made available to council JMT members. Updates are provided via the Portfolio Holders report to council.	30/11/2017 - Contract end date. Procurement process to start in November 2016.

Name of Partnership / Activity	Date Commenced	Aims and Objectives	City Council Annual Contribution £ / %	Governance Arrangements/ Role of the Council	Accounting Body	Does An Exit Strategy Exist	Reporting Mechanisms	Key future dates or events
Contributory Partnerships								
Carlisle Partnership	2006	The current aims and objectives are set out in the Community Plan for Carlisle and District 2011-2016.The Carlisle Partnership brings together public private, community and voluntary sector organisations which have a role to play in improving the quality of life of Carlisle people and which address key issues across the whole of the Carlisle District. Roles include: - Ensure the Carlisle Partnership focuses on the delivery of strategic issues together- Ensure the delivery and commissioning of services in Carlisle Corresponds with the objectives of the Carlisle Partnership.- Seek the views and involvement of the communities within Carlisle and ensure this "voice" is heard at a local, county, regional and national level.Work at a European level and seek funding to assist activity.	Officer Time	The Council host the Carlisle Partnership , The Council have voting rights as an individual member, The leader and Deputy Chief Executive sit on the group	Carlisle City Council	Dissolution in the Constitution	Through the Carlisle Partnership Executive, Through the Carlisle Partnership AGM, 1:1's with the Deputy Chief Executive, Portfolio Holder reports	The Partnership has a full scheduled programme of dates for subgroups.
Carlisle and Eden Community Safety Partnership (formally the CDRP)	1998	Reducing Crime, Disorder , Substance misuse and Anti Social Behaviour (including environmental ASB) in Carlisle and Eden	Officer time	The CSP is a statutory partnership (under the Crime and Disorder Act 1998). It has an approved constitution. Carlisle City Council has both Officer and Elected Membership representation on the CSP's Leadership Group	Eden District Council	N/A	The CSP reports to Cumbria's Police Commissioner, and to Carlisle City Council's Executive, Community Overview and Scrutiny Panel, and full Council via the submission of their annual plan and review.	N/A
Cumbria Choice (Countywide Choice Based Lettings Partnership for Social Housing)	2007	Delivery of a countywide letting system for social/ affordable rented housing underpinned by a common allocation policy and IT contract with Abritas. Note that delivery of Choice based lettings sits with Registered Providers and retained stock holding authorities (Barrow),Contributes towards meeting the Carlisle Plan priority of addressing the City's Current and Future Housing Needs.Address current and future housing needs to protect and improve residents' quality of life.	£17,000 one off capital contribution in 2010. 7% / Contribution of approx £2,000 p.a. towards Co-ordinator salary since 2014/15.	Carlisle City Council has officer voting rights in relation to operational issues through the Housing Development Officer. Changes to allocation policy e.g from legislation, have to be approved by each partner's governing body (Executive)	South Lakeland District Council	Abritas IT contract extended until March 2017 (rolling contract)	Bi monthly project board meetings attended by all LA reps and HA. Rotating chair in place	Choice Based Lettings policy review approved by the Executive in November 2016
Citizens Advice Bureau	Continuous	Provide advice and assistance on matters ranging from legal advice ,debts, benefits, employment status etc etc	£48,700 grant + £6,000 for energy and maintenance	Council has no input into day to day running of the Citizens Advice Bureau. However does have councillor representation on board	Independent Organisation	Report back to Officers / Portfolio Holder 6 monthly	N/A	N/A
Carlisle Law Centre	Continuous	Providing free legal advice to the community	£90,100 grant	Council has no input into day to day running of the Carlisle Law Centre. However does have councillor representation on board	Independent Organisation	Report back to Officers / Portfolio Holder 6 monthly	N/A	No councillor representation since 2015/16
Council for Voluntary Services	Continuous	Provide support / advice , charitable organisations across cumbria	£10,600	Independent registered charity,no day to day input.Company limited by guarantee.	Independent Organisation	Report back to Officers / Portfolio Holder 6 monthly	N/A	N/A
Chances Park Restoration	2007	Restoration of Chances Park	£40,000 start up .	Council hold advisory role but as owner of the park and recipient of the Lottery grant we would be liable for any shortfall in funding.	Carlisle City Council	On completion of restoration project asset has reverted to the City Council for maintenance phase	Project working group , now dissolved	The restoration project is now complete and the final claim and completion report submitted to the Lottery. The condition of grant require the Council to continue to maintain the park for 10 years.
Community Centres	2003	To provide support to the community	£303,900	Funding Provider / Management Agreements in place , Managed and operated by trustees	N/A	N/A	Internal officers, SLA agreements .Related Parties also reported in Statement of Accounts	N/A
Solway Firth Partnership	1994	Secure Environmentally sustainable future for the Solway Firth Area	£750 1%	Carlisle City Council is a Corporate Member with voting rights. Each member which is an organisation (whether Corporate or Ordinary) shall appoint one named Authorised Representative and one named Deputy within one month of admission to membership of the Partnership. The Authorised Representative, or Deputy, shall attend General Meetings on behalf of the appointing member which is an organisation and shall vote on its behalf, if relevant in accordance with any instructions provided by the appointing Member. The named Deputy, where appointed, may act for and represent such member at any meeting of the Partnership only in the absence of the named Authorised Representative.	Board of Trustees	Yes	Board of Trustees and Advisory group hold quarterly meetings, E-newsletter released every 2 months	Advisory Group meetings and Board meetings are set at the beginning of the calendar year.
Cumbria Tourist Board	1999	Raise profile of tourism and increase visitor stays in Carlisle, Look at best opportunities for joint working	£4,250	1 Councillor on the General Tourism Council , 2 Councillors from 6 councils across cumbria on Board , which has total membership of 14	No	N/A	N/A	N/A
Cumbria Strategic Waste Partnership	2004	To sustainably manage Cumbria's waste. Promote more focused and coordinated cross council working with regard to waste minimisation and recycling to realise significant savings by working together	Officer Time	Monthly Meetings, Carlisle CC a full board member .	Cumbria County Council	No	Meetings minutes sent to the Director and member of Local Environment and Economy	
Settle-Carlisle Railway Development Company	1992	Develop the Railway for Tourism	Officer time	Council nomination on board	N/A	N/A	Quarterly meetings	N/A
North Pennines Area of Outstanding Beauty	2004	To develop and deliver the North Pennines AONB Management Plan which needs to be adopted by the Council in order for it to deliver its statutory duty. It is considered that the process followed and the content of the Management Plan is consistent with other plans and policies of the Council. The Management Plan will be instrumental in conserving and enhancing our nationally protected landscape. It will help with the development of a range of projects and assist with securing external project funding for project implementation.	£7,235	There are no shares, profits nor any liability for losses. The Council has a statutory duty to prepare and review management plans for each of the two Areas of Outstanding Natural Beauty (AONBs) which cross its administrative boundary. For the North Pennines this work is delivered on the Council's behalf by the North Pennines Partnership. The Council needs to adopt the Management Plan in order to continue to meet its statutory duty	N/A	N/A	A Council officer has been involved in guiding the review of the Management Plan, and the member representative has taken an overview on the response and subsequent amendment of the plan.The AONB Team was supported in the consultation work by members of the Partnership's formal working groups, Partnership Members and people from a wide range of conservation, land management, tourism and other organisations.Reporting to Executive and O&S Panel as part of their agreed work programme.	N/A
Hadrians Wall Board	2013	Carlisle City Council is one of eight local authorities which have this world heritage site within their boundaries and are all co-signatories to this agreement which is to contribute funds to support HWTT in: Maintaining Hadrian's Wall's status as a World Heritage Site; Continuing to implement the WHS Management Plan; Ensuring the on-going conservation and protection of Hadrian's Wall WHS; and, Managing and monitoring the Hadrian's Wall Path National Trail	£10,000	No details available at present .	No details available at present	No details available at present .	No details available at present .	No details available at present .
Non Contributory								
Riverside Carlisle	2002	Provision of affordable rented accommodation	N/A	Board membership via nomination	Independent Organisation	Yes , part of original agreement	6 monthly progress report to overview scrutiny committee	N/A
Carlisle Equality & Diversity Group	2005	Prevention of Discrimination , Encourage community cohesion	N/A	Officer representation on group	N/A	N/A	N/A	N/A
For Reference								
Carlisle Ambassadors Group	2013	To promote Carlisle using the Carlisle Story Place Brand. To provide networking opportunities, showcase best practice, share information on initiatives within Carlisle to engage and inspire others.	£37,000	Carlisle City Council is represented on the Steering Group and as such has input to the Place Plan. The promotion of Carlisle is a corporate priority. There are no shares, profits nor any liability for losses.	Carlisle City Council manages the income and expenditure for the group's activities	NO	Bi-monthly project steering group meetings. Bi-monthly Carlisle Ambassador meetings summary report. Quarterly performance figures and reporting to O&S Panel as part of their agreed work programme	Outputs from 12 month marketing and project management contract to December 2016. Meeting dates 2016: Feb / June / Sept / Nov.Invoicing for contributions June / July

Carlisle Economic Partnership (CEP) & Digital Carlisle

Carlisle Economic partnership has continued to deliver against its core priority areas this year. Of particular prominence are activities relating to the following priorities Skills & Employment, Image (Sense of Place) and Infrastructure (Digital Economy).

Priority – Skills & Employment

- Carlisle Skills Summit took place on 28 January at Carlisle College with Ministerial visit and Skills Fair following at the Sands Centre.
- The Skills agenda is a key area for Carlisle Partnership as it touches each individual group and the Carlisle Economic Partnership has this as its key objective. Following on from the Skills Summit in January we met again on 22nd April to hear from Mike Smith, the CEO of Gen 2. Mike described that Cumbria was on the brink of a genuinely transformational period of activity – multi million pound investments that will create thousands of new jobs and the demand for a skilled workforce is now greater than ever. The combination of new jobs being created in the nuclear sector plus the numbers entering retirement will result in a net gap of over 56,000. So we need skilled people and we need them quickly and if this is not a key objective of each partnership then the CEP recommends that it becomes one.

Priority – Image (Sense of Place) - Carlisle Ambassadors

- Carlisle Ambassadors project stemmed from CEP recognising the need to promote Carlisle District and what it has to offer to those outside of Carlisle and Cumbria.
- Carlisle Ambassador membership continues to grow with over 140 businesses signed up.
- The latest meeting of Ambassadors took place on 17 November to discuss the challenges and opportunities for Carlisle in 2017. More than 160 people attended the event at Hallmark Hotel to be inspired by business successes in the city.
- Other successful Ambassador meeting themes included 'Innovation' at the September meeting, a welcome reminder that Carlisle and Cumbria punches above its weight when it comes to innovation.
- The Carlisle Ambassadors continue to nurture an effective mix of public and private sector collaboration which has resulted in projects making a difference both to businesses and the community.
- The next meeting is scheduled for February 2017.

Priority – Infrastructure (Digital Economy) - Digital Carlisle

- On the 14th July 2016 a Digital Breakfast, Google Garage event and Digital Carlisle Workshop were held in the City. The aim of the day was to:
 - Showcase positive work and Digital Champions within the area;
 - Provide examples of how to increase your digital visibility and presence, utilising online tools;
 - Engage with partners to seek commitment for the delivery of key actions and projects, building a shared vision for digital development for the District; and
 - Facilitate a stakeholder Workshop with original Digital Carlisle group attending plus wider targeted invites to begin the process of identifying what should be next for Digital Carlisle and how the digital sector and digital economy can be supported and develop Carlisle as a smart city.

- From the Digital Carlisle Workshop it was clear that there is an appetite for future exploration of this agenda to support digital transformation across our city region. It was therefore important to consider what form this could take and the key infrastructure requirements for a thriving digital city, as well as thinking about how we transform our local population into digital talents. This cumulated in debate about the creation of a digital strategy.
- A series of meetings will now take place with interested parties to discuss the options for taking this agenda forward.



CARLISLE PARTNERSHIP ANNUAL UPDATE 2016



FOREWORD

In a month which saw The Tour of Britain come to Carlisle, the Carlisle Partnership has cycled another year - a close, collaborative Peloton - sharing energy and direction, made up of more than 80 members and representative of public, private, voluntary and community sectors. We have continued to work tirelessly to ensure Carlisle district is the very best it can be; a place to live healthily, learn, aspire, work and play - connected, with its own unique strengths.

This Annual Update provides a wealth of good news stories, attributable to our Partners' continued commitment. There are further signs of growth in the connectedness between the sectors, with many outcomes delivered by partners working in new and innovative ways, together, to deliver more added value for our communities.

It would be remiss not to recognise the challenges that the year has presented for so many of our communities and partners as a result of the devastating floods that hit Cumbria and the district in December 2015, and whilst the effects continue to be felt across the district, the evidence of community and the Partnership working to support each other has been heartening. It was a key factor in the recovery activity and resilience response that followed.

Our Youth Council has continued to contribute strongly to the Partnership's work and actively engages with the Executive Group. This has seen Partnership Members support and attend the Carlisle Youth Council's AGM and recognise its exemplary work on a Mental Health Campaign (pages 10 & 11), giving a voice to our young people on this important matter and seeing their work inform key Commissioning Partners, and made available through the Carlisle Partnership website.

The district is recognised on the international stage in terms of its World Health Organisation (WHO) status (page 9). Partnership working and continued WHO engagement has seen the district recognised as a beacon of best practice. Health remains at the forefront of Carlisle Partnership's thinking and links between our Youth, Health, Food, Housing and Digital sub-groups, to name a few, remain set to keep this as a delivering priority.


The University of Cumbria shares its good news on the outcome of its significant investment in STEM labs (science, technology, engineering and maths), with support from Cumbria Local Enterprise Partnership - a full update is featured on page 6.

There are so many examples of the successes and achievements of our Partners, to be able to do justice to them here, so please read on, celebrate with us and thank you for your commitment to the work of the Partnership.

We should also note our special thanks to Moira Tattersall for her significant contributions over the past year as our Chair, supporting and maintaining the Partnership's direction and its aspirations for our community.

The Chair and Vice Chair roles are very rewarding, but only because they give a unique perspective on the commitment and energy that each Partner brings and how that translates to the strong, collaborative outcomes that they deliver when linked together. Carlisle Partnership is a drive chain for: Healthy lives, educational excellence, safety, fulfilling work and high quality recreation in a thriving economy - the best that we can deliver, for our community.

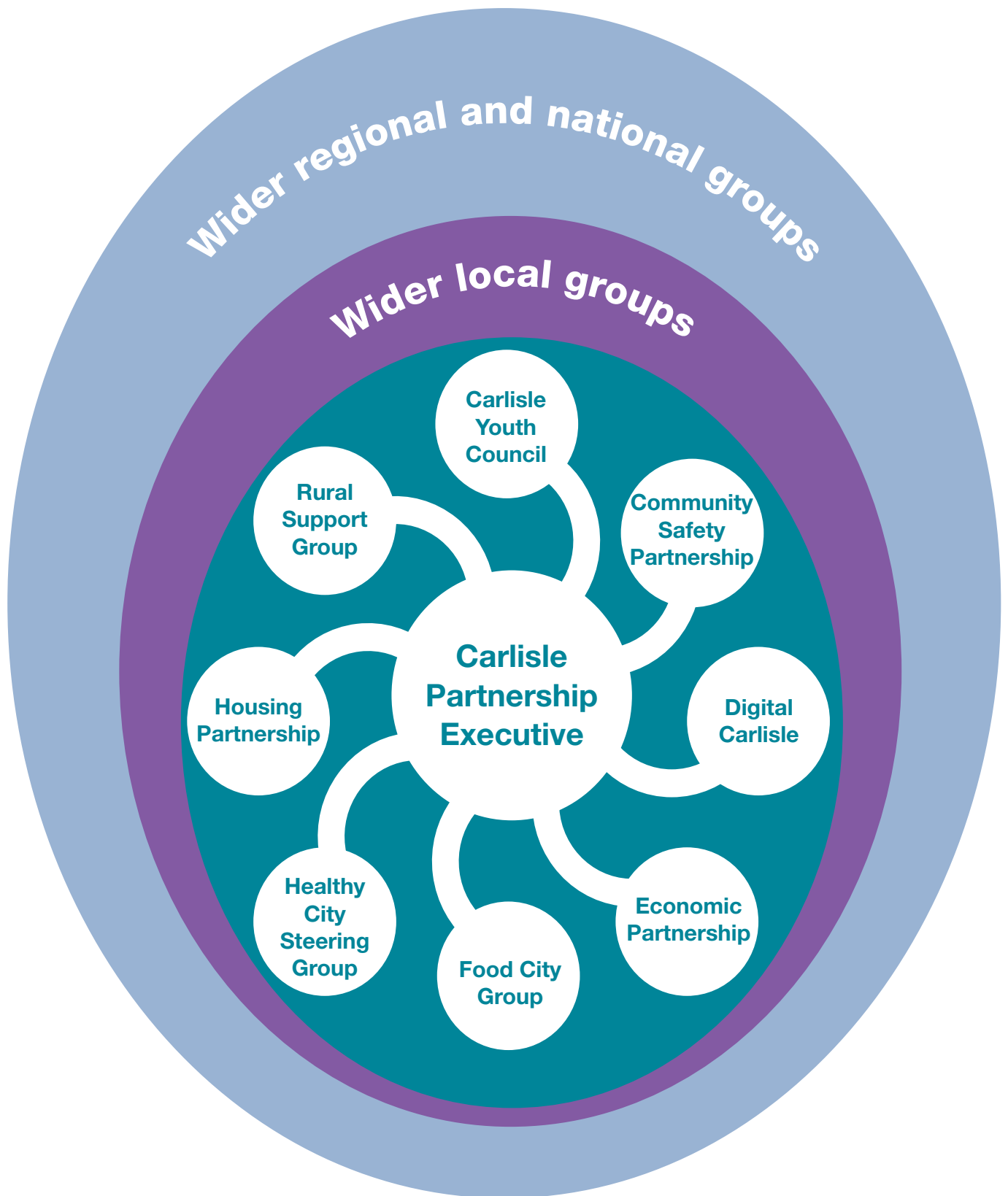
Phil Houghton



Vice Chair of Carlisle Partnership



CURRENT PARTNERSHIP STRUCTURE



HIGHLIGHTS 2016

- * Carlisle featured in the Health Promotion International Journal. The June 2015 edition focused on Intersectoral Governance for Health and Equity in European Crisis. As a high profile academic journal linked with the World Health Organisation and Oxford University Press, Carlisle was positively recognised and placed on the map.
- * Carlisle Youth Council held a Mental Health event in The Lanes, Carlisle. The main goal for the event was to carry out a Mental Health ballot. Carlisle Youth Council has created a video, produced and coordinated by a young person that studied at Carlisle College.
- * Carlisle Airport-connect project progressed to the second phase and is looking to the DfT for support under their Route Development Fund for three routes from Carlisle Lake District Airport; London (through London Southend), Belfast and Dublin.
- * National Food for Life Scotland and Sustainable Food Cities Event 2015: Carlisle Food City was asked to present at an event in Edinburgh, following the work advanced over the past year. The national network was impressed by the collaborative and partnership approach advanced in Carlisle. The session focused on 'Developing an Effective Food Partnership and Action Plan'. Positive social media messages have been shared since and a speaker fee was provided to the group to go back into the Food City project pot. The Sustainable Food Cities Network is keen to build on this work nationally.
- * Carlisle City Council organised an Empty Homes event in December 2015, coinciding with National Empty Homes Week. This successful event provided an opportunity for empty home owners, developers and local businesses to meet, get advice and consider options on what to do with long term empty homes.
- * PhunkyFoods continues to provide teaching staff with the tools and training to deliver top quality fun healthy lifestyles in schools in line with current government recommendations. The programme aims to help schools deliver a whole-schools approach to healthy lifestyles and also engage with pupils and their families. Consortia funding has assisted in the development of the project and so far 22 schools in Carlisle have taken advantage of the programme.
- * The Carlisle Ambassador programme continues to provide a powerful business network, where people can interact with others, forge stronger connections and learn first-hand about the big decisions that affect Carlisle.
- * Retail seminars were delivered at the University of Cumbria's Carlisle Business Interaction Centre, they brought national experts to Carlisle to discuss issues related to invigorating our high streets.

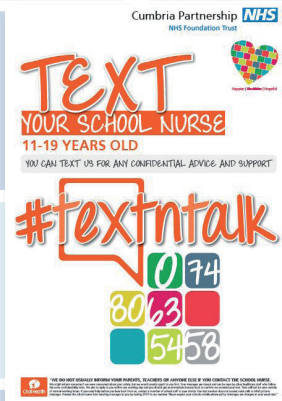




- * The University of Cumbria has received additional funding from the Cumbria Local Enterprise Partnership to develop the second phase of its science laboratories in Carlisle. Overall the university has invested £3.5million in state of the art labs to respond to a national shortage of graduates with specific science skills to support regional industry requiring skilled staff. This development will enable the university to develop its STEM subjects and create opportunities for young people to participate in STEM subjects.



- * Carlisle's first Community Health Mela took place on Saturday 14 May. The event was aimed at anyone who would like to take more responsibility for their own Health and Wellbeing and was an opportunity for people in our community to have a Health MOT.



- * The Cumbria Central Heating fund, a joint initiative between Carlisle, Allerdale, Eden & South Lakeland District Councils, funded by the Department for Energy & Climate Change, continues to deliver free central heating systems to properties not on mains gas.

- * More than 100 people attended Carlisle City Council training sessions around Dementia Friends, Mental Health First Aid and Construction Design Management (CDM). The training was also made available to other partners.



- * ChatHealth was launched on Monday 6 June. It is a text messaging service which 11-19 year olds can use to text their school nurse with any issues such as bullying, exam stress and school worries.

- * Carlisle Carers held an event in Carlisle city centre during Carer's Week to raise the profile of local carers, and to engage with the public by getting some of them to take a step on a treadmill to represent each carer throughout Cumbria.



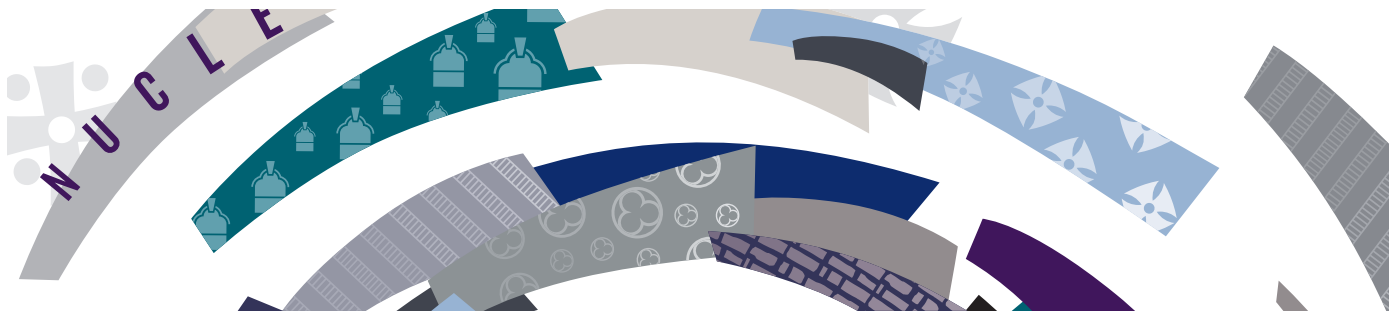
- * The Durranhill project is supported by HCA and the LEP and funded by a £2.25million grant to improve the infrastructure of the industrial estate, creating better road access. Work is currently underway to provide new access to the estate which will open up land for development.

- * To date, 300 properties have benefitted from a Property Resilience Grant to adapt their properties so they are more able to deal with future flooding.

- * Cumbria GP Recruitment Fair took place which encouraged trainees and qualified GPs to work in Cumbria. Future events are planned to build on this.

- * Homelife Carlisle Home Improvement Agency delivered Foundations Independent Living Trust (FILT) Warm at Home Project successfully distributed £25,000 for energy efficiency measures as well as continuing to deliver Gas Safety and npower Health Through Warmth grants.





DEVELOPMENT OF STEM COURSES

The University of Cumbria has received additional funding from the Cumbria Local Enterprise Partnership (LEP) to develop the second phase of its science laboratories in Carlisle. Overall the university has invested £3.5million in state-of-the-art labs to respond to a national shortage of graduates with specific science skills to support regional industry requiring skilled staff as raised at partnership events.

The development of the new labs will enable the university to develop further its STEM (science, technology, engineering and maths) subjects and provide support to industry requiring skilled staff and create opportunities for young people to participate in STEM subjects.

There is a particular need for bioscience graduates in Cumbria and the laboratory extension will enhance the existing science curriculum offer, and allow the university

to offer degree-level qualifications in chemistry and biomedical science, as well as providing high quality space for teaching, research and consultancy. The facility will also allow greater collaboration with schools to encourage interest in STEM subjects.

The new labs were installed at the Fusehill Street Campus in June and will be equipped and ready for use by September 2016.

Former Vice Chancellor of the University of Cumbria, Professor Peter Strike, said: "The overall investment strengthens the university's ambition to be the lead provider of science-related courses. The skills and knowledge students acquire from studying degrees in STEM subjects at the university, together with professional body accreditation, will enhance their employability prospects and create a wider pool of skilled graduates."



CARLISLE COLLEGE PARTNERSHIP WORKING



Carlisle College continues to play an active role in the Carlisle Partnership which both enhances the curriculum offer and provides opportunities for students to enhance their skills and experiences, examples are outlined below:

- Fashion students have worked with The Cumberland News as part of their 200 year celebrations, creating items of fashion out of old Cumberland Newspapers for a photo shoot at the print press, with a resulting exhibition of the works at Tullie House.
- The College also hosted the Carlisle Skills Summit in January, bringing together key stakeholders to discuss the future skills needs of the city and strategies for development.
- Carlisle College play an active role in Carlisle Food City and are currently working in partnership on the plans to develop the Local Food Show.
- Carlisle College hosted the Carlisle Ambassadors 'Inspire' event as part of their Give A Day to the City

project which provided a packed agenda to inspire the future entrepreneurs of the city and launched a mentor scheme for experienced business owners to team up with those just setting out.

- Meanwhile students have been involved in a number of projects across the city including a project with Water Street Hostel, where students have created artwork to be displayed within the families and women's accommodation. Arts students are also currently working with Virgin Trains as part of the Carlisle Railway Station redevelopments.

Carlisle College continues to work with hundreds of leading local employers who provide valuable work experience opportunities and apprenticeship vacancies for students. It goes without saying that Carlisle College is grateful to all the partners that they work with. It is only through such active partnerships that we can work together to prepare our students for a successful future within our city.

HOME FIRST TEAM

Led by the Emergency Care Intensive Support Team (ECIST) the Home First team concept was developed and implemented as a new model for assessment to: admit, discharge and navigate an integrated out of hospital community provision covering the Carlisle locality initially and more broadly, patients from other areas. The aims are:

- Appropriate utilisation of social care support.
- Improved Accident and Emergency (A&E) performance against four hour target at Cumberland Infirmary Carlisle.
- Improved outcomes for patients and carers.
- Reduced average bed occupancy.
- Reduced need for acute hospital admission by providing a proactive, multiagency intervention service.

The Home First Team visually 'screen' all patients attending A&E who are: over 75 years; a patient who has fallen and/or has upper and lower limb injuries.

The Home First concept was initiated in November with all Partners in Health and Social care working together to improve Emergency care targets. Home First is a Joint; North Cumbria University Hospitals, Cumbria

Partnership NHS Foundation Trust and Adult Social Care approach to admission avoidance. Following an intensive service development review, the service has improved and continues to redesign its delivery through weekly improvement meetings. The service is now discharging more patients directly from A&E and commencing therapy assessments at the point of admission.

Therapists are now included in the A&E team. Therapists screen and assess patients who may need rehabilitation, reablement or other assistance to return home. Patients are able to be discharged from A&E if medically fit, which is now impacting on improving the four hour A&E targets. Patients admitted or moved to a unit or ward, therefore starting their therapy assessments sooner, supporting rehabilitation and reduced length of hospital stay.

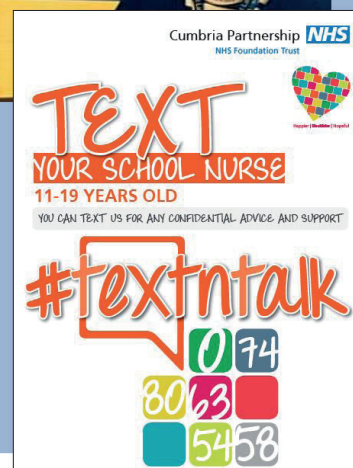
The overarching Home First concept supports the patient, their family and carers. The Multidisciplinary Team approach supports the Home First Initiative and is aligned to the wider development of Integrated Care Communities and the Healthy City approach. The University of Cumbria have been contacted to ask for their support to evaluate the Home First Concept.

CHATHEALTH

ChatHealth is a text messaging service for 11-19 year olds. They can use it to text their school nurse with any issues they need support with, such as bullying, exam stress and school worries (the list is non-exhaustive). ChatHealth is available Monday to Friday between 9am and 4pm, throughout the year. If a text is sent outside of these hours a bounceback reply is sent and the message will be picked up by the school nurses on return. It is confidential unless there is a safeguarding issue.

The aim is to provide support in a confidential way, using technology which they are familiar with and enjoy using. It acts as another communication method for students, between them and their school nurse.

The service went live on Monday 6 June; a full roll out programme will start from September, including assemblies in schools. Social media activity is being used to promote the service; events are also being attended by the school nursing team and they continue to work with the Carlisle Partnership to promote the service locally. ChatHealth also attended the Carlisle Youth Council AGM.



WORLD HEALTH ORGANIZATION



Carlisle was designated as a phase VI city in (2014) having previously achieving phase V designation (2008-2013).

In July 2015, the World Health Organization's (WHO) first phase VI Healthy Cities Annual meeting and technical conference was held in Kuopio Finland. A call to action generated considerable interest amongst cities and networks with over 150 abstracts being submitted for consideration. Each abstract was carefully reviewed by at least two members of the WHO committee, including the regional WHO Director and approximately 60 were chosen for presentation.

From the several abstracts Carlisle submitted two were accepted:

- Food as a vehicle towards improved health and well-being for the people of Carlisle.
- Local Healthy Option Awards.



There were more than 305 delegates from 33 countries, including representatives from 65 cities and 17 national networks attended.

Carlisle was held as a beacon of good practice following the presentations and was firmly promoted and placed on the map, with other cities keen to learn from the work that had taken place. Carlisle was able to tap into interactive innovative training sessions to promote learning and skills development which supports Carlisle to deliver action on phase VI local priorities.

In addition, sessions and workshops were led, chaired and facilitated by Carlisle representatives. This included Health in All Policies (HiAP) training and workshops around resilience, health and wellbeing.



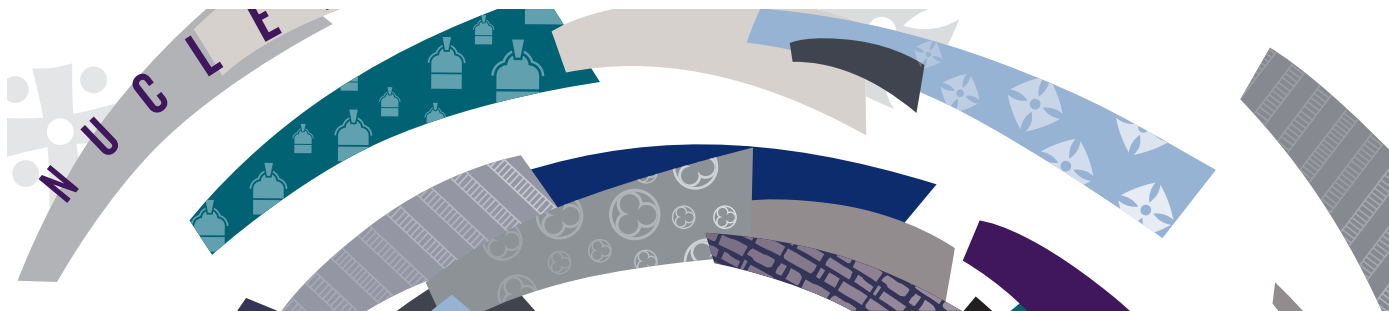
Objectives from the business meeting varied, from debates and exploring the challenges of making local political choices for health, to demonstrating the importance of intersectional action for improving health and wellbeing at the local and urban levels, especially in relation to equity and creative supportive environments to health.

There were two keynote speeches and various strategic and political panels. There were also coordinators and politicians meetings and HiAP training, workshops, surgeries and site visits.

- Carlisle were recognised as a beacon of best practice and put on the map.
- Sponsorship was provided by the Sustainable Food Cities network to assist in profiling the Food Work at such a prestigious event.
- Carlisle was able to influence policy as well as learn from other cities/best practice.

Learning from other cities was used to shape and further develop work, projects and action plans for Carlisle.





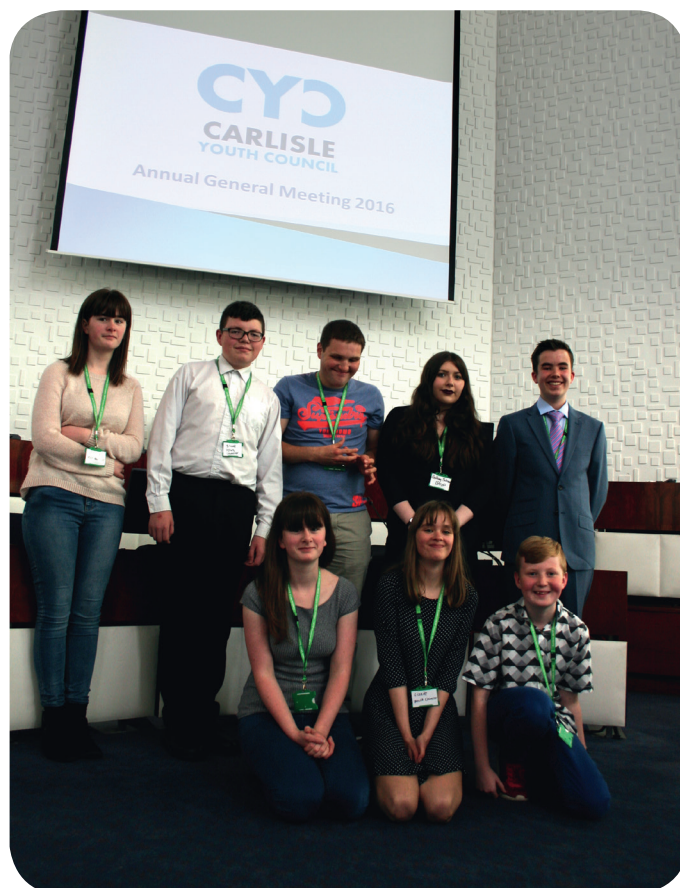
CARLISLE YOUTH COUNCIL'S AGM

Carlisle Youth Council's June AGM celebrated and showcased achievements throughout the year to invited partners and young people. The meeting was also joined by the newly appointed Members of Youth Parliament and resulted in increased engagement (more than any previous year) and the recruitment of new members.

Each member gave an update on Youth Council activity, including: the 'So What?' campaign, Make Your Mark, Youthforia, consultations, website developments, UK Youth Parliament elections and community profile, working with local organisations (such as Soni Cox's 'My Way Code app) and priorities for the upcoming year.

A question and answer session at the end of the AGM allowed young people to provide a view and answers to the audience from a young person's perspective. They highlighted their engagement with a number of different organisations over the past year and have also acted as a youth voice on partner documents, such as the Carlisle Plan and the Director of Public Health's annual report making sure that young people views were included and considered.

Their priorities for 2016/17 are: representing the young people of Carlisle; recruiting new members; Make Your Mark 2016 and consultations over summer will decide on their next campaign issue.



The group would like to thank Chris Barry and Emma Dixon for all their help this year and for helping to organise their AGM. Thanks also to the local partners for their support and their positive contributions to Carlisle Youth Council.



ADVANCED MANUFACTURING CENTRE (AMC)

Work is about to commence on a new Advanced Manufacturing Centre (AMC) at Carlisle College to meet the training needs of the important food manufacturing sector in the city. The AMC will deliver an employer-led curriculum at all levels to the engineering, manufacturing, and processing

sectors and will feature new computer aided manufacturing equipment, laser cutters, welding simulation equipment, 3D print and reverse engineering facilities.

The AMC will also accommodate a new process control room enabling the simulation of a real-life

engineering manufacturing set-up, whilst students will be able to train on the installation, control and maintenance of plant equipment.

The design of the AMC has very much been finalised in partnership with key local employers including Pirelli, McVities and Calder Foods.

'SO WHAT?' MENTAL HEALTH CAMPAIGN

Following the results of the 'Make Your Mark' ballot and Carlisle Youth Council's mental health event in The Lanes in August 2015, the 'Strawberry' activity in The Lanes proved a great success with hundreds of young people taking part. They surpassed their 300 ballot target at the event getting 329 responses and as a result it was decided that bullying would be their mental health campaign priority (with 19.6% of the 11-18 age category voting for bullying).

They created a pack to send to schools, colleges and local youth groups, called 'So What?'

The purpose of the 'So What?' campaign is to promote self-empowerment amongst young people, whilst raising awareness of mental health issues. It also meets Healthy City objectives.



The workshop has four activities, each is aimed at a different aspect of mental health issues.

The first was aimed at body image, the second at prejudice, the third at acceptance and the final activity was aimed at mindfulness. The activities ranged from presentations, to a colouring sheet. They recently

trialled the workshop with Carlisle Young Carers.

It is intended to send information to Schools and Colleges in Carlisle, as well as be shared with key commissioning partners. It will also be available on the Carlisle Youth Council and the Carlisle Partnership websites.

DIGITAL CARLISLE

Digital Carlisle first held an engagement event at Carlisle College in 2012. Since then a Digital Carlisle group was established and has been successful in delivering its initial agenda of enhancing the digital connectivity of Carlisle district. It is a partnership of local stakeholders, and has made positive steps in progressing Carlisle's digital development with the successful installation of free City Centre Wi-Fi and support for the continuing improvements to digital infrastructure. It is now looking to the future and considering next steps.

Recent activities include:

- Promoting the work of Digital Carlisle via a guest speaker slot at a Google Digital Garage event at Carlisle Racecourse on Thursday 14 July to highlight what Carlisle City Council and Digital Carlisle partners have done in relation to this agenda.
- Facilitating a stakeholder workshop with the original Digital Carlisle group attending plus wider targeted invites to begin the process of identifying what should be next for Digital Carlisle and how the council can support the digital sector, digital economy and potential development of Carlisle as a smart city. The aims were to engage with partners to seek commitment for the delivery of key actions and projects and to build a shared vision for digital development for the district.

Future steps for Digital Carlisle are therefore ongoing and at an early stage. Further sessions will be held to establish the desired future approach to digital development by key stakeholders operating in the district. In the meantime, support will be given to partners who are advancing this agenda, including Carlisle Library through their work with Google Digital Garage.

BRAMBLE COURT EXTRA CARE SCHEME

Bramble Court will be the first rural Extra Care housing scheme in Carlisle district and is managed by Impact Housing Association. It is due to open in September 2016.

‘Extra Care’ is a type of sheltered housing that comprises of self-contained homes with design features and support services available to enable self-care and independent living within a supported environment. The tenure of the apartments at Bramble Court is social rent.

Bramble Court provides a mix of 38 one and two bedroomed self-contained apartments for people aged 55 and over. Priority is given to applicants with a local connection to the area.

Carlisle City Council and Impact Housing Association have worked with Adult Social Care to develop the allocation policy to ensure the scheme meets the needs of local older people requiring care and support.

The scheme has been developed in partnership with the Bampton and Beyond Community Trust, who manage the adjacent community centre, and provide a wide range

of activities to the local community, including a café which will be open to the residents of Bramble Court.

The building is wheelchair accessible throughout, with access to communal facilities, an alarm call service and a care and support service. The town’s amenities are only a short walk away and a regular bus service operates to Carlisle for more active residents. Links with the community centre will provide opportunities for leisure and learning activities and social inclusion.

Care and support is tailored to individual requirements. Someone would not have to need care or support immediately to apply, but might be thinking ahead to their

future housing needs. Making a choice to live in extra care housing often avoids a future move to a residential or nursing setting. Extra Care housing reduces reliance on statutory services, aids the reduction of falls, prevents unplanned hospital admissions and aids prompt discharge from hospital.

Bramble Court will take referrals from Cumbria County Council’s Adult Social Care team for people with higher support needs, but applicants may also apply direct. Vacancies will also be advertised through ‘Cumbria Choice’ at www.cumbriachoice.org.uk



EQUALITY AND DIVERSITY COMPETITION

This year Carlisle College extended the scale of its annual Equality and Diversity competition, working with partners OutREACH Cumbria. The competition invited students to raise awareness of Equality and Diversity issues and display how they are able to identify these and deliver their message using a variety of creative methods, with entries as diverse as food, posters, art, poetry, fashion, electrical installations, metal and wood work. The competition culminated in an exhibition at Tullie House which was opened by local dignitaries and available to view by the public.

CARLISLE UNITED AND UNIVERSITY OF CUMBRIA JOIN FORCES

Carlisle United Football Club (CUFC) and University of Cumbria signed a 'mutual understanding' partnership in August 2015 with a view to working together more closely in a number of different areas.

The aims were:

- Volunteering, placement and internship opportunities for University of Cumbria students at CUFC.
- Integration of University of Cumbria students into CUFC projects.
- Training and development opportunities for Carlisle United staff at the University of Cumbria.
- Promotion and delivery of local and regional events.
- Engaging the student body at CUFC matches and events.

Activities have included:

- Joint work to create more awareness of the work of both organisations.
- Engaging the student body with the football club.
- Club staff speaking at University events to make students aware of opportunities.
- University students on placement with the football club.
- Michael Raynes (a CUFC player) using library facilities to assist with his studies.



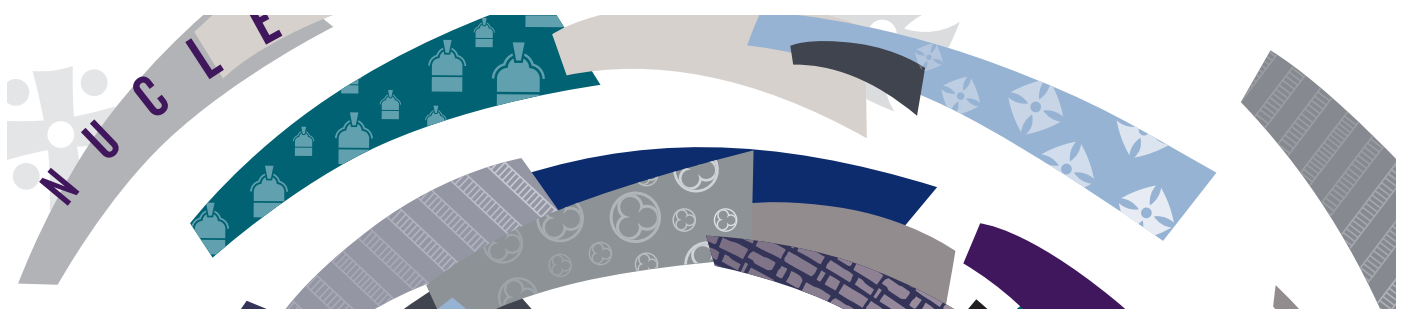
- Partnering on CUFC's first ever Community Sports Trust Awards, recognising the achievements of community project participants.
- CUFC Community Sports Trust based at University of Cumbria's Business Innovation Centre at Paternoster Row whilst their own facilities were unavailable due to the floods.
- Partnering on a Community Fun day at Brunton Park, attracting over 1,200 young people and adults.

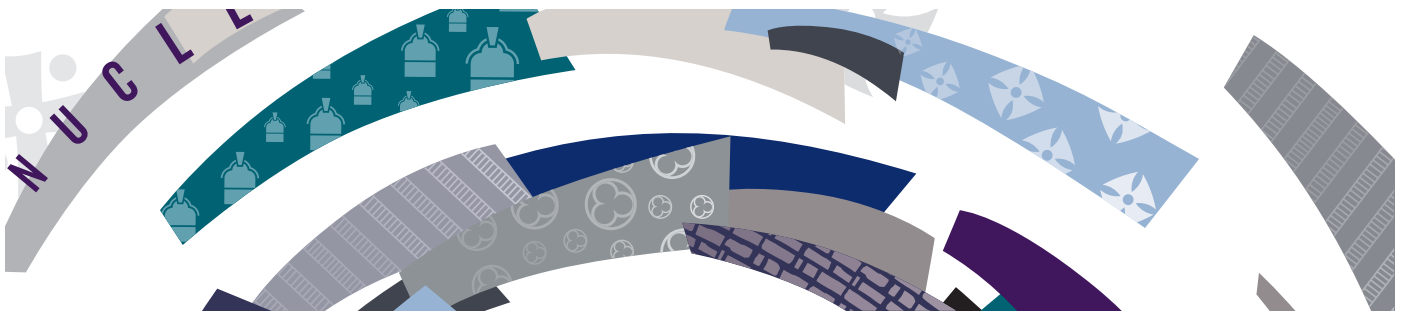
The above activities have resulted in improved relationships and working between both organisations on a number of levels and a number of positive community projects and activities which engaged a wide range of individuals.

A strong working relationship has been developed and this will continue to be built on over the next year and beyond.

Sandra Booth, Pro Vice Chancellor Enterprise Business Development and Engagement, University of Cumbria, said: "Working in partnership with CUFC has been a pleasure and has really benefitted both organisation's understanding and delivery of key projects to support our shared agenda as community champions."

Phil King, Sales and Marketing Director, Carlisle United FC added: "We are very keen to continue to build partnerships throughout the City and the County and bring the Club closer to the community - our work with the University has been a perfect example of this and has been a natural fit, with great outcomes for both organisations."





CARLISLE FOOD CITY MAP

The Carlisle Food City map was designed to capture the diversity of the local food sector in a 50 mile radius of Carlisle.

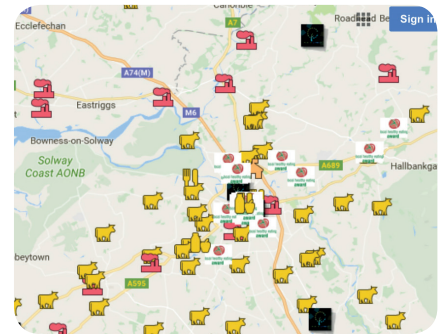
The aim was to raise the visibility of local food producers to potential business buyers in the Carlisle area, highlighting a vibrant food sector supporting the food supply chain for Carlisle as well as showcasing our fabulous local food culture.

Work initially started in 2015 with the current round of data gathering between January and June this year. This year's activity included a social media campaign to assist gathering details of local food producers and Carlisle based businesses selling locally produced food. It is supported by Higher Education Innovation Funding from the University of Cumbria and advanced in partnership with Carlisle Food City partners and Carlisle City Council who were involved in designing and capturing the information.

To date, there are 239 businesses on the map and conversations during the gathering of data for the map with local food buyers has resulted in improved buyer / producers relationships, whilst also highlighting new potential local suppliers.

The map was presented to the University of Cumbria's Research and Enterprise event in July 2016 and is available to view on the Carlisle Food City website.

They are now looking for partners who can improve the interactivity of the map as well as looking to further develop links between food businesses and buyers, through a number of activities.



KEEP SAFE FOR CUMBRIA

Funded by the Cumbria Police and Crime Commissioner, The Keep Safe Project was established to build a service which would provide consistent delivery across Cumbria of crime prevention measures to victims of crime and anti-social behaviour, all of which are free of charge.

The projects aims to:

- Contribute to making people feel safer and more secure in their own homes.
- Work in partnership to reduce anti-social behaviour.
- Help support victims who have found access to police and local authority services hard to reach.

- Be provided across the county in a consistent way with one set of objectives and method of delivery.
- Potentially reduce homelessness and help avoid the need for families who are victims of domestic abuse to move out of areas where their support networks are.

- Work with key housing partners to keep people safe.

The scheme has resulted in the delivery and installation of free crime prevention and security measures, and equipment; the provision of security advice, signposting to other agencies and

multiagency working to improve safer communities.

The schemes key outcomes are to:

- Increase victims feelings of security, safety and confidence.
- Reduce the number of repeat victims.
- Reduce calls for service and demand on Police and other agencies.
- Reduce homelessness.

LOVERS' LANE COMMUNITY GARDEN: DIG FOR DINNER

Lovers' Lane Community Garden is a community project run by volunteers in Brampton. The garden started in 2012 when a member of Brampton Food Network was making enquiries locally for land that could be used to grow vegetables. The garden is situated very close to the town centre. It is remarkably productive being completely organic and sheltered. They have a large poly-tunnel so that gardening and food production is all year round.

A membership approach, with an annual fee of £10, means that by spending some time working in the garden, all fruit and vegetables produced are shared out. People contribute whatever time or skills they can and do not need to be a knowledgeable gardener.

The majority of members are older people and benefit from the garden; sharing the physical work and enjoying the social aspects of the community. They have also had some home schooled children who love being involved. When they set up the constitution and vision for the community garden, they envisaged a broader audience, which encouraged families. Linked to Healthy City priorities, the project was signposted to funding through the Healthy Weight Grants which was managed by Cumbria County Council's Community Grant team. Funding for the Dig For Dinner project helped them to target families of young children (a target group).

Lovers' Lane Community Garden, in partnership with Brampton Primary School, invited a small group of families with young children to attend. Their chef was invited to do a food demonstration at a school assembly which really excited the



children who then went home and persuaded parents to apply for a place on the project. Numbers were kept low so that the activities remain a quality and individual experience for all taking part.

The project consisted of two blocks of five session courses. The two hour weekly sessions ran as an after school club and a member of the school staff accompanied the families throughout the sessions. During each session, time was spent in Lovers' Lane Community Garden exploring different aspects of gardening (digging, sowing seeds, transplanting, harvesting, understanding about composting and feeding the soil etc). Ready produce was picked and during the second part of each session, the families transformed the vegetables into a tasty dish with guidance from their chef, Michael Evans. Families learnt about using herbs, food preparation techniques, discovered new recipes and flavour combinations and how to share cooking with children.

They ensured on-going evaluation throughout the programme, taking images, posting on Facebook, writing a weekly blog (with input from the young people).

Several families said they were now gardening with their children at home. Four of the 12 families have joined the community garden as members and all families completed the programme. The chef is now going into school weekly to run an after school cookery group.

The Dig for Dinner blog can be found at: <http://digfordinnerbrampton.blogspot.co.uk>

Further information about Lover's Lane Community Garden can be found at: <http://carlislepartnership.carlisle.city/>

The project is looking to further develop with the primary school, community garden, Sustainable Brampton, Brampton Community Centre and other partners.

CARLISLE SKILLS & ECONOMY SUMMIT

The Carlisle Economic Partnership (CEP) identified skills as one of two main priorities for action as part of the Economic Review of Carlisle, this was launched at the 2014/15 Carlisle Partnership Forum.

The CEP agreed an action to hold a summit here in Carlisle to further understand the challenges and opportunities faced across all sectors, debate the issues and begin to explore what actions may form part of a response to the skills shortage here in Carlisle. Whilst also considering the Skills plan for Cumbria and understanding future plans and aspirations for the City.

The Skills and Economy Summit was held on Thursday 28 January 2016 at Carlisle College. The partnership and stakeholder event (representing a wide range of sectors) highlighted the challenges and opportunities arising from £90billion investment within the Nuclear Sector, as well as a range of other major projects planned across Cumbria - as outlined by Cumbria Local Partnership and key local institutions.

Key speakers highlighted the potential impacts and opportunities for Carlisle and Cumbria, whilst also outlining the future skills requirements across a range of sectors in order to meet the projected demand. Presentations were followed by a high profile panel

discussion. The day was well received with a number of positive comments and suggestions for outcomes moving forward.

Carlisle College students showcased the range of their skills, by designing (with support from Carlisle Food City partners), creating and cooking a locally grown and produced lunch. Letters of thanks have been sent to each of the students for the role they played in the event and will be used as part their portfolio development.

The Government Minister of State for Skills, Nick Boles MP also attended the event and provided an address to the audience on the skills agenda. Nick praised the event, efforts of the students and asked that images from the event were share with him - assisting in putting Carlisle on the map.

The event raised awareness of the issues and challenges in meeting the future needs of employers in attracting and retaining a skilled workforce. It also began to engage a wide range of stakeholders in the debate and has been a catalyst for getting the issue of skills on the agenda at a series of subsequent meetings and events held by partners such as Carlisle Ambassadors, Chamber of Commerce and Digital Carlisle Group.



GP RECRUITMENT FAIR

The GP Recruitment Fair, held on Friday 17 June, aimed to attract health care professionals to our beautiful county. The CCG (Clinical Commissioning Group) in collaboration with other organisations held the event to address GP recruitment issues across Cumbria.

The aim was to encourage trainees and qualified GPs to work in Cumbria and bring together, and share, a whole range of initiatives. Various stands and speakers provided information on living and working in Cumbria as a GP - as well as growing, studying, playing (family life).

The event also provided a huge amount of learning; that Cumbria has something unique to sell; that we are a close knit family that is supportive because it is small (e.g. size of our training schemes) and

that we work together and can provide opportunities for tailored training in areas of interest.

Qualified and trainee GPs that attended the event showed interest in working in Cumbria after speaking with colleagues at the event. Positive conversations took place with GP registrars looking at different career options once they qualify, who were unaware of the opportunities within

Cumbria. Cumbrian organisations are following up all of the attendees with offers of further help and discussions. Feedback will help to plan further recruitment events before the end of the year, including wider health professionals e.g. nurses and pharmacists and a collaborative team are keen to attend British Medical Journal (BMJ) careers events in London. Interested in helping? Let us know.



NEW PSYCHOACTIVE SUBSTANCES TRAINING

In 2015-16 it was highlighted that there was a lack of knowledge across the county in connection to the developing use of psychoactive substances. Through collaboration between the three Community Safety Partnerships (North, West and South) a training provider was identified that could deliver a current program to enable professional bodies within the county to expand their knowledge on the increasing use of New Psychoactive Substances (NPS).

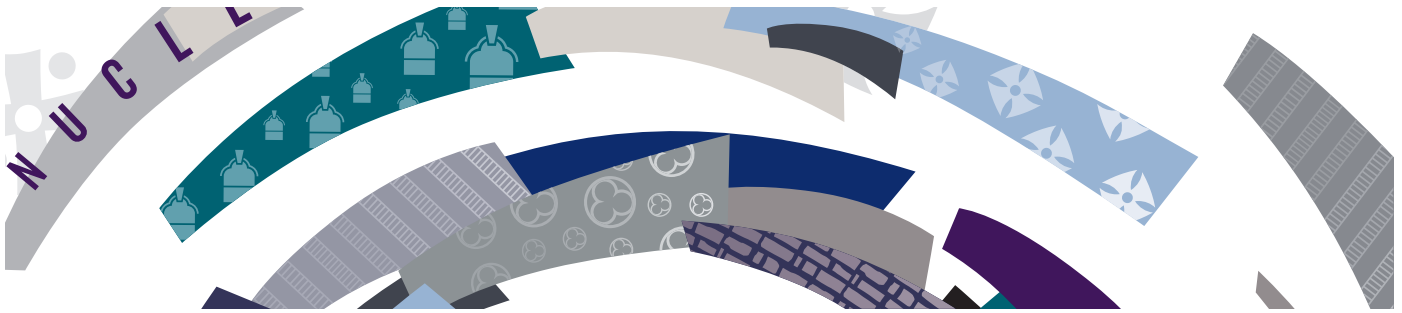
The aims and objectives of the training - provided by Liam Watson of Drugs Training - were to enable key

professionals from across a broad spectrum of bodies to develop their knowledge of NPSs and addiction.

Once completed, all delegates were signed up to 'Drugs Now' e-zine which allow them to keep up to date with current drug issues.

As the training was such a success and the feedback received was excellent, there are plans to further roll out the training.





LEARNING AND DEVELOPMENT

Over the past year Carlisle City Council has organised a number of different courses that have been opened up to other partner agencies. The courses ranged from Dementia Friends, to Construction Design Management (CDM), and to Mental Health First Aid.

- **Dementia Friends:** The training course aimed to give people a better understanding of dementia and the small things we can all do to make a difference to the lives of people affected by dementia.
- **CDM Regulations:** Working with Carlisle College in partnership with the National Construction College, the City Council offered an update on the Construction Design and Management Regulations 2015.
- **Mental Health First Aid:** Mental health problems can affect people at any time of life in different ways. They affect not only individuals and their families, but friends, work colleagues and employers too. Many people suffer a mental illness for a long time before

they seek help. The training raised awareness amongst staff and organisations of the support needed for those suffering with poor mental health; ensuring the best help could be given as quickly as possible.

The training sessions were opened up to Carlisle Partnership partners and example attendees included: Age UK; Carlisle Eden MIND; Carlisle MAP; Community Centres; Cumbria County Council; Cumbria Deaf & Vision; District Councils; DACE; Groundwork; Job Centre; NHS; University of Cumbria; CAPITA; Carlisle College; Compass Services Group and Riverside.

More than 100 individuals attended sessions, which assisted in upskilling our local workforce, ensuring knowledge is up to date and raising awareness of key issues and challenges. More sessions are planned (Suicide Alertness training will take place on Wednesday 9 November - places are still available).

DO THE RIGHT THING

Media students at Carlisle College supported Cumbria Constabulary's 'Do The Right Thing campaign' this year. Students contributed to an awareness raising campaign around the complex topic of sexual consent making two short films, by young people for young people, based on their discussions on the topic.

In another partnership with Cumbria Constabulary, motor vehicle students have benefited from a new scheme this year which sees vehicles seized by the Police being given to the College for students to work on as part of their practical studies. Cumbria Police's Mobile Support Group regularly seize vehicles under various parts of the Road Traffic Legislation.



PHUNKYFOODS

PhunkyFoods is a healthy lifestyle programme of resources, training and support.

The programme offers a preventative behaviour change intervention; educating schools, their pupils and the wider community to improve knowledge and understanding of healthy lifestyles messaging, whilst helping schools to provide a supportive environment in which their staff, pupils and families are empowered to make real behaviour changes. Their unique offer incorporates three important pillars of success:

- Capacity building by training existing school staff in delivering healthy lifestyle messaging for children and their families to ensure sustainability.
- Their award-winning cross-curricular healthy eating and physical activity classroom resources and lesson plans for universality across all school year groups.
- Regional Community Support Workers offer support around the whole school approach to healthy lifestyles. From facilitating audits of existing activities and advising on dining room issues, to developing strong community links by delivering parent/carer workshops and running cook and eat sessions.

The PhunkyFoods programme, with help from the Carlisle Partnership, has engaged with 22 primary

schools across Carlisle over the past two years. A Community Support Worker has been working with schools to engage teachers, staff and parents/carers in key healthy lifestyle messages to encourage behaviour change. This has included training events, whole school staff training sessions, multi-school training events, workshops for pupils and teachers, whole school assemblies and facilitating the setting up of cookery, gardening and breakfast clubs.

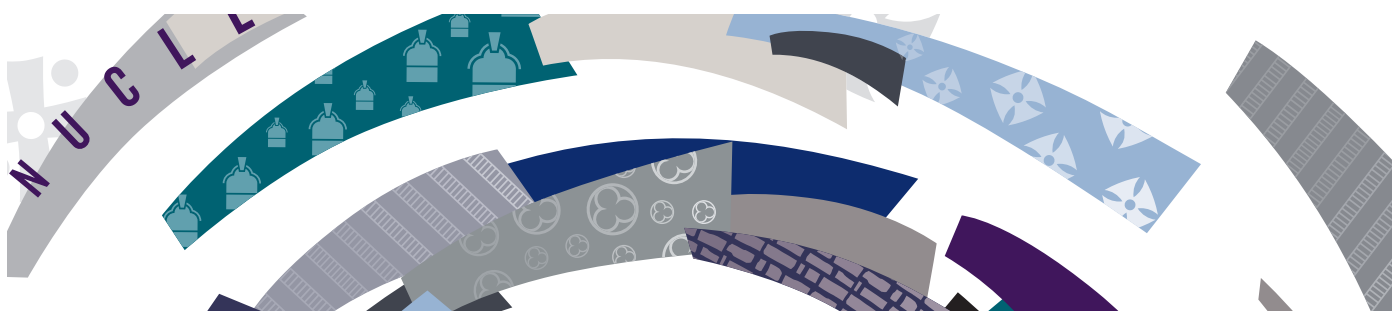
Over the last academic year and up to April 2016: workshops have been delivered to 2636 children and trained 117 members of teaching staff (including encouraging schools to set up cookery clubs). A multi-school training event in partnership with Carlisle Healthy Cities was delivered in July which 10 schools attended.

They have recently being awarded their third Royal Society for Public Health (RSPH) Award for Community Health and Wellbeing. The award recognises their professional and evidence-based practice.

CARLISLE COMMUNITY HEALTH MELA

Carlisle Community Health Mela was a friendly, fun filled festival held in Carlisle city centre on Saturday 14 May. The event was aimed at anyone who would like to take more responsibility for their own Health and Wellbeing. It also provided an opportunity for people in our community to have a Health MOT with appropriate advice and signposting.

The event included 40 stands in the city centre, a Health Olympics held in Assembly Rooms, and complementary therapy sessions and had fantastic feedback. The event, organised by local Rotarians, Sustainable Carlisle, the National Forum for Health & Wellbeing, Healthy City, and many volunteers, was supported by the Rotary Foundation, the Cumbria Community Foundation and Carlisle City Council. There is a future event planned for May 2017.





PROPERTY RESILIENCE GRANTS

In December 2015, the county was devastated by Storm Desmond, with thousands of homes and business affected across Cumbria.

Shortly after the flooding, the government made £50million available across Cumbria to help homes and business become more resilient in future, through access to a £5,000 flood resilience grant (now called Property Resilience grants) administered by local district authorities.

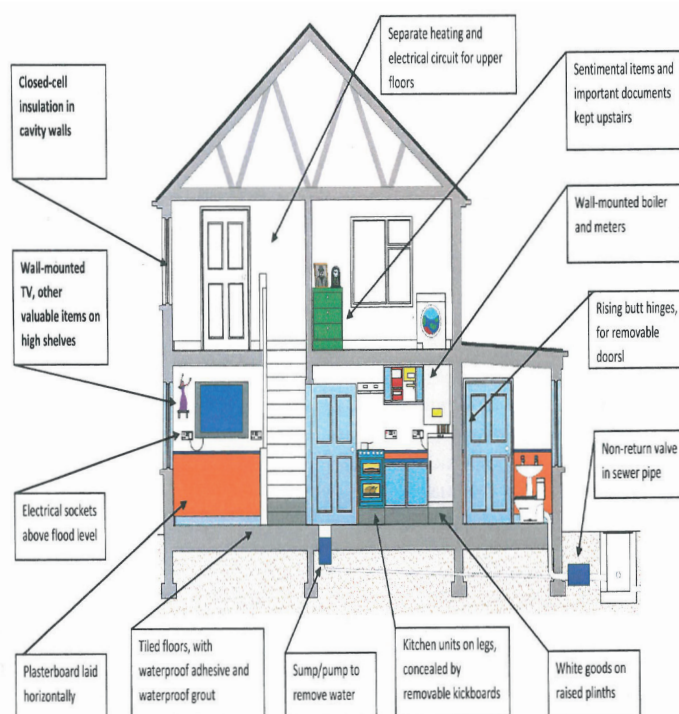
Carlisle City Council has been working with JBA Consulting to provide independent surveys to households on Property Level Protection. The scheme is open to all flood affected business or households, the scheme is not means tested.

Business Emergency Resilience Group (BERG), are working across three of the Cumbrian Authorities to support Businesses and households make grant applications. They started working in Carlisle in July 2016.

Newground have been contacted by the Environment Agency to encourage take up of the resilience grant, Newground's focus is to encourage community applications, where full streets of residents wish to collectively get together to put forward an application

for measures in their home. Work in Carlisle started September 2016.

All applications need to be received on or before 31 December 2016. Further information on the grants is available on Carlisle City Council's website or by contacting the BERG team on 01228 817002.



CHILDREN'S UNIVERSITY PROGRAMME

Carlisle College continues as lead co-ordinator of the Children's University programme in the Carlisle area. The Children's University provides 5 to 14 year olds with exciting and innovative learning activities and experiences outside normal school hours at learning destinations such as Carlisle Castle. The initiative aims to encourage learning and raise aspirations.

To celebrate achievement and reward participation, Carlisle College in association with the University of Cumbria hosted the Children's University Graduation ceremony at Carlisle Cathedral in July. Students from participating schools (Hayton School, Yewdale School, Upperby School, Robert Ferguson School, Calthwaite

School and Patteril Bank School) collected certificates to mark their achievement in full cap and gown.



HOMELIFE NATIONAL AWARD

Homelife Carlisle won the Foundations Independent Living Trust (FILT) delivery partner award category at this year's national Home Improvement Agency (HIA) and Handyperson Service Awards held at the House of Lords.

Organised by Foundations - the national body for HIAs - and sponsored by AKW, the annual awards



recognise the efforts of England's 200 agencies to offer a wide range of home support to disabled and older vulnerable people on low incomes.

Homelife Carlisle scooped the award for the FILT charity delivery partner of the year. The award recognised the fact that Homelife Carlisle consistently has gone out of its way to identify, reach and provide solutions for people living in cold homes and housing. The dedicated yet small team are driven to provide a person-centred approach and continued to provide a service even in the aftermath of the devastating floods last December.

Homelife Carlisle was also commended in the 'Collaboration' award category for its successful pilot Health and Social Care Co-ordinators project funded by the NHS Clinical Commissioning Group which aims to prevent admissions and pressure on health and social care by linking clients with services available in their community.

STANDARDISED TOBACCO PACKAGING LAWS WELCOMED IN CUMBRIA

Healthy City Steering Group have done considerable work around reducing smoking prevalence within the district over the past three years, through campaigns, workshops and activities. Several sessions have focused on packaging, which has previously been bright in colour and more appealing to younger people.

A new law in which cigarettes sold in the UK must be sold in green packaging with dramatic visual health warnings came in to place on 20 May 2016. The Healthy City Steering Group and Public Health representatives have welcomed this.

Colin Cox, Cumbria County Council's Director of Public Health, said: "This is a proud moment for public health in the fight to reduce smoking prevalence. Many of us have worked on this for a number of years. The percentage of young people smoking in Cumbria has steadily and dramatically decreased since 2003, which is a trend that we are delighted about. These new laws can only help contribute to this decline and ultimately cut the risks associated with smoking, saving more lives."

Any branding on the packaging will now have to be removed and all companies will have to conform to the following standardised regulations:

- The material, size, shape, and opening mechanism of packaging.
- The colour of packaging and cigarettes.
- The font, colour, size, case, and alignment of text.

This only, however, applies to any cigarettes and hand rolling tobacco products manufactured for sale in the UK from the 20 May. There is a one year translational period for the sell-through of old stock. From 21 May 2017 any tobacco products on sale in the UK must comply with these regulations.





CARLISLE OLD TOWN HALL: PHASE TWO

The Old Town Hall is a prominent two storey Grade I listed building of medieval origin located in Carlisle city centre.

Following completion of the phase one programme of restoration and repair to the fabric of the building in 2013, a second phase of works to develop and improve the Old Town Hall as a visitor attraction whilst offering the services and facilities associated with a Tourist Information Centre (TIC) was undertaken.

The works which were managed by local architects Johnston and Wright included comprehensive upgrading



of the existing TIC including the installation of multi-media equipment, display fitments and desk installation with improved access from street level to the first floor. The aim was to provide a more commercially viable service including facilities to increase the use of the Assembly Room for events or partners to use. Outcomes included:

- Restoration of an important historic building in the centre of Carlisle, reinforcing its role as a visitor attraction and destination.
- Creation of renewed interest in the building and encouraging additional visitor footfall.
- Increasing the use of the Assembly Room.
- Creation of enhanced opportunities for income generation through increased retail, public usage and ticket sales.

The completed project provides a strategic TIC service in Carlisle to focus on increasing visitor numbers, spend and overnight stays. This contributes to the economic growth of the area whilst improving the visitor experience in the city. Furthermore the TIC stocks and promotes a range of local products.

THE CLIENT-TRAINER WORKING RELATIONSHIP IN PHYSICAL ACTIVITY SETTINGS

This project focuses on the interpersonal working relationship that is established between personal trainers and their clients in exercise and physical activity settings.

Anecdotally, both clients and trainers report that what each partner thinks of the other, particularly in initial encounters, is crucial to a good partnership. A good quality relationship will logically lead to better client satisfaction and retention but there is virtually no research into this aspect of exercise participation.

The University of Cumbria research aims to identify the important features of a good working relationship and

use these findings to validate a short questionnaire to measure relationship quality in physical activity/exercise settings, which can be used to determine how important relationships are to exercise adherence, enjoyment and quality intervention development.

Carlisle Partnership assisted in the circulation of an anonymous online questionnaire to trainers and clients operating in private personal training or physical activity on referral schemes. The survey has been completed by 172 trainers and 180 clients and the outcomes will be shared to the Partnership in the coming year, after analysis and development.

CARLISLE AMBASSADORS

The 2015 Ambassador Programme was launched in January with the first meeting attended by over 150 people representing businesses across the city. The 2015 programme offered six meetings on a bi-monthly cycle, all held at interesting venues that showcased Carlisle and beyond. Social media channels were established ready to support local business news and events, and a new website was set up.

The Carlisle Ambassador programme directly supports and cuts across a number of priorities including:

- Promotion of Carlisle as a prosperous City, one in which we can all be proud.
- Supporting the growth of more high quality and sustainable business and employment opportunities.

- Working more effectively with partners to achieve the City Council's priorities.

The scheme aims to unite companies, organisations and individuals in a powerful network to change perceptions of Carlisle and raise the areas profile as a prime business location.

The programme continues to provide a powerful business network, where people can interact with others, forge stronger connections and learn first-hand about the big decisions that affect Carlisle. Meetings provide a forum to share ideas, collaborate on projects to make a difference and benefit Carlisle and the wider area.

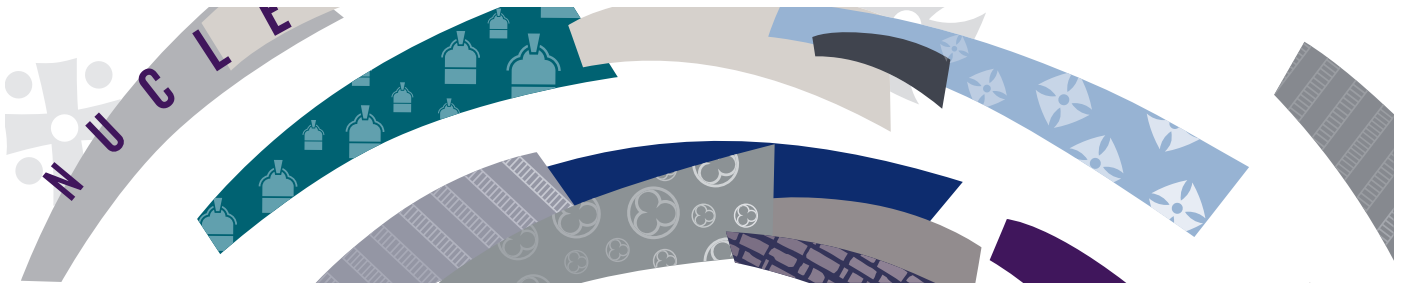
To date, more than 120 businesses have applied to pay membership fees and become an official Carlisle Ambassador. Additionally a further 25 people/organisations are members due to sponsorship and support in kind.

STEP FORWARD FOR CARERS



An event was held to coincide with Carers' Week in The Lanes Shopping Centre on Friday 10 June. Organised by Carlisle Carers it aimed to raise the profile of local carers.

Using a treadmill in the centre of town, it encouraged members of the public to take a step forward to represent every Carer in Cumbria. This was a one off, one day event, with the sole intention of raising awareness of Carer's in the Carlisle area, but additional benefits were achieved through an increase in physical activity. Support was provided by the Healthy City Steering Group.



CARLISLE BUSINESS INTERACTION CENTRE RETAIL SEMINARS

Funded by the University of Cumbria and Carlisle City Council these seminars brought national experts to Carlisle to discuss issues related to invigorating our high streets.

The two seminars were delivered in the first half of 2016: "Power of place: How to win and lose footfall post-internet" by Prof Cathy Parker Chair of the Institute of Place Management and "Building Town Centre Resilience" by Chris Sands and Marc Briand founders of Totally Locally.

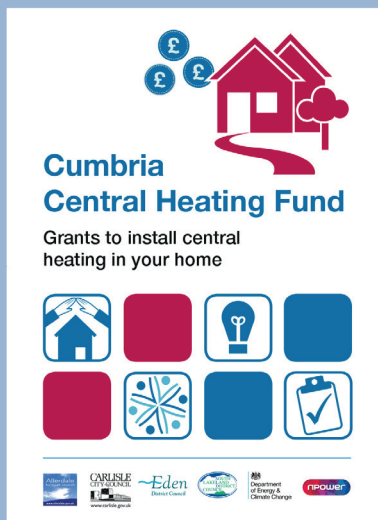
A Carlisle Totally Locally Group has been formed by a group of local retailers supported by other local businesses and is starting its journey to encourage more local spend on the high street.

By interacting with national experts the aim is to keep the profile of Carlisle high in the ongoing national debate on the future of city centres. A further session is planned around food agenda.

CUMBRIA CENTRAL HEATING FUND

The heating fund is a joint initiative between Carlisle, Allerdale, Eden and South Lakeland Councils using £1.1million funding from the Department for Energy and Climate Change.

The aim is to deliver free central heating systems to homes off mains gas with households in potential fuel poverty. Carlisle City Council is working in partnership with npower to reach qualifying households through Energy Performance Certificate data. To find out more, visit: www.carlisle.gov.uk/Residents/Housing-and-Homeless/Adaptation-and-Housing-Grants



GIVE A DAY TO THE CITY

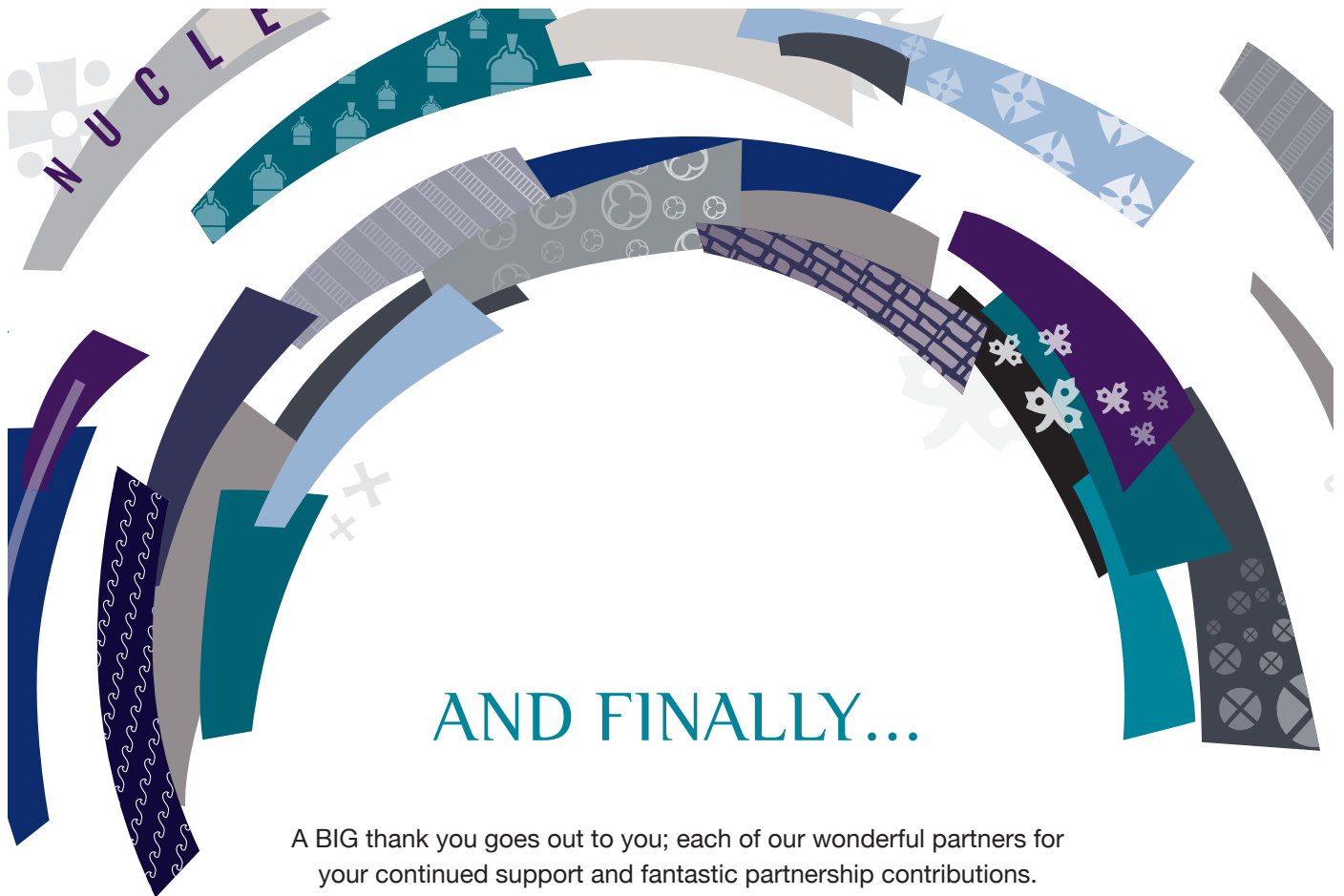
Andy Fearon of Carlisle Vineyard Church initiated the 'Give a Day' idea with local church leaders and Carlisle Ambassadors. The Give a Day pilot ran in October 2015 with 12 projects, followed by 15 projects June 2016.

Projects have included Scotby Junior School Pond makeover, the Sheepmount football pitch clearance following the floods, redeveloping three homes affected by the floods, renovation of the Devonshire Walk Skatepark, shed building at Carlisle Youth Zone, a Cenotaph spruce up, a Queen's 90th Birthday Street Party, residential home garden makeover, bags of courage and pots of joy gifted across the city, road building for access to the river, Bitts Park clean-up, community allotment development and improvements to the Water Street Hostel outdoor area.



HERE ARE SOME OF OUR AMAZING PARTNERS...





AND FINALLY...

A BIG thank you goes out to you; each of our wonderful partners for your continued support and fantastic partnership contributions. Without you, this work would not happen.

A special thanks to everyone who has contributed to this newsletter and has been involved in pulling it together.

For further information on Carlisle Partnership activities and involvement, or if you have a story to share, please contact: **EmmaD@carlisle.gov.uk** or **CarlislePartnership@carlisle.gov.uk** or visit our website **<http://carlislepartnership.carlisle.city/>**

Resources Overview and Scrutiny Panel

Agenda
Item:

Meeting Date: 6th December 2016
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: **MARKET HALL – MARKET MANAGEMENT GROUP AND MANAGING AGENT**
Report of: **Corporate Director of Governance & Regulatory Services**
Report Number: **GD.72/16**

Purpose / Summary:

The Panel has asked for a report outlining the working relationship and the work undertaken by the Market Hall Management Group and the Managing Agent.

The attached report sets out the current position relating to the Market Hall and gives an overview of the working relationship and work undertaken by the Market Hall Management Group and the Managing Agent.

Recommendation:

The Panel note the Report.

Tracking

Executive:	n/a
Overview and Scrutiny:	6 th December 2016
Executive:	n/a
Council:	n/a

1.0 BACKGROUND

1.1 Leasing arrangements

- 1.1.1 Carlisle City Council owns the freehold of the Market Hall which is let to BAE Pension Fund on a 99 year head-lease from March 1991 with an option to extend the term by 51 years.
- 1.1.2 The indoor market area is sub-let to the Council on an under-lease which is coterminous with the head-lease. The Council sub-underlet the stalls to the Market Hall tenants on 'easy in-easy out' leases.

1.2 Management Policy Document

- 1.2.1 Annexed to the head lease is the 'Management Policy Document' which sets out how the Asset should be managed. This document dictates the following management structure;
 - 1.2.1.1 The head tenant, BAE Pension Fund, manages the Asset via its investment fund managers, LaSalle, who in turn employ Capita to undertake the day to day management of the Wilkinson, TK Maxx and the Arcade Shops occupations.
 - 1.2.1.2 The Council and BAE Pension Fund have a joint management contract with Ryden, who undertake the day to day management of the stall holder area within the Market Hall. Ryden provide an on-site Market Hall Manager who deals directly with the tenants on a day to day basis, with the overarching contract management allocated to a Senior Surveyor within Ryden who visits the Market Hall on a monthly or more frequent basis when necessary.
 - 1.2.1.3 The management of the stall holder area of the Market Hall is overseen by the Market Hall Management Group which consists of two Members of the City Council, one of whom currently Chairs the Group, one Senior Officer from LaSalle together with a number of Senior Officers of the Council from Property Services, Legal Services and Finance. BAE have the ability to send as many representatives as they consider necessary to any of the Group's meetings.

2.0 THE MARKET HALL MANAGEMENT GROUP AND MANAGING AGENT

2.1 The Management Group

- 2.1.1 The Market Hall Management Group meets every six months, however there is the ability to call a 'special meeting' should anything arise that requires urgent attention.
- 2.1.2 The latest Market Management Group meeting was held on 2nd November 2016. The meeting was attended by two Members of the Council, the Corporate Director

of Economic Development, three Council Senior Officers and the Senior Surveyor from Ryden.

2.1.3 The remit of the Management Group is to ensure the facility is managed effectively to facilitate the smooth day to day running of the market and to look at the wider facility to ascertain how this can be developed.

2.1.4 Management Group meetings are structured as follows;

Ryden's senior surveyor presents a detailed management report relating to the stall holder area and covers;

- operational matters, such as the major roof repair works currently being undertaken and their impact on the day to day running of the asset,
- tenancy matters relating to occupancy levels, rental income, arrears, service charges and the like,
- the position relating to a proposed formally constituted stallholder group to ease communication, encourage 'buy-in', and concentrate on dealing effectively with tenants issues and concerns,
- marketing and promotion, outlining the invaluable work of the Market Hall Manager in maximising opportunities to promote and advertise the offer, and
- business trends and the effects of the flooding in December 2015.

2.1.5 Following the managing agent's report discussions then focus on;

- the current day to day issues and tenant's concerns, what is being and can be done and how future concerns could be mitigated,
- current occupancy rates and the promotion of the offer to prospective tenants, how the offer to the traders can be made more attractive,
- the nature and outlook of the current tenants and what can be done to encourage more 'buy-in' and commitment to expanding the offer to customers,
- Christmas events and the role the offer could potentially play to raise its profile and to signpost more customers whilst these are taking place,
- marketing and promotion and any potential opportunities to increase the profile of the offer and to signpost more customers to the Market Hall, including the role and use of social media,
- any potential for wider development of the asset and the overall offer.

2.2 The Managing Agent

2.2.1 The Council's Managing Agent has considerable experience in managing an asset of this nature and this is supported by an in-house front facing Market Hall Manager who has been in post for many years.

2.2.2 On a day to day basis the Market Hall Manager deals effectively and efficiently with the majority of queries and concerns from the stall holders. The Senior Surveyor makes regular contact with Property Services when issues arise that need immediate decisions and can be dealt with outside the Market Management Group to enable the continuous smooth running of the facility.

2.2.3 Ryden has a very 'hands on' approach with the Senior Surveyor frequently visiting the Market Hall to talk on a one to one basis with any of the stall holders who have queries that cannot be resolved by the Market Hall Manager.

2.3 Recent achievements and future proposals

2.3.1 Below is an outline of some more recent results of the Managing Agent, Property Services and the Management Group's work;

- The rent review clause within the stall holder lease document allowed the rent to be uplifted annually in line with RPI. This resulted in a considerable number of long-term occupiers being charged rent that was considered to be above market rent. With the approval of the Management Group, Property Services and the Managing Agent carried out a review, aligned to the rates payable for each stall, which resulted in a significant number of tenants receiving a rental reduction.
- Tenants were occupying under a number of various different types of leases and licence agreements, with a number 'holding over' on expired agreements. The Management Group approved a standard new lease agreement and over the past two years both current and new occupiers have been placed on 'easy-in/easy-out' lease agreements. The new agreements are written in plain language and provide clarity for all occupiers regarding their commitments and liabilities relating to their occupation.
- The Managing Agent together with Property Services has arranged face to face meetings with tenant's representatives with a view to encouraging the formation of a formally constituted Tenant Association. Although it has taken some time to stimulate tenant's interest, over 20 names have now been received by the Managing Agent as interested parties to form the Association. The Managing Agent is now working with the Tenants to agree a formal constitution to allow the group to be formalised. This will aid communication and give the tenants a clear channel in which to discuss and pursue issues and concerns and present ideas.
- The Managing Agent, with the approval of the Management Group, have recently updated the 'letting policy' for the stall holder area to reflect current and more effective estate management practices. This policy is attached to each agreement and acts as a guide for all stall holders.
- Ways in which the Asset can be developed and offer grown is a constant of the discussions of the Management Group. A number of recent ideas and potentials for

growth have been discussed and will now be explored more fully outside the Management Group meetings directly with Members, the Corporate Director of Economic Development, the Council's Asset & Investment Services Manager, and the Managing Agent.

3.0 CONCLUSION

- 3.1 Due to the specialist nature of the facility and its occupiers, the management of the asset is resource intensive. However, the Council's Managing Agent has considerable experience in managing an asset of this nature and this is supported by an on-site, front facing, Market Hall Manager who has been in post for many years.
- 3.2 The Council's Property Services has regular contact from the Managing Agent when queries arise that cannot immediately be resolved by the Market Hall Manager, to ensure issues are quickly attended to. As such the Council has built up an excellent working relationship with the Managing Agent.
- 3.3 The Managing Agent's Senior Surveyor is present at every Management Group Meeting to present his detailed report with the report being circulated in advance to all members of the Management Group.
- 3.4 The Managing Agent's feedback and ideas are considered at every stage of the decision making process relating to any potential development and growth of the facility and its offer.

4.0 CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 4.1 The proper management of the Council's property resource makes an essential contribution to the achievement of the Council's action plans and priorities.
- 5.2 Supports business growth by providing quality space and improves economic prospects for the people of Carlisle.

Contact Officer: Barbara Vernon

Ext: 7422

**Appendices None
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:

CORPORATE IMPLICATIONS/RISKS:

Deputy Chief Executive's – none

Economic Development – none

Governance& Regulatory–. Contained in the report

Resources – There are no financial issues arising from this report

Resources Overview and Scrutiny Panel

Agenda
Item:

A.6

Meeting Date: 6th December 2016

Portfolio: Cross Cutting

Key Decision: Not Applicable

Within Policy and

Budget Framework YES

Public / Private Public

Title: CORPORATE PROGRAMME BOARD

Report of: TOWN CLERK & CHIEF EXECUTIVE

Report Number: CE 13/16

Purpose / Summary:

The Corporate Programme Board ensures that there are effective governance arrangements in place for the projects that the Council undertakes. This report provides an update of the work of the Corporate Programme Board and projects currently being undertaken in the Council.

Recommendations:

The Panel is asked to note and comment on the most recent summary of projects and governance arrangements in place as contained within Appendix 1 and 2, and the actions being taken to support projects with issues.

1. BACKGROUND

- 1.1** The Corporate Programme Board has a high level advisory and monitoring role in relation to the projects delivered by Carlisle City Council. As requested by the Panel, a six monthly progress update on projects has been provided by the Corporate Programme Board.

2. PROPOSALS

2.1 Project progress in last six months

A summary of the status of current projects within the Council is detailed in Appendix 1. This contains a summary of current project status. The majority of Council projects are progressing to schedule. Those that have issues are indicated with an amber rating for some issues and a red rating for major issues. A summary of action that is being taken is also provided.

The key achievements and achievements per project in the last six months are set out below:

Local Plan

Proposed adoption of the Carlisle District Plan 2015-2030 has successfully completed through the committee cycle. Adoption of the Carlisle District Local Plan was agreed at a meeting of the full Council on 8th November 2016.

Public Realm Improvements

The project has experienced some delays. The County Council has advised that we need to undertake a consultation exercise with neighbours of the proposed signage and the County Council as Highways Authority. Further details on timescales and next steps is being investigated and the project status report will be updated to reflect these once known.

Durranhill Industrial Estate – Environmental Improvements

Major progress has been made and the project is virtually complete. A new entrance road to Locke Way is now open and the final phase of works around Brunel Way are scheduled to be completed by end of October. At this stage the cost of the project falls within the grant funding.

Affordable Housing Programme

The project is running within budget and to timescale. Colleagues continue to monitor changes in Government priorities and liaise with the Homes and Communities Agency regarding funding opportunities. The new Housing Minister has indicated there will be more flexibility of grant funding rules to include funding for affordable rented homes, and a relaxation of the definition of starter homes. This would be extremely good news for Carlisle. The Government has announced there will be a Housing White Paper published later this year, providing the details of their proposals to boost Housing supply.

The project has moved from amber to green based on positive comments around future affordable housing funding by the new Housing Minister, which we are anticipating being ratified in the Autumn Statement & Housing White Paper.

Sports Activation Fund

This project was a success over its three year period. In total we engaged 6919 individuals in activity through the project and this was in line with the targets we set. The budget was managed over the 3 year period and although the floods had a slight impact in the spending of the budget we managed to re-profile it towards the end of the project to ensure the full budget was spent. There is nothing outstanding from the project and as such this project will be closed and removed from the Project Status report going forward.

Harraby Campus Development

A Certificate of Practical Completion has been supplied by Cumbria County Council. The City Council have settled the balance of payment due (£500,000), The leasehold has been agreed directly between Cumbria County Council and Community Associations. All facilities are up and running. There is nothing outstanding from the project and as such this project will be closed and removed from the Project Status report going forward.

Rethinking Waste

Communications to residents will take place from November 2016 onwards. Detailed proposals are being developed around the wider service review to deliver the savings targets as set out in the Medium Term Financial Plan, subject to member approval/direction. Development of procurement options for new end-markets recycling provider and garden waste processors are being sought. Finalisation of round reviews and consultation with front line staff continues.

Delays in delivery of key vehicles could impact on operational performance and potentially the reputation of Carlisle City Council. Mitigating actions are in place although some might have financial implications.

Digital & Information Services projects

A number of standalone IT projects are now complete. The majority of IT project work will be focussed on delivery of the Council's ICT Strategy. Attached at Appendix Two.

Public Realm Caldewgate

The City Council are working with Mid-Pennine Arts to commission an artist. McVities and Hunter Davies have both contributed further funding to increase the size of the commission.

A commissioning process has been agreed and the opportunity has now been publically advertised on the Chest portal. A selection panel made up of Members, Officers and other stakeholders will meet in early January to select a winning artist.

The artist will be contracted by February which will satisfy the financial terms of the S106 agreement. The works will then be completed and installed over the Spring. The project is fully on track with no significant risks at present.

E-Purchasing/Ledger Update

Software installed on servers and the system has been upgraded to support this. The impact of key staff leaving under the recent Early Release and Voluntary Redundancy scheme remains to be seen, however remaining staff members do have the capability to implement the system.

Crindledyke Cycleway

The City Council are seeking highway authority consents for work on Public Rights of Ways and adjacent to the Highway. Tender works according to approved specification once planning permission is complete.

PRISM

PRISM is a corporate system used to manage resource allocation for projects and other Council activities and to create a management information system (MIS) that can be queried to answer complex questions. The organisation's risks, issues and performance information will also be managed.

Microsoft's Power BI (Business Intelligence) has been trialled by the Policy & Communications team as the tool of choice for Management Information and performance reporting. The initial configuration of Project Server 2013 is complete.

There have been some issues experienced with Project Server and its current configuration which will impact on the provision of the end user training. Discussions are taking place between the Deputy Chief Executive, Policy & Performance team and Digital & Information Services colleagues in order to resolve these. The project status report will be updated once the impact and way forward is decided.

Asset Recovery Programme

Reinstatement of the Council's flood affected property assets are on track and within budget.

Castleway Crossing

At the meeting of Council on the 8th November 2016 a decision was made to progress with the construction of the scheme to construct Toucan Crossing over Castle Way, Carlisle. Following this meeting actions have been taken by officers to progress with the scheme, as detailed below.

- The Section 278 agreement is now in the final stages of preparation and this should be in place shortly. This will enable us to undertake construction work on the highway when our contractor is ready. The County Council are requesting completion of work by 1st August 2017, this should be achievable.
- Legal Services have confirmed that signing of the S278 agreement will effectively commit the S106 funding thus satisfying the requirement to have funds expended by 17th February 2016.
- The project timetable is being revised to show tenders being sent out in early December and returned in early January. This should then result in a contractor being appointed in late January and then ready to start work on site in late February with completion of work in June.
- The County Council have agreed to install speed indication devices on Castle Way for a temporary period to advise motorists that the speed limit is 30mph, this should help address concerns about existing traffic speeds.
- The ordering of specialist materials and the specialist traffic signal equipment will now take place thus ensuring these will be available when required by the main contractor.

- The County Council have agreed to fund the resurfacing of Castle Way and will coordinate their work with ours.
- The procurement officer is now finalising the preparation of tender documents ready to be sent out next week.

This scheme is now progressing

3. CONSULTATION

- 3.1** Corporate Programme Board last meeting on Monday 7th November 2016 and considered the Project Status report.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 4.1** The Panel is asked to note the most recent summary of projects, as contained within Appendix 1 and 2 and the actions being taken to progress projects with issues.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 5.1** The Corporate Programme Board works to ensure quality assurance, alignment to key objectives and sound risk management in the delivery of the Carlisle Plan.

Contact Officer: Jason Gooding

Ext: 7001

**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 Programme Board Project status report November 2016

Key to Status

Red Overdue; Significant issues

Amber Some issues

Green On schedule; In progress




	Project Title and Description	Project Manager	Directorate	Recent project activity	RAG status	Issues and Emerging risks	Key activities for next period (Inc. mtgs where project is to be considered)	Requests for change
1	Local Plan The emerging Carlisle Local Plan sets out a planning framework for guiding the location and level of development in the District up to 2030, as well as a number of principles that will shape the way that Carlisle will develop between now and then. Once adopted it will replace the Council's existing development plan – the Carlisle District Local Plan (2001 - 2016) – and in this regard will constitute the primary document against which future planning applications for development within the District will be assessed. A new Local Plan is necessary in response to revised national legislation, policies and guidance. Delivery is fundamental in order to ensure that local control is regained with regards to the factors which will influence future growth within the District of Carlisle. The project will conclude with the formal adoption of the new Local Plan.	Garry Legg	Economic Development	18 th October 2016 <ul style="list-style-type: none"> Proposed adoption of the Carlisle District Plan 2015 – 2030 has successfully proceeded through the committee cycle: Executive 30 August 2016 EE O&S 16 September 2016 Executive 26 September 2016 Updating of document to incorporate modifications In conjunction with Communications team, quotes to be obtained and a preferred provider in place to enable the printed copies of the Plan and Policies Maps to be available shortly after adoption. 		There is a 6 week window post adoption where the Plan could be challenged through the Judicial Review process.	<ul style="list-style-type: none"> Adoption of the Carlisle District Local Plan was agreed at Full Council 8 November 2016. 	
2	Public Realm Improvements Develop and deliver a programme of public realm improvements in key areas of the City; Phase 1 Development of a comprehensive signage and interpretation package. Phase 2 - Public Realm interventions including cultural trails.	Mark Walshe	Governance and Regulatory Services	18 th October 2016: <ul style="list-style-type: none"> Technical design specification provided to County Council Final location plan of sites prepared Costings revised to incorporate design and location changes Sense check of historical content complete Undertake consultation exercise Hub copy final sign off 		The County Council has, after several months of chasing, revised the consent process and advised that we need to undertake a consultation process with both neighbours of the proposed signage and the County Council as Highways Authority. We are currently investigating what steps will be necessary and the timescales involved. This will inevitably lead to delays.		
3	Durranhill Industrial Estate - Environmental improvements Regeneration of Durranhill Industrial Estate. Funding has been secured from Cumbria LEP (£2m) to improve the road infrastructure on the estate. The Homes & Communities Agency funding (£225,000), will enable environmental improvements to be undertaken to assist with the disposal of the former Border TV site acquired through funding received from the former North West Development Agency (£1.8m).	Mark Walshe	Governance and Regulatory Services	11 th October 2016 <ul style="list-style-type: none"> Major progress with works and the project is virtually complete. New entrance road, Locke Road, now open. 		Complete final phase of works around Brunel Way, scheduled for end of October. Complete final reconciliation. Failure to complete the project could result in the HCA requesting repayment of the £2.05m grant funding allocated to date. By completing the project this risk will be significantly reduced. Delays to the project have led to compensation events however at this stage there is no expectation that the final cost of the project will be in excess of the grant funding awarded, however, we continue to monitor the budget closely.		













4	Affordable Housing Programme The Affordable Housing Programme aims to increase the supply of new affordable homes for rent. This programme is funded through HCA grant through a partnership between the City Council, builder and registered provider. The registered provider will buy and manage the properties and let them at affordable rents (80% market rent).	Jeremy Hewitson	Economic Development	10 th October 2016 Meetings held with local Housing Associations and other agencies to progress the following affordable schemes:- <ul style="list-style-type: none">Demonstration Project (Riverside) at Beverley Rise – Riverside are looking at an alternative funding model for this scheme, which had previously been stalled, pending secondary legislation from the Housing and Planning Act.Old Brewery Residences (Impact) – proposal to convert under-utilised student accommodation to affordable homes. Monitor changes in Government priorities and liaise with the Homes and Communities Agency regarding funding opportunities. The new Housing Minister has indicated there will be more flexibility of grant funding rules to include funding for affordable rented homes, and a relaxation of the definition of starter homes. This would be extremely good news for Carlisle. <ul style="list-style-type: none">The Government has announced there will be a Housing white paper published later this year, providing the details of their proposals to boost Housing supply.		Continued uncertainty over the Housing & Planning Act, as a number of measures have been rejected by the House of Lords in April 2016. Continuing uncertainty over longer-term impact of BREXIT on the Housing market.		
5	Sports Activation Fund This is a 3 year funded project to deliver a range of sports activities to Carlisle's most deprived communities. The total cost of the project is £275k and includes contributions from partners and a grant of £183k from Sports England. Carlisle City Council will manage the project and the service will be delivered by a partner appointed via a procurement process.	Paul Frampton	Community Services	10 th October 2016 <ul style="list-style-type: none">The Community Sports Activation Fund project was a success over its 3 year period. In total we engaged 6919 individuals in activity through the project and this was in line with the targets we set. The budget was managed over the 3 year period and although the floods had a slight impact in the spending of the budget we managed to re-profile it towards the end of the project to ensure the full budget was spent.As part of the scheme we delivered initiatives that targeted minority and hard to reach groups. There is nothing outstanding from the project and Sport England are happy with our reporting. Going forward, we are working to understand the new Sport England Strategy to tackle inactivity in the area and we will be working with local partners to ensure we can support future activities.			Project closure confirmation required and removal from Project Status report.	
6	Harraby Campus Development Support the delivery of key sport and leisure facilities via Harraby School and Community Project.	Gavin Capstick	Community Services	1 st November 2016 Certificate of practical completion has been supplied by Cumbria County Council. The City Council have settled the balance of payment due (£500,000). The leasehold has been agreed directly between Cumbria County Council and Community Associations. All facilities are open and running and the project can be closed			Project closure confirmation required and removal from Project Status report.	







7	Rethinking Waste A review of the whole waste and recycling collection service, any future procurement of waste vehicles/services and consideration of depot location. The aim is to deliver a more efficient, joined up and convenient service within the constraints of budget and statutory requirements. The project will also address the declining recycling performance.	Colin Bowley	Community Services	1 st November 2016 <ul style="list-style-type: none"> Residents' magazine (November) to include key messages: <ul style="list-style-type: none"> Christmas and NY changes Recycling Sign-posting other possible service changes ahead for residents Development of detailed proposals for wider service review to deliver MTFP savings targets subject to member approval / direction. Initiation of formal TUPE discussions with FCC Ltd Development of procurement options for new end-markets recycling provider and garden waste processors Finalisation of round review and consultation with front-line staff to continue. As this detail emerges, communication messages will be developed / targeted accordingly. Further review of apprenticeship scheme to encourage application / interest in this. 		No new issues emerging at this time. Emerging Risks: Delays in delivery of key vehicles could impact on operational performance and potentially reputation. Alternative, interim arrangements can be implemented but would have financial implications. In the short term these can be managed but costs can rise significantly if this continues for some time. Eg hire of one RCV = £850 per week. Hire of 5 x RCV for 12 weeks = £51,000 Failure to deliver the MTFP savings target is also a risk (£400,000). Options to address this have been presented and are awaiting further direction.	Business Case for Options and Issues report	
8	E-Purchasing / Ledger upgrade The project will implement E-purchasing throughout the authority which will streamline the ordering of goods and services and streamline with payment of invoices. The web enabled Financials Ledger system front end is required to utilise automatic alerts and process information through system workflow. This will also allow further system enhancements to be undertaken in the future, such as the Civica Fixed Asset module, transparency reporting module and e-budgeting and contract management.	Steven Tickner	Corporate Support and Resources	1 st November 2016: Software installed on servers and system upgraded to latest version. Client software installed on test pc and interface testing in progress. Awaiting financials upgrade to proceed before implementation can continue for e-purchasing		Loss of key member of staff to VR/ER with handover of duties to other team members required may slow project slightly, however staff members have capability to implement the system		
9	Digital Information Services projects Standalone projects Security strategy projects IT strategy projects	Michael Scott	Corporate Support and Resources	See separate document detailing individual projects dated 1 st November 2016				
10	Public Realm Caldewgate Section 106 money from Sainsbury's to improve hard landscaping in Caldewgate - Church Street, Bridge Street and Shaddongate corridor.	Jane Meek to confirm project manager following initial commissioning stage.		<u>Cracker Packer Statue</u> Work is underway with Mid-Pennine Arts to commission an artist. McVities and Hunter Davies have both contributed further funding to increase the size of the commission. A commissioning process has been agreed and the opportunity has now been publically advertised on the Chest portal		No significant risks at present (18/11/2016)	. A selection panel made up of Members, Officers and other stakeholders will meet in early January to select a winning artist. The artist will be contracted by February which will satisfy the financial terms of the S106 agreement. Work will then be completed and installed over the Spring.	
11	Crindledyke Cycleway Construction of part of the proposed Connect2 Kingmoor - Caldew cycleway along the former Waverly line between Kingmoor and Carlisle city centre (Eden Bridge). S106 funding £281,000. The planning agreement specifies that the funding must be spent within 5 years of receipt of the money (26/07/2013).	Luke Leathers	Community Services	1 st November 2016 Seek Highway authority consents for work on Public Rights of Ways and adjacent to Highway Tender works according to approved specification once planning permission is complete				

12	<p>PRISM (Projects Risks Issues Service Performance and Management Information)</p> <p>The project will develop and roll out a corporate system called PRISM to manage resource allocation for projects and other Council activities and to create a management information system (MIS) that can be queried to answer complex questions. The organisation's risks, issues and other performance information will also be managed. The software will provide the appropriate views and reports.</p> <p>The three strands to the PRISM project:</p> <ol style="list-style-type: none"> 1. Implementation of Microsoft Project Server 2. Development of a Management Information System (MIS) 3. Development of a new Carlisle City Council performance framework with the possibility of incorporating a balanced scorecard approach. 	Gary Oliver	Community Services	<p>24th October 2016</p> <p>Microsoft's PowerBI has been trialled by Policy and Communications Team as the tool of choice for MI and performance reporting.</p> <p>The initial configuration of Project Server (PS) 2013 is complete. Risk registers have been migrated into the relevant service plan sites and service managers have been trained how to update. PS is now available for service plan and project management.</p>		<p>Our Project Server training provider, Wellington, have carried out a 'health check' on the system prior to facilitating the end-user training. This has highlighted some issues with the way PS has been configured. The impact and way forward with these issues are currently being investigated.</p>	Business Case May 2014	
13	<p>Asset Recovery Programme</p> <p>To recover the Council's flood-affected services through the reinstatement of property assets, in the most cost effective, resilient, and timely way, having regard to the resources available and identified priorities.</p> <p>Significant redesign projects will report to CPB. Other projects by exception only.</p>	Darren Crossley	Community Services	No exception report received				
14	<p>Castleway Crossing</p> <p>Construction of staggered toucan crossing for Castleway, linking the Castle and city centre. Budget is £300k, funded by Sainsbury's S106.</p> <p>Public consultation 8 July for 21 days (County notice)</p> <p>Feedback to Highway and Transport Working Group 26 August. Recommendation to Local Committee decision on 15 September.</p> <p>Planning approval sought mid August.</p> <p>Tender of works by October.</p> <p>Proposed completion date 17 February 2017.</p>	Keith Poole	Governance and Regulatory Services	<p>23rd November:</p> <p>At the meeting of Council on the 8th November 2016 a decision was made to progress with the construction of the scheme to construct Toucan Crossing over Castle Way, Carlisle. Following this meeting actions have been taken by officers to progress with the scheme, as detailed below.</p> <p>The Section 278 agreement is now in the final stages of preparation and this should be in place shortly. This will enable us to undertake construction work on the highway when our contractor is ready. The County Council are requesting completion of work by 1st August 2017, this should be achievable.</p> <p>Legal Services have confirmed that signing of the S278 agreement will effectively commit the S106 funding thus satisfying the requirement to have funds expended by 17th February 2016.</p> <p>The project timetable is being revised to show tenders being sent out in early December and returned in early January. This should then result in a contractor being appointed in late January and then ready to start work on site in late February with completion of work in June.</p> <p>The County Council have agreed to install speed indication devices on Castle Way for a temporary period to advise motorists that the speed limit is 30mph, this should help address concerns about existing traffic speeds.</p>			<ul style="list-style-type: none"> • Local Committee approval of scheme required at meeting on 27th October. • Council to consider petition objecting to scheme at meeting on 8th November. • Prepare and sign Section 278 agreement with County Council and provide financial bond • Invite tenders. 	

				<p>The ordering of specialist materials and the specialist traffic signal equipment will now take place thus ensuring these will be available when required by the main contractor.</p> <p>The County Council have agreed to fund the resurfacing of Castle Way and will coordinate their work with ours.</p> <p>The procurement officer is now finalising the preparation of tender documents ready to be sent out next week.</p>				
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Project	Reference	Sub-Project	Senior Supplier	Project Manager	Progress Status	RAG Status	Description	Comment	Target Completion Date	Predecessor(s)	Dependant(s)
RBSS	P0400	eClaim	MK		In-progress		Install and configure eClaim for al 3 Councils	Capita are doing the install, config and training with RBSS staff. We will be providing technical support.	Dec. 2016		
HR & Payroll	P0401	iTrent Recruitment	MK		Not Started	N/A	Move to iTrent Recruitment away for old Aceso db.	Eileen Reid establishing funding for Midland consultant to complete the work - this will require very little resources from us.	N/A		
Planning	P0402	Establish a Test environment	MK		In-progress		Establish a test environment for all the planning systems.	Acolaid is complete. Awaiting supplier dates for DMS and PS but also need 2 new servers to put the system on.			
Finance	P0403	ePurchasing and Intelligent scanning	MK		Not Started	N/A	Work to configure and release a joined up full epurchasing and intelligent scanning systems.	Will not start until the rollout of v17 of Civica Financials project.	N/A	P0404	
	P0404	Upgrade to version 17	MK		In-progress		Upgrade live and test environments to version 17.	User acceptance testing underway	Jan. 2017		P0403

Project	Reference	Sub-Project	Supplier	Project Manager	Status	RAG Status	Description	Comment	Target Completion Date	Predecessor(s)	Dependant(s)
WAN Replacement		Connect Council Sites	DS	MS	In-progress		Replace all existing network connections with new British Telecom connections following tender process.	Community Centres installations completed by 31/10/16	Dec. 2016		
		Extend Wi-Fi Provision	DS	MS	In-progress		Extend the provision of BT and council wi-fi to community centres.	Wifi Survey carried out at Currock/Greystone	Feb. 2017		
		Migrate Councillors and direct Broadband from Vodafone to BT	DS	CL	In-progress		Vodafone want all project access circuits ceased	Scoping email sent to affected parties with a view to move them by end of November 2016	Dec. 2016		
LAN Upgrade		Replace Network Core in Civic Centre	DS	MS	In-progress		Upgrade council's main network core to new Cisco 3750 switches	Switch over scheduled for 12/11/16	Nov. 2016		
		Replace Network Edge Switches	DS	MS	Not Started	N/A	Upgrade council's edge network switches in Civic Centre, Bousteads, Tullie House	Switches EOL Nov 2017 - also covers PCI-DSS compliance	Nov. 2017		
Telephony		Mobile Phone Contract ends March 2017	DS	CL	Not Started		The council's mobile contract expires in March 2017 so need to look to tender for a new agreement/supplier	Need to scope what the council needs in terms of mobile devices - data ect before a tender process. Likelihood that costs will increase on a new contract given the services we may need to use.	Mar. 2017		
		Cisco Call Manager maintenance/licenses expire Nov 2017	DS	CL	Not Started	N/A	Licenses and maintenance can be extended but need to scope our telephony requirements and alternatives	Also investigating Intrinsic hosting our call managers for resilience	Nov. 2017		
		IPCC options with Alan Kerr/Customer services for call queueing	DS	CL	In-progress		Alan Kerr would like a call queueing system similar to the contact centre and contact centre wish to investigate call back on queued calls	discussing options with Alan and customer services	Jun. 2017		
Computer Room Infrastructure Refresh		Upgrade or Replace Netapp SAN	DS	CL	In-progress		SAN is End of Support 31st March 2017	Currently investigating options	Mar. 2017		
		Upgrade or Replace Vmware Hosts	DS	CL	Not Started	N/A	VMware hosts need replaced or move to hosted solution	Technology meetings started to cover this	N/A		
		Remove Unsupported Servers and PC's from Network	DS	CL	In-progress		Several Servers are running unsupported OS which is a security risk as identified in PSN healthcheck	Technology review meetings will formalise time scales but need to get departments on board to upgrade/ decommission systems	Mar. 2017		
Reinstatement of Old Firestation		Reinstate IT Provision after flooding	DS	CL	Completed		Re-instate IT and Wi-Fi at Old Firestation following flooding		Oct. 2016		
Multi Functional Printers		MFP Contract expires Oct 2016	DS	CL	In-progress	N/A	Maintenance contract expires October 2016	Spoken with account manager and awaiting his response since September regarding continuing support	Nov. 2017		
New Passport Office within Civic Centre		Passport Office move to Civic Centre Interview Room	DS	CL	In-progress		Passport office moving into an interview room in November	Server to rack mount in 1st floor comms cabinet along with their router switch and broadband	Nov. 2017		
Cumbria CVS Office Move		Moving to Technology Centre Shaddongate	DS	CL	Not Started	N/A	Cumbria CVS are moving the Penrith and Carlisle offices to The technology centre in Shaddongate	Awaiting completion of flood recovery work and re-instatement and CVS to decide which rooms to occupy	April. 2017		
Revenue and Benefits Server OS Upgrade		RedHat upgrade	MK	CL	In-progress		Move Academy to new redhat servers for all 3 Councils	Capita are doing the redhat and system migration but not the interfaces. Awaiting go live confirmation of dates from Capita.	Dec. 2016		
Firewall Replacement			DS	CL	Completed		Replace existing corporate firewall.		N/A		

Programme	Programme Manager	Project	Reference	Sub-Project	Senior Supplier	Project Manager	Progress Status	RAG Status	Description	Comment	Target Completion Date	Predecessor(s)	Dependant(s)
Policy, Procedures and Training	MS	Development of New Policies	P0200		MS	MS	In-progress		This is the over arching project for the full review of IT security. This includes policies, training and infrastructure within Council	New PCI-DSS policies need to be integrated into policy web site.	Dec. 2016		P0201
		User Awareness Campaign and Training	P0201		MS	CL	Not Started		Design and implement new IT security awareness campaign alongside user training and certification.	Need to identify resource to develop and deliver user training.	Mar. 2017	P0200	
Security Infrastructure	MS	PCI-DSS Compliance	P0202		DS	CL	In-progress		Ensure the council retains its PCI-DSS compliance	Compliance plan developed and report to SMT being produced to fund compliance. Sub-projects will be added once agreement is reach on the way forward.	Jun. 2017		
		PSN CoCo Compliance	P0203	Decommission Cisco ASA	DS	CL	In-progress		Replace existing Cisco ASA with Fortigate solution for VPN and site to Site connection	Quote received for new solution awaiting approval	Dec. 2016	P0019	
			P0204	Decommission Citrx Farm	DS	CL	In-progress				Dec. 2016	P0023	
			P0205	Domain Administrator Password Hardening and Change	DS	CL	Not Started	N/A	Password needs changed	need to scope systems that use this username still	Jan. 2017		
			P0206	Apply Software patches to PCs and Servers	DS	CL	Not Started	N/A	Apply missing patches to identified PCs and servers		Dec. 2016		
			P0207	Incorporate recommended settings into Windows standard build	DS	CL	Not Started	N/A	Incorporate recommended Windows settings into our standard Windows build		Dec. 2016		
			P0208	GCF Replacement	DS	CL	In-progress		GCF Framework ends March 2017 and new framework connection is required including a hosted PSN email solution	Email sent to Vodafone extending our current agreement from December 16 to March 17 and awaiting Vodafone's response on new contract	Mar. 2017		

Programme	Programme Manager	Project	Reference	Sub-Project	Supplier	Project Manager	Progress Status	RAG Status	Description	Comment	Target Completion Date	Predecessor(s)	Dependant(s)	
Office 365	MS	Migrate to Email Service into the Cloud	P0001	Migrate to Exchange Online	DS	MS	Completed	✓	Migrate user's mailboxes to Microsoft's hosted email service		N/A			
			P0002	Implement email and document archiving	DS	CL	Completed	✓	Implement a service to archive user's email and documents.		N/A	P0001		
			P0003	Implement Email filtering and virus checking	DS	CL	Completed	✓	Implement Barracuda Filtering service with Archive for emails		N/A	P0001		
			P0004	Email Relay server	DS	CL	In-progress	●	Migrate from old websense email relay server to 2012 IIS version	Currently looking at options	Dec. 2016	P0001		
			P0005	Review mailbox and licensing requirements	DS	CL	Not Started	N/A			Mar. 2017	P0001		
		Windows and Office Upgrades	P0006	Create Windows 10 deployment environment	DS	CL	Not Started	N/A	Need a Windows 10 deployment environment as new devices no longer supporting Windows 7	Scoping exercise with Rusal	Mar. 2017		P0008	
			P0007	Create Windows Update Environment	DS	CL	Not Started	N/A	Need an newer Windows update environment to cover latest versions of windows	Scoping exercise with Rusal	Jun. 2017		P0008	
			P0008	Upgrade to Windows 10 and Office 2016								P0006, P0007		
			P0009	Office 2010 Outlook update	DS	CL	In-progress	●	All windows 7 machines running office 2010 need KB2965295 update for outlook 2010 to support exchange 2016 in EOL (EOL 2016 date unknown) - alternative is mass roll-out of office 2013/16	Currently scoping roll-out options	Dec. 2016			
			Active Direction Upgrade	P0010	AD Health check and migration to a 2016 Forest	DS	CL	Not Started	N/A	Need to look at upgrading our 2003 Domain to a 2016 AD forest	Scoping exercise with Rusal	Jun. 2017		
				P0011	ADFS Environment in Azure	DS	MS	In-progress	●	Have a hosted AD server in azure that Office 365 authenticates against so we aren't reliant on datacentre Domain controller	Building and testing underway	Dec. 2017		
		Implement Office 365 Services	P0012	Migrate to OneDrive for Business	DS	CL	In-progress	●	Migrate the contents of user's H: and K: drives to Microsoft's hosted file storage service.	Development of technical infrastructure design underway.	Mar. 2017			
			P0013	Implement Yammer	DS	CL	Not Started	N/A	Implement Yammer (Internal social network) and Skype for Business (telephone/video calls and conferences).	Development of technical infrastructure design underway.	Jun. 2017			
			P0014	Implement Skype for Business	DS	CL	Not Started	N/A		Development of technical infrastructure design underway.	Jun. 2017			
			P0015	Implement SharePoint Online	DS	CL	Not Started	N/A	Migrate the Intranet and Project Portal to Microsoft's hosted service.	Development of technical infrastructure design underway.	Mar. 2017			
			P0016	Implement Office 365 Tools	DS	CL	Not Started	N/A	Implement Sway, Delve, Flow, PowerApps, etc.	Development of technical infrastructure design underway.	Mar. 2018			
			Implement Corporate Project Management and Risk Tool	P0017	Project Server	MS	CL	Not Started	N/A	Potential redesign of Project	Host with Microsoft?			
Cloud Services				P0018	Implement Digital Rights Management	DS	CL	Not Started	N/A	Implement a service to control the distribution and management of user's documents.	Development of technical Infrastructure design underway.	Jun. 2017		
	User Identification and Authentication	P0019	Dual Factor Authentication	DS	CL	Not Started	N/A	Implement Dual Factor Authentication into office 365		Mar. 2017		P0203		
	End Point Security	P0020	Implement Enterprise Mobility Suite	DS	CL	In-progress	●	Ensure all devices connected to our network meet a minimum security standard.	Rescheduled to early next year to allow for completion of policy review so as to be able to implement any new requirements.	Mar. 2017				
	Remote Access	P0042	Implement a remote access solution to support mobile working	DS	CL	Not Started	N/A			Dec. 2016		P0203		
Cloud Hosting	CL	Application Delivery	P0021	Application Delivery Proof of Concept	DS	MS	Completed	✓	Identify most appropriate solution for providing access to line of business applications over the internet.		N/A			
			P0022	Application Hosting Proof of Concept	DS	MS	Completed	✓	Identify most appropriate platform to host our applications.		N/A			
			P0023	Implement application delivery solution	DS	MS	Not Started	N/A			N/A		P0204	
		Application Hosting	P0024	Personnel/HR Applications	MK	CL	Not Started	N/A	Migrate personnel/HR applications to chosen platform		May. 2018			
			P0025	Planning Applications	MK	CL	Not Started	N/A	Migrate planning application to chosen platform		Oct. 2017			
		Data Integration	P0026	Implement Enterprise Service Bus (ESB)	DS	MS	Not Started	N/A	Implement technologies that will integrate all of the council's data sources.	The need for this project is being reviewed	N/A			
			Salesforce Platform	MS	Implement Core CRM Functions	P0027	Phase 1 of Salesforce Roadmap	MK	CL	Completed	✓	Implement the core functions of the Salesforce CRM and replicate the functionality of Qmatic into Salesforce.		N/A
P0028	Phase 2 of Salesforce Roadmap	MK				CL	In-progress	●	Environmental Health is the focus.	Development underway for phase 2.	Nov. 2016	P0027	P0029	
P0029	Phase 3 of Salesforce Roadmap	MK				CL	Not Started	N/A	Green Spaces and Waste Services are the focus.		Jan/Feb 2016	P0028		
	P0030	Garage Database			MK	MS	Not Started	N/A	Develop Salesforce based app for the management of the council garage and fleet of vehicles/equipment.	Business case completed	To be agreed			
	P0031	Salesforce CRM for Comms			MK	CL	Completed	✓	Development of a CRM applications for the Communications team.	Application delivered to users for testing	N/A			
	P0032	RemedyForce			MK	CL	In-progress	●	Phase 1 - Replace Sostenuito for D&IS staff, Phase 2 - Provide end user self service.	Self Service is being revamped so can't launch until after Winter 2017	P1 - Nov. 2016			
Web Site Development	P0033	Phase 1			BR	CL	Completed	✓	Redesign of council web site.	New web site well received	N/A			
	P0034	Phase 2			BR	CL	Completed	✓	Enhancement to council web site and extension of author/publisher role to users.		N/A			
	P0035	Brampton Community Centre		CL	In progress	●	Phase 2 of development		Dec. 2016					
	Master Data Management	CL	Spatial (GIS)	P0036	Dataset Rationalisation	MS	CL	In-progress	●	Rationalise spatial data and introduce processes to manage that data.	options appraised to deliver corporate GIS via cloud services	Oct. 2017		
				P0043	Migrate GIS service to the cloud	CL	CL	Not Started	N/A				Nov. 2016	
				P0044	Carlisle District Local Plan 2015-2030 Interactive Map				●	Development of Interactive map for Carlisle District Local Plan 2015-2030.				
				Property and Things	P0037		MS	CL	Not Started	N/A	Rationalise data relating to property and things and introduce processes to manage that data.			
	People and Businesses	P0038		MS	CL	Not Started	N/A	Rationalise data relating to people and businesses and introduce processes to manage that data.						
	Employees	P0039		MS	CL	Not Started	N/A	Rationalise data relating to employees and introduce processes to manage that data.						
Business Intelligence	MS	PRISM (Proof of Concept)	P0040		SO	MS	In-progress	●	Develop proof of concept for the design and implementation of a range of management dashboards and balanced scorecards	Training organise for GO on Microsoft Power BI	Dec. 2016			
External Clients	CL	Migrate 3rd sector organisations to their own tenancy	P0041		DS	CL	Not Started	N/A	Move Tullie, CVS, ACT, Deaf Vision to their own Microsoft tenancy to enable them to take advantage of cheaper license costs	needs further investigation as Microsoft may or may not approve an organisation only after you have done the transfer (no indication beforehand they will be accepted) so this may increase costs above what we pay as a council	May. 2018	P0001		

Resources Overview and Scrutiny Panel

Agenda
Item:

A.7

Meeting Date: 6 December 2016
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: No
Public / Private: Public

Title: 2016/17SICKNESS ABSENCE QUARTER 2
Report of: Chief Executive
Report Number: CE 14/16

Purpose / Summary:

This report sets out the authority's sickness absence levels for the period April 2016 to September 2016 and other sickness absence information.

Recommendations:

1. Consider and comment on the information on sickness absence provided in the report.

Tracking

Executive:	N/A
Overview and Scrutiny:	Resources 6 December 2016
Council:	N/A

1. BACKGROUND

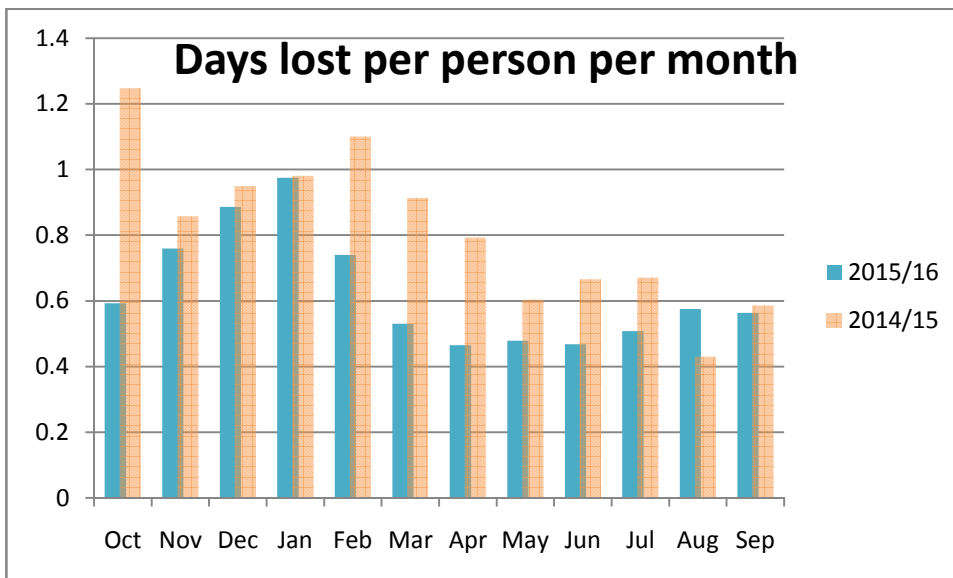
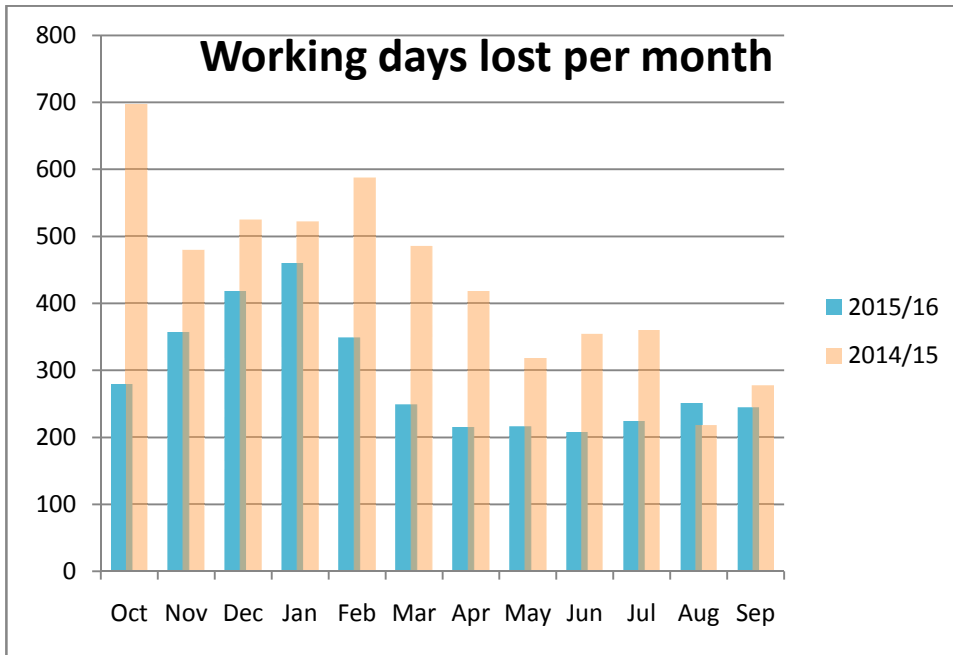
2015/16 levels of sickness absence decreased by approximately 30% to 8.6 days lost per FTE employee compared to the previous year. The percentage of sickness which was long-term also decreased as managers ensured the support for their staff was available and accessible. It was noted that spikes in absenteeism will become more prevalent as the organisation's workforce shrinks.

2. 2016/17 Performance

2.1 The table in Appendix 1 towards the end of the report provides sickness absence levels split by directorate in 2016/17. Compared to the first half of last year, 2016/17 levels have decreased by nearly 15% to 3.4 days lost per FTE employee. Over the last four years Q1 and Q2 have accounted for on average 46% of the total annual days lost. If 2016/17 follows a similar pattern then we can expect a figure of around 7.3 days lost per FTE by the end of the year.

Half of the 'directorates' have experienced a drop in sickness absence and the percentage of long term sickness (over 28 consecutive days) has also reduced. There have been 21 employees absent long term compared to 28 in first half of 2015/16. 15 of the 21 employees have now returned to work.

2.2 The following two graphs compares the months of 2015/16 with those of 2014/15. The first graph provides the number of days lost per month and the second graph the number of days lost per person per month. Eleven out of twelve months of 2015/16 have experienced an improvement on the equivalent month in 2014/15. As the organisation reduces its employee numbers it would be expected that the numbers of days lost to absenteeism also reduces – as shown in the first graph. What is more pleasing is the second graph which shows that the average number of days lost per employee is also consistently falling across the year.



2.3 The reasons for sickness absence are shown in the table overleaf. The table shows the days lost due to each reason for the sickness absence and is split by directorate. The reason ‘Stress, depression, mental health, fatigue syndromes’ was the biggest contributor to sickness absence in 2015/16 and remains so in 2016/17 to date. Despite this, the actual number of days lost to this reason has reduced by over half over the last two years. In the same period of 2014/15 626 days were lost to ‘Stress, depression, mental health, fatigue syndromes.’ This equates to 1.1 days lost per employee in 2014/15 compared to 0.65 days in 2016/17 – a significant improvement.

Looking at data available for other industries shows that the Authority is being relatively successful in managing ‘Stress, depression, mental health, fatigue syndromes’ related sickness absence. Staff working in hospitals in the NHS for example, have experienced a 37%¹ rise in stress related in absences in three years.

2.4 Comment from HR Advisory Services Team Leader:

“The figures have increased slightly from the last quarter, but compares well to last year’s figures. Long term sickness decreased significantly in September as intervention action continues to take place and remains a vast improvement on last year.

‘Stress, depression, mental health, fatigue syndromes’ is the highest reason for absence at 22% but the following actions have taken place to provide appropriate support: the organisation ‘Mind’ attended Management Briefing, mental health first aid courses and access to counselling and wellbeing support.

The second highest reason for absence is ‘back and neck’ which accounts for 20%. The Council continue to provide access to ‘physio’ and other appropriate support. ‘Stomach’ issues are the third reason at 15%.

HR Advisors continue to follow up on reasons of ‘Other’ for clarity and this reason has dropped from 14% to 8%.”

Days lost by reason and directorate	CE & DCE Teams	ED	Gov	LE	Res	Total
01 Back and neck problems	1	1	5	254	8	269
02 Other musculo-skeletal problems	10	25	4	97	4	140
03 Stress, depression, mental health, fatigue syndromes	18	26	5	92	145	286
04 Infections (incl. colds and flu)	35	31	4	20	32	121
05 Neurological (incl. headaches and migraine)	4	3	7	12	10	36
06 Genito-urinary / gynaecological	3	11		20	10	44
07 Pregnancy related (not maternity leave)						
08 Stomach, liver, kidney & digestion (incl. gastroenteritis)	10	27	6	90	67	200
09 Heart, blood pressure & circulation				1	1	2
10 Chest & respiratory (incl. chest infections)	1		1	30	5	37
11 Ear, eye, nose & mouth / dental (incl. sinusitis)	14	5	6	31	17	72
12 Other	33	4		69	3	108

¹ Figures obtained from 100 hospital trusts in England by FOI.

3. Return to Work Interviews

So far in 2016/17, all return to work interviews have been completed. 100% were also completed in 2015/16. Consideration is currently being given in developing a more meaningful measure around how quickly the interviews are completed.

Directorate	% of RTW conducted
Chief Executive's and Deputy Chief Executive's Teams	100
Economic Development	100
Governance	100
Local Environment	100
Resources	100
All Directorates	100

5. PROPOSALS

The authority continues to monitor sickness absence levels.

6. CONSULTATION

The initial report was reviewed by Senior Management Team.

7. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Panel are asked to comment on the sickness absence information with a view to driving continuous improvement.

8. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Monitoring sickness absence to help ensure the staff resources available to deliver the Carlisle Plan are maximised.

Contact Officer:	Jason Gooding	Ext: 7114
	Gary Oliver	7430

Appendices **Appendix A: Sickness Absence by Directorate.**
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**

Appendix A: Sickness Absence by Directorate.

1. All Directorates (431 head count/376 Full-Time Equivalents (FTE))

PI Name	2013/14	2014/15	2015/16	2016/17 to end Q2	2016/17 Forecast
Working days lost due to sickness absence per FTE	8.8	12.1	8.6	3.4	7.3
Number of working days lost due to sickness absence	4913	6268	4046	1357	2932
Proportion of sickness absence that is long term (over 28 days)	54%	62%	56%	46%	-

2. Economic Development (60 head count/54 FTE)

PI Name	2013/14	2014/15	2015/16	2016/17 to end Q2	2016/17 Forecast
Working days lost due to sickness absence per FTE	4.1	7.6	7.4	2.2	4.8
Number of working days lost due to sickness absence	346	565	559	132	285
Proportion of sickness absence that is long term (over 28 days)	39%	47%	46%	19%	-

3. Governance (52 head count/37 FTE)

PI Name	2013/14	2014/15	2015/16	2016/17 to end Q2	2016/17 Forecast
Working days lost due to sickness absence per FTE	2.8	7.4	9.1	1.0	2.2
Number of working days lost due to sickness absence	83	383	601	56	121
Proportion of sickness absence that is long term (over 28 days)	47%	62%	75%	0%	-

4. Local Environment (160 head count/155 FTE)					
PI Name	2013/14	2014/15	2015/16	2016/17 to end Q2	2016/17 Forecast
Working days lost due to sickness absence per FTE	12.2	15.2	9.4	4.5	9.7
Number of working days lost due to sickness absence	2109	2377	1405	713	1540
Proportion of sickness absence that is long term (over 28 days)	67%	70%	51%	56%	-

5. Resources (104 head count/86 FTE)					
PI Name	2013/14	2014/15	2015/16	2016/17 to end Q2	2016/17 Forecast
Working days lost due to sickness absence per FTE	5.9	14.3	7.0	3.4	7.3
Number of working days lost due to sickness absence	1267	2720	933	309	668
Proportion of sickness absence that is long term (over 28 days)	47%	63%	49%	52%	-

6. Chief Executive's & Deputy Chief Executive's Teams (DCE Team added from December 2013) (55 head count/44 FTE)					
PI Name	2013/14	2014/15	2015/16	2016/17 to end Q2	2016/17 Forecast
Working days lost due to sickness absence per FTE	3.7	4.4	12.2	3	6.5
Number of working days lost due to sickness absence	212	224	547	148	320
Proportion of sickness absence that is long term (over 28 days)	40%	62%	78%	25%	-

Report to Resources Overview and Scrutiny Panel

Agenda
Item:

A.8

Meeting Date: 6 December 2016
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: 2nd QUARTER PERFORMANCE REPORT 2016/17
Report of: Policy and Communications Manager
Report Number: PC 25/16

Purpose / Summary:

This report contains the 2nd quarter performance against the current service standards and a summary of the Carlisle Plan actions 2015-18.

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

The updates against the actions in the Carlisle Plan follow on from the service standard information in Section 2. As many of the key actions contained within the outgoing Carlisle Plan have been completed, actions and projects have recently been refreshed in the 2015-18 Carlisle Plan. Work is continuing on the future report content and the best way of presenting this information to future panels. The views of the Panel are welcomed as part of this process.

Recommendations:

1. Consider the performance of the City Council presented in the report with a view to seeking continuous improvement in how the Council delivers its priorities.
2. Consider future report content with a view to showing progress in delivering the Carlisle Plan and associated City Council performance.

Tracking

Executive:	19/12/16
Overview and Scrutiny:	Community Overview & Scrutiny 24/11/16 Environment and Economy Overview & Scrutiny 01/12/16 Resources Overview & Scrutiny 06/12/16
Council:	N/A

1. BACKGROUND

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

Regarding the information on the Carlisle Plan, the intention is to give the Panel a brief overview of the current position without duplicating the more detailed reporting that takes place within the Overview and Scrutiny agendas and Portfolio Holder reports.

2. PROPOSALS

None

3. CONSULTATION

The report was reviewed by the Senior Management Team on 8 November 2016 and will be considered by the Overview and Scrutiny Panels on the following dates:

Community Overview & Scrutiny 24/11/16

Environment and Economy Overview & Scrutiny 01/12/16

Resources Overview & Scrutiny 06/12/16

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Panel are asked to comment on the 2nd Quarter Performance Report prior to it being submitted to Executive.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

Contact Officers:	Steven O’Keeffe	Ext:	7258
	Martin Daley		7508
	Gary Oliver		7430

Appendices **None**
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:

Chief Executive’s – Responsible for monitoring customer satisfaction and financial management.

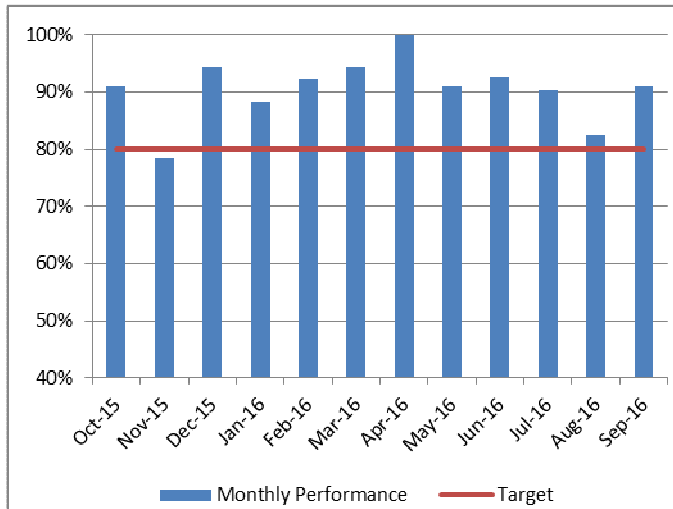
Deputy Chief Executive’s – Responsible for monitoring and reporting on service standards, progress in delivering the Carlisle Plan, and for managing high level projects and team service standards on a day-to-day basis.

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

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

SECTION 1: 2016/17 SERVICE STANDARDS

Service Standard: Percentage of Household Planning Applications processed within eight weeks

Service Standard	Year to Date Figure	Performance by Month																										
80% (Nationally set target)	91.6% (Q2 2015/16: 97.8%)	 <table><caption>Monthly Performance Data (Estimated from Chart)</caption><thead><tr><th>Month</th><th>Monthly Performance (%)</th></tr></thead><tbody><tr><td>Oct-15</td><td>91%</td></tr><tr><td>Nov-15</td><td>78%</td></tr><tr><td>Dec-15</td><td>94%</td></tr><tr><td>Jan-16</td><td>88%</td></tr><tr><td>Feb-16</td><td>92%</td></tr><tr><td>Mar-16</td><td>94%</td></tr><tr><td>Apr-16</td><td>99%</td></tr><tr><td>May-16</td><td>91%</td></tr><tr><td>Jun-16</td><td>92%</td></tr><tr><td>Jul-16</td><td>90%</td></tr><tr><td>Aug-16</td><td>82%</td></tr><tr><td>Sep-16</td><td>91%</td></tr></tbody></table>	Month	Monthly Performance (%)	Oct-15	91%	Nov-15	78%	Dec-15	94%	Jan-16	88%	Feb-16	92%	Mar-16	94%	Apr-16	99%	May-16	91%	Jun-16	92%	Jul-16	90%	Aug-16	82%	Sep-16	91%
Month	Monthly Performance (%)																											
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Jul-16	90%																											
Aug-16	82%																											
Sep-16	91%																											

76 household planning applications were processed during Quarter 2 compared with 71 for the same period last year.

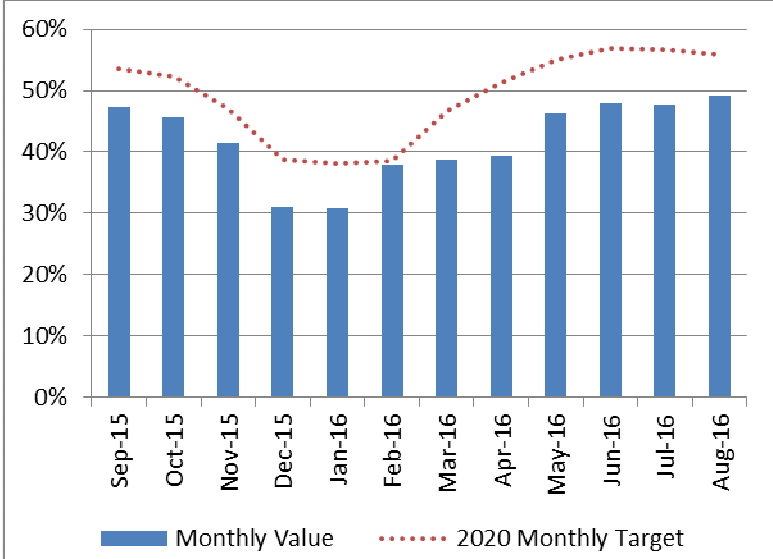
Service Standard: Number of missed waste or recycling collections

Service Standard	Year to Date Figure	Performance by Month																										
40 missed collections per 100,000 (Industry standard)	Average of 40 misses per 100,000 collections per month (Q2 2015/16: 53)	<table><thead><tr><th>Month</th><th>Missed Collections per 100,000</th></tr></thead><tbody><tr><td>Oct-15</td><td>38</td></tr><tr><td>Nov-15</td><td>33</td></tr><tr><td>Dec-15</td><td>26</td></tr><tr><td>Jan-16</td><td>73</td></tr><tr><td>Feb-16</td><td>54</td></tr><tr><td>Mar-16</td><td>45</td></tr><tr><td>Apr-16</td><td>39</td></tr><tr><td>May-16</td><td>45</td></tr><tr><td>Jun-16</td><td>43</td></tr><tr><td>Jul-16</td><td>34</td></tr><tr><td>Aug-16</td><td>47</td></tr><tr><td>Sep-16</td><td>34</td></tr></tbody></table>	Month	Missed Collections per 100,000	Oct-15	38	Nov-15	33	Dec-15	26	Jan-16	73	Feb-16	54	Mar-16	45	Apr-16	39	May-16	45	Jun-16	43	Jul-16	34	Aug-16	47	Sep-16	34
Month	Missed Collections per 100,000																											
Oct-15	38																											
Nov-15	33																											
Dec-15	26																											
Jan-16	73																											
Feb-16	54																											
Mar-16	45																											
Apr-16	39																											
May-16	45																											
Jun-16	43																											
Jul-16	34																											
Aug-16	47																											
Sep-16	34																											

The council was scheduled to make 1,237,791 collections during this quarter. The number of failures per 100,000 for the year to date is 40 which equates to approx. 1,000 (0.08%) actual missed collections in the quarter.

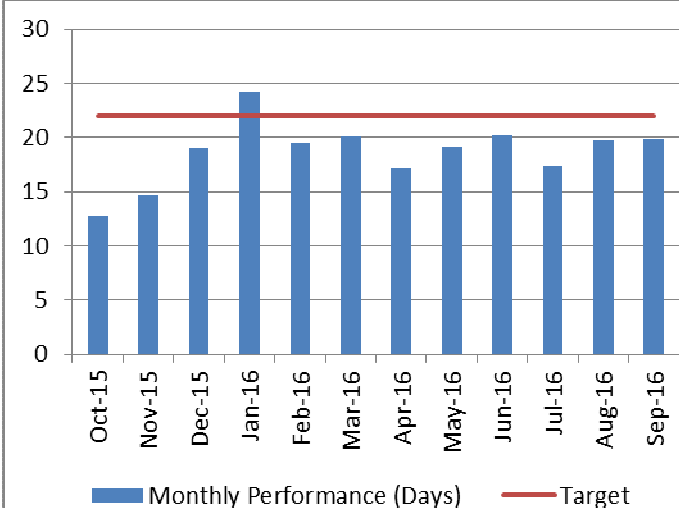
The high figure from the same period last year was caused mainly by the cancelled collections and subsequent delays in catching up following the major police incident.

Service Standard: Percentage of household waste sent for recycling (Collected and City Council bring sites)

Service Standard	Year to Date Figure	Performance by Month																																							
Nationally set target of 50% by 2020.	46.2% [only 5 months] (Qtr 2 2015/16: 47.5%)	 <table border="1"> <caption>Monthly Performance Data</caption> <thead> <tr> <th>Month</th> <th>Monthly Value (%)</th> <th>2020 Monthly Target (%)</th> </tr> </thead> <tbody> <tr><td>Sep-15</td><td>47.5</td><td>53.0</td></tr> <tr><td>Oct-15</td><td>45.0</td><td>52.0</td></tr> <tr><td>Nov-15</td><td>41.0</td><td>48.0</td></tr> <tr><td>Dec-15</td><td>31.0</td><td>38.0</td></tr> <tr><td>Jan-16</td><td>31.0</td><td>38.0</td></tr> <tr><td>Feb-16</td><td>38.0</td><td>38.0</td></tr> <tr><td>Mar-16</td><td>39.0</td><td>45.0</td></tr> <tr><td>Apr-16</td><td>40.0</td><td>50.0</td></tr> <tr><td>May-16</td><td>46.0</td><td>55.0</td></tr> <tr><td>Jun-16</td><td>48.0</td><td>57.0</td></tr> <tr><td>Jul-16</td><td>47.0</td><td>56.0</td></tr> <tr><td>Aug-16</td><td>49.0</td><td>55.0</td></tr> </tbody> </table>	Month	Monthly Value (%)	2020 Monthly Target (%)	Sep-15	47.5	53.0	Oct-15	45.0	52.0	Nov-15	41.0	48.0	Dec-15	31.0	38.0	Jan-16	31.0	38.0	Feb-16	38.0	38.0	Mar-16	39.0	45.0	Apr-16	40.0	50.0	May-16	46.0	55.0	Jun-16	48.0	57.0	Jul-16	47.0	56.0	Aug-16	49.0	55.0
Month	Monthly Value (%)	2020 Monthly Target (%)																																							
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Aug-16	49.0	55.0																																							

Up until last month new builds didn't receive a kerbside collection of recycling therefore some residents were placing garden waste and dry recycling into their bins. From September 2016 these properties now receive a kerbside collection of green box and garden waste. Plastic and card will be added in May 2017 along with rural properties who don't receive a kerbside collection where practically possible.

Service Standard: Average number of days to process new benefits claims

Service Standard	Year to Date Figure	Performance by Month																										
Average number of new claims should be processed within 22 days	18.95 days (Q1 2015/16 – 17.9 days)	 <table><tr><th>Month</th><th>Monthly Performance (Days)</th></tr><tr><td>Oct-15</td><td>13</td></tr><tr><td>Nov-15</td><td>15</td></tr><tr><td>Dec-15</td><td>19</td></tr><tr><td>Jan-16</td><td>24</td></tr><tr><td>Feb-16</td><td>19</td></tr><tr><td>Mar-16</td><td>20</td></tr><tr><td>Apr-16</td><td>17</td></tr><tr><td>May-16</td><td>19</td></tr><tr><td>Jun-16</td><td>20</td></tr><tr><td>Jul-16</td><td>17</td></tr><tr><td>Aug-16</td><td>20</td></tr><tr><td>Sep-16</td><td>20</td></tr></table>	Month	Monthly Performance (Days)	Oct-15	13	Nov-15	15	Dec-15	19	Jan-16	24	Feb-16	19	Mar-16	20	Apr-16	17	May-16	19	Jun-16	20	Jul-16	17	Aug-16	20	Sep-16	20
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Service Standard: Percentage of Corporate Complaints dealt with within timescale

Service Standard	Year to Date Figure	Total Number of CCs per Directorate
A full response issued to the customer within 15 days of receipt at each stage.	100% (Q2 2015/16 – 75%)	Deputy Chief Exec's Team (including Local Environment) – 9 Governance – 0 Economic Development – 3 Resources – 2 Chief Exec's Team – 1

There were 15 corporate complaints received during the first quarter compared with 19 in the same period last year.

Section 2: Carlisle Plan 2015-18 Summary

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

Local Plan

Major projects under this priority include the development of the Local Plan 2015-2030 which is an essential building block for future development, whether housing or business. The Local Plan is nearing completion following an independent examination and was formally adopted by Council for adoption on the 8th November. The Local Plan is a key catalyst for growth; however work does not stop with its completion. Further activity to support growth and the economy will continue with:

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

Carlisle South

An expression of interest to include Carlisle South, a broad location identified through the Local Plan which could accommodate up to 10,000 new homes, within the Governments Locally Led Garden Village programme was submitted in July. Inclusion in the programme affords access to external support and expertise and priority access to funding.

Durranhill

The major improvement works to Durranhill industrial estate are progressing well. The new access road, Locke Road, is now open and works to widen the original estate road are well underway and nearing completion. Increased occupier interest has been noted on the estate and several long term voids have recently been occupied.

Enterprise Zone

Following the successful bid and the Chancellor's announcement in November 2015, the Carlisle Enterprise Zone was formally established on 1 April 2016. Having an Enterprise Zone shows that Carlisle is business friendly and up for growth. The aim is to attract new business to the area with a range of discounts and 100% enhanced capital allowance for plant and machinery. The Carlisle Enterprise Zone at Kingmoor

Park offers 122ha ready for development and will potentially generate 2,590 jobs over its lifetime. There has been an increase in interest and enquiries in Kingmoor Park since the EZ was announced.

Public Realm - City Centre Orientation

Work continues to progress in relation to the system of information hubs and finger posts proposed for the City Centre. Cumbria County Council consent had been secured, subject to issuing of relevant permits, and the completion of a consultation exercise. Technical design work is complete, copy has been finalised and we are working with the signage manufacturer to agree an installation programme.

Carlisle Economic Partnership

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

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

Local Enterprise Partnership

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

The LEP submitted its bid and shortlist of projects for Local Growth Fund 3 funding to the Government in July 2016. This programme includes support to redevelop the Citadel and improve the train station in Carlisle. An announcement on funding is expected in or around the timing of the Government's Autumn Statement.

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

Healthy City

The Steering Group has developed over the past few months to include representation from Cumbria Partnership NHS Foundation Trust, Children's Services, Adult Services and the County Council Chair of Local Area Committee.

The Carlisle Partnership

The Carlisle Partnership sees organisations from across the public, private, voluntary and community sectors, supporting and developing projects and agendas across the city.

The Carlisle Partnership AGM was held at Harraby Community Centre at the end of September. The agenda focussed on improving place vibrancy and vitality and the benefits of Health in All Policies (HiAP) approach to policy development and finished with a discussion around the key priority areas for the Partnership and some of the issues, challenges and opportunities within the Carlisle district. The event attracted a record number of attendees and received excellent feedback from partners.

Sports Development

The Community Sports Activation Fund project was a success over its 3 year period. In total we engaged 6919 individuals in activity through the project and this was in line with the targets we set. As part of the scheme we delivered initiatives that targeted minority and hard to reach groups. There is nothing outstanding from the project and Sport England are happy with our reporting. Going forward, we are working to understand the new Sport England Strategy to tackle inactivity in the area and we will be working with local partners to ensure we can support future activities.

Harraby Campus Development - Certificate of practical completion has been supplied by Cumbria County Council. The leasehold has been agreed directly between Cumbria County Council and Community Associations.

Arts Development

Following the floods in December 2015 the Old Fire Station has now fully reopened and has a very busy programme of events for the Autumn/Winter period.

The Council is working with partners at Tullie House Museum and Art Gallery and the University of Cumbria to establish a new 'cultural consortium.' This group is still at an embryonic stage but will look to focus on raising the awareness and engagement in cultural opportunities across Carlisle.

The Council is also taking part in the LGA Cultural Peer Challenge Programme. Following an application process in July the Council has been accepted for this new challenge programme. The on-site work will take place in February 2017 and will seek to assist the Council (and partners) in developing the local cultural offer and impact.

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

Rethinking Waste

Work continues on the development of the new rounds and developing options to shape the new service. Recycling of glass, paper and cans is currently collected by four vehicles operated by FCC Ltd. This contract ends on 28 February 2017 and will return to City Council operation from 01 March 2017. From May 2017, the rounds will be merged to create new recycling rounds using a single collection vehicle for glass, cans, paper, plastic and card. This should promote recycling through:

- increased participation - residents who don't already receive a collection will receive the full recycling service
- collection using a single split-back vehicle that should reduce litter / spillages as crews will be tipping into the back of the vehicle rather than sorting into separate compartments.
- simplifying the collection calendars

Promoting Recycling

Neighbourhood Services' Technical Officers continue to promote recycling, particularly in gull sack areas where there is evidence of reduced levels of recycling and increased incidence of side-waste.

As the new changes are introduced, officers will be visible on collection days monitoring levels of participation in recycling and compliance to service standards. Advice as necessary will be given to residents to reduce waste and encourage recycling.

Street Cleaning and Enforcement

Any additional bags (side-waste) not inside the gull sack or bin are currently 'stickered' to advise the resident to take the bags back in until next collection or take them to their nearest Household Waste and Recycling Centre. Properties where bags are not removed within 48 hours are sent a letter offering advice on recycling but also reminding people of the service standards and risk that they could face a fine for littering or fly-tipping. When evidence is found in fly-tipped bags this is

followed through with the resident being issued with a fixed penalty notice for littering.

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

The City Council continues to work in partnership with local housing association partners and the Homes and Communities Agency to address housing need and support new developments. Current pipeline schemes include:-

- The Demonstration Project on the Council owned site at Beverley Rise, Harraby: this scheme would deliver approximately 40 units for affordable rent, in partnership with Riverside and Carlisle College. Students from the College will benefit from practical onsite development training.
- Old Brewery Residences, Caldewgate – the Council has been working with Impact Housing Association to support their plans to bring redundant ex-student accommodation back into use to deliver a mix of approximately 35 apartments and townhouses for affordable rent. The design would incorporate flood resilience measures.

A new 38 apartment Extra Care scheme – Bramble Court – is due to open in Brampton in November, providing independent accommodation for older residents with care and support needs. All of the properties are for social rent and 24/7 onsite care will be provided by Imagine Independence. The City Council has worked closely with the scheme provider, Impact Housing Association, Adult Social Care and Brampton and Beyond Community Trust to support the delivery of the scheme, as extra care housing is a crucial priority, due to the changing demographics around the ageing population.

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

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

Carlisle Ambassadors can be defined as, 'A proactive community of passionate individuals, businesses and organisations who participate in projects to raise the profile of Carlisle and make it a better place to live, work and visit.' The Ambassadors have influence and directly 'give a voice' to Carlisle locally, within Cumbria and further afield.'

The last meeting was held on 22 September at Eden Golf Club with 14 businesses showcasing their innovations and was very well attended. Meetings continue to be held quarterly and are regularly attended by over 220 business people. To date 134 organisations have become members; keen to collaborate on projects and support each other to help grow and improve the Carlisle offer. The next meeting of Carlisle Ambassadors is to be held on Thursday 17 November at the Hallmark Hotel.

As well as some of the cross-over work carried out with the Carlisle Partnership and the Ambassadors, the City Council continues to work closely with partners through the Carlisle Economic Partnership (CEP) (as mentioned above), the action plan from which sets out actions to address skills gaps by identifying skills needs for growth and encouraging provision which meets those needs.

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