

AGENDA

Community Overview and Scrutiny Panel

**Thursday, 31 July 2014 AT 10:00
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG**

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 Meetings

5 - 10

To note the minutes of the meetings held on 19 June 2014.[Copy
Minutes herewith]

PART A

To be considered when the Public and Press are present

A.2 RIVERSIDE CUMBRIA

11 - 20

The Director of Economic Development to submit an update from Riverside Cumbria in respect of a number of issues raised by Members of the Panel, and a response to a question from the Secretary to the Carlisle and Rural Tenants Federation in respect of protecting and catering for tenants interests, raised at the March 2014 Panel.

(Copy Report ED.27/14 herewith)

A.3 OVERVIEW REPORT AND WORK PROGRAMME

21 - 26

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

(Copy Report OS.18/14 herewith)

A.4 ARTS CENTRE BUSINESS PLAN

27 - 52

(Culture, Leisure and Young People Portfolio)

The Deputy Chief Executive to submit a report on the proposed business and operating plan for the Old Fire Station Arts Centre. The matter was included in the Notice of Executive Key Decisions and was considered by the Executive on 23 June 2014.

(Copy Report SD.14/14 and Minute Excerpt herewith)

A.5 PLAYING PITCH STRATEGY

53 - 122

(Culture, Leisure and Young People Portfolio)

The Deputy Chief Executive to submit a report seeking approval of the Playing Pitch Strategy as a framework for prioritising and steering playing pitch development and improvement across Carlisle. The matter was included in the Notice of Executive Key Decisions and was considered by the Executive on 23 June 2014. (Copy Report SD.13/14 and Minute Excerpt herewith)

PART B

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

- NIL -

Members of the Community Overview and Scrutiny Panel

Conservative – Ellis, Mrs Prest (Vice Chairman), Mrs Vasey, Bainbridge (sub), Mrs McKerrell(sub), Mrs Mallinson (sub)

Labour – Burns (Chairman), Harid, McDevitt, Mrs Stevenson, Caig (sub) Scarborough (sub), Miss Sherriff (sub)

Liberal Democrat – Gee, Allison (sub)

**Enquiries, requests for reports, background papers,
etc to Committee Clerk: Sheila Norton - 817557**

FOR INFORMATION ONLY

123 - 158

Food Law Enforcement Service Plan
(Copy Report LE.02/14 and Minute Excerpt herewith)

COMMUNITY OVERVIEW AND SCRUTINY PANEL

THURSDAY 19 JUNE 2014 AT 10.00 AM

PRESENT: Councillor Harid (Acting Chairman), Councillors Ellis, Gee, McDevitt, Caig (for Councillor Burns), Mrs McKerrell (for Councillor Mrs Prest), Mrs Stevenson and Mrs Vasey

ALSO

PRESENT: Councillor Mrs Bradley, Economy, Enterprise and Housing Portfolio Holder

OFFICERS: Director of Economic Development
Deputy Chief Executive
Overview and Scrutiny Officer
Policy and Performance Officer
Private Sector Housing Technical Team Manager

COSP.26/14 APPOINTMENT OF CHAIR FOR THE MEETING

In the absence of the Chair and Vice Chair it was moved and seconded that Councillor Harid be appointed as Chairman of the Panel for the meeting.

It was also moved and seconded that Councillor Ellis be appointed as Chairman of the Panel for the meeting.

Following a vote it was:

RESOLVED: That Councillor Harid be appointed Chairman for the meeting.

Councillor Harid thereupon took the Chair.

COSP.27/14 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors Burns and Mrs Prest. Apologies were also submitted by Councillor Mrs Riddle, Communities, Health and Wellbeing Portfolio Holder.

COSP.28/14 DECLARATIONS OF INTEREST

Councillor Harid declared a registrable interest in accordance with the Council's Code of Conduct in respect of that part of Agenda Item A.2 relating to the discussion around the Food Law Enforcement Service Plan and would therefore leave the meeting at that point. The interest related to the fact that he was involved in the food industry. It was agreed that Councillor Ellis would chair the meeting during that discussion.

COSP.29/14 MINUTES OF PREVIOUS MEETINGS

RESOLVED – 1) That the minutes of the meeting held on 13 February 2014 and 27 March 2014 be agreed as a correct record of the meetings and signed by the Chairman.

COSP.30/14 CALL-IN OF DECISIONS

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

COSP.31/14 OVERVIEW REPORT AND WORK PROGRAMME

The Overview and Scrutiny Officer presented report OS.16/14 which provided an overview of matters relating to the work of the Community Overview and Scrutiny Panel and included the latest version of the work programme and Key Decisions of the Executive which related to the Panel.

- The Overview and Scrutiny Officer reported that the Notice of Key Executive Decisions, published on 23 May 2014, included the following items which fell within the remit of this Panel.

KD.04/14 – Playing Pitch Strategy – the strategy would be available for consideration by the Panel at its meeting on 31 July 2014

Having declared a registrable interest in the following item Councillor Harid left the meeting. Councillor Ellis took the Chair.

KD.05/14 – Food Law Enforcement Service Plan – the Plan would be available for consideration by the Panel at its meeting on 31 July 2014 for information. The Deputy Chief Executive advised that the report would be circulated ahead of the meeting. If Members who were new to the Panel required further information someone from the Environmental Health team would be happy to meet with them.

Councillor Harid returned to the meeting and resumed his position as Chairman.

KD.10/14 – Business Plan – Arts Centre – the Business Plan would be available for consideration by the Panel at their meeting on 31 July 2014.

KD.12/14 – Implementation of the Mobile Homes Act 2013 – the item was on the agenda for consideration later in the meeting.

- The final report of the Hate Crime Task and Finish Group had been presented to the Executive on 7 April 2014. The Executive's responses to the Panel's recommendations were attached as an appendix to the report. The Overview and Scrutiny Officer advised that the Chair of the Task and Finish Group had attended a conference hosted by AWAZ who had been impressed with the work undertaken by the Group. It was agreed that the matter would be included in the Work Programme in six months time to monitor the implications of the recommendations made by the Group.
- The Overview and Scrutiny Officer informed Members that SMT officers would be available for the meeting of the Panel scheduled for 11 September 2014 and would be accompanied by colleagues from the LGA who would observe the meeting as part of a peer review.

The Overview and Scrutiny Officer further informed Members that the meeting scheduled for 15 January 2015 clashed with a Cumbria County Council Full Council meeting. As there was only one Member that would be affected by the clash it was agreed that a substitute could be arranged for that meeting.

- It was agreed that as the Chairman and Vice-Chairman were not in attendance issues to be added to the Work Programme for the forthcoming year would be considered at the next

meeting of the Panel. The Overview and Scrutiny Officer suggested that if Members had any ideas for issues they would like to be included they could forward them to her. A Member suggested that the Panel look at the implementation of the Play Areas Review including the future investment in key sites.

RESOLVED – 1) That, subject to the issues raised above, the Overview Report incorporating the Work Programme and Notice of Executive Decisions items relevant to this Panel be noted.

2) That issues for the Work Programme for the forthcoming year be considered at the next meeting of the Panel.

COSP.32/14 END OF YEAR PERFORMANCE REPORT 2013/14

The Policy and Performance Officer submitted report PC.05/14 that updated the Panel on the Council's service standards relevant to the Panel that helped measure performance and customer satisfaction. The report also included updates on relevant key actions contained within the Carlisle Plan.

The Policy and Performance Officer explained the background to the report for the benefit of those Members who were new to the Panel. The Officer advised that there was an emerging programme in respect of the Arts Centre and it was anticipated that the Centre would open in Spring 2015. Some events had already been pencilled in.

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

- *How many benefits applications were received by the Council?*

The Policy and Performance Officer advised that some of the delays were caused because the relevant information was not received with the initial application. Whilst it was difficult to give an exact figure he believed there was a decent number.

- *Did the delays in processing the applications affect local private landlords' decisions to take on tenants?*

The Policy and Performance Officer believed that applications were dealt with as they were received. He agreed to investigate the issue and circulate the answer to Members prior to the next meeting of the Panel.

- *How was the City Council involved in the work being undertaken jointly with the County Council in respect of de-cluttering?*

The Deputy Chief Executive assured the Member that the City Council was involved in the Working Group and advised that there had been a substantial amount of work undertaken to identify which signs should be removed and/or replaced. The City Council's Heritage Officer was a member of the Task Group. The issue had also been raised at the Highways and Transport Working Group. The Deputy Chief Executive confirmed that he would advise Members of the Panel of the timetable for the work.

- *A Member requested further information on the prioritisation of the Public Realm projects as there would be financial implications.*

The Deputy Chief Executive advised that there would be a table of priorities with costs attached and where funding was being obtained from. The Deputy Chief Executive suggested that could be a future item to be included in the Work Programme for the Panel.

The Overview and Scrutiny Officer advised that the issue would be picked up by the Environment and Economy Overview and Scrutiny Panel as part of the work on the Old Town Hall.

The Policy and Performance Officer advised that an update would be included in the first quarter performance report.

- *How many people had benefitted from the Homelife Carlisle scheme and the Community Neighbour scheme?*

The Policy and Performance Officer was not sure of the figures but agreed to circulate the information to Members.

- *How much involvement did City Council Members have in the production of the Prospectus for Carlisle?*

The Deputy Chief Executive advised that the relevant Portfolio Holder and the Executive had been involved but that the prospectus had been developed by the Carlisle Story panel which was business led who had signed off the prospectus.

- *As the Council had paid for the prospectus Members should have had more involvement.*

RESOLVED: 1) That report PC.05/14 – End of Year Performance Report 2013/14 – be noted.

2) That information in relation to how benefits claim applications were prioritised, and how many people had benefitted from the Homelife Carlisle scheme be circulated prior to the next meeting.

COSP.33/14 IMPLEMENTATION OF MOBILE HOMES ACT 2013

The Private Sector Housing Technical Team Manager submitted report ED.20/14/LE.10/14 that outlined proposals for the introduction of the Mobile Homes Act 2013 and the changes that would directly impact upon protected sites in the district. The new Act introduced new conditions for those sites and a fee structure was to be implemented for funding the Council's cost for licensing the sites.

The matter was scheduled to be considered by the Executive at their meeting on 23 June 2014.

The Private Sector Housing Technical Team Manager outlined the background to the Mobile Homes Act and the reasons for the changes to the legislation. An implementation policy had been produced to enable relevant fees to be incorporated into the Council's 2014/15 Fees and Charges schedule.

The Private Sector Housing Technical Team Manager explained the proposals of the Act and the consultation that had been undertaken. Amendments had been made to the draft policy following feedback from that consultation.

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

- *Which sites were affected by the Act and in particular which sites in the Carlisle District were affected?*

The Private Sector Housing Technical Team Manager explained that there were currently fourteen protected sites, seven of which would need licensing under the new legislation. Three of those sites, for which the Private Sector Housing team were responsible were Gypsy and Traveller sites and the remaining four were the responsibility of the Environmental Health team as holiday/residential sites. The Private Sector Housing Technical Team Manager confirmed that the site at Orton Grange would be included in the policy. Some of the sites were part residential and part holiday and would therefore need two licences ie under the Mobile Homes Act and the original legislation.

The Private Sector Housing Technical Team Manager further confirmed that Dalston Hall Caravan Park would not require a licence as it was primarily a holiday site.

RESOLVED: 1) That report PC.05/14 – Implementation of Mobile Homes Act 2013 – be noted.

(The meeting ended at 10.40am)

Report to Community Overview and Scrutiny Panel

Agenda
Item:

A.2

Meeting Date: 31 July 2014
Portfolio: Economy, Enterprise and Housing
Key Decision: No
Within Policy and
Budget Framework YES
Public / Private Public

Title: RIVERSIDE CUMBRIA
Report of: The Director of Economic Development
Report Number: ED 27/14

Purpose / Summary: This report provides Members of Community Overview and Scrutiny Panel with an update from Riverside Cumbria in respect of a number of issues raised by Members of the Panel, and a response to a question from the Secretary to the Carlisle and Rural Tenants Federation in respect of protecting and catering for tenants interests, raised at the March 2014 Panel.

Recommendations: Members of Community Overview and Scrutiny Panel are invited to ask questions and comment on the contents of the report.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

1. BACKGROUND

1.1 Issues Raised for a Response from Riverside Cumbria at 27 March 2014 Panel

At the 27 March Community Overview and Scrutiny Panel Mr Barker, Secretary of the Carlisle and Rural Tenants Federation, asked the following question of the Panel: "Concerns have been raised that Riverside tenants' interests are not sufficiently protected and catered for. Could the Panel ensure that this is an issue that is raised with Riverside representatives when they next meet with Members for their bi-annual scrutiny?" The Panel agreed that this was acceptable and ask that the update report covers this issue.

Members at the 13 February Scrutiny Panel had also requested that Riverside provide an update on the impacts of Welfare Reform, including the spare room subsidy, homelessness, and the impact of Choice Based Lettings (CBL).

1.2 Riverside Cumbria's Response to the Question from the Carlisle and Rural Tenants' Federation Regarding Protecting Tenants Interests

Private Registered Providers of social housing, such as Riverside, are required to meet the standards set out in the Regulatory Framework for Social Housing in England (April 2012). The Tenant Involvement and Empowerment Standard is detailed in *Appendix 1*.

Riverside Cumbria's Community Engagement Team Leader has provided the following list of groups and projects currently operating involving Riverside tenants:-

- *Scrutiny Group - a panel of 14 tenants representing all Riverside neighbourhoods. This is our accountable body and our Co-regulator. The panel decide which aspects of our services they would like to scrutinise, they do an evidence based report and offer recommendations for improvement. The panel has joint meetings with our Divisional Board. The panel have delivered a grounds maintenance scrutiny and are currently working on customer satisfaction.*
- *Tenant Inspectors - a group of 6 inspectors this year have delivered a transparency inspection, service charge, Anti Social Behaviour and patch walks and void properties.*
- *Riverside Tenant and Residents Federation - we have 2 representatives who are currently attending our residents groups to inform them of the work the Federation is doing and to allow the groups to feed into that process.*
- *Support provided to Longtown, Morton and Brampton tenants groups.*
- *Tenants Resource Centre - run by tenant volunteers, allowing the use of up to date computer facilities for tenants to job search and use the Choice Based Lettings system, also used for consultation events.*
- *Working with Belah Residents on recreational provision, Greystone Community Centre delivering a youth club; Petteril Bank Community Centre on a fun day; and Longtown Community Centre on refurbishing the main hall.*

Riverside Cumbria provide an annual report 'Working for you' and a newsletter three times a year to keep tenants informed and up to date. Riverside will make copies of these documents available for Members of Community Overview and Scrutiny Panel on 31 July 2014.

1.3 Heating Systems in Longtown

The following information has been provided by Riverside's Director for Cumbria:-

"The Longtown heating issue continues to generate the majority of negative publicity Riverside currently receives. The Carlisle Tenants and Residents Federation are working with some tenants at Longtown to campaign against the perceived high running costs of the heating systems installed at Longtown in 2012. This campaign has included a press and media strategy as well as contacting the Homes and Communities Agency (HCA) to state that Riverside are in breach of the Homes Standard of the HCA's Regulatory Framework. The HCA have subsequently confirmed that Riverside were not in breach of the Homes Standard and were satisfied with our course of action taken to resolve the issues.

An independent report by BRE into the heating systems is due to be finalised in August and outcomes and recommendations will be shared with the affected tenants of Longtown. Riverside will comply with the recommendations within the report. Riverside are more than happy to attend any meeting regarding this issue and will also arrange a series of local briefings on the publication of the BRE report. Riverside will share the findings of the BRE report with Carlisle City Council and other stakeholders demonstrating our commitment to resolve this issue.

However, while the report is being finalised Riverside have commissioned CAfS (Cumbria Action for Sustainability) to provide individual support and advice for those residents of Longtown who have had their heating systems replaced with renewable energy technology. CAfS are a Penrith-based charity who are the leading provider in Cumbria in promoting low-carbon living, energy saving, and reduced use of fossil fuels. CAfS will work closely with Longtown residents, providing in-depth impartial support and advice to help people get the most out of their new heating systems, making their homes warmer while reducing their fuel bills."

1.4 Impact of Welfare Reform and the Removal of the Spare Room Subsidy

Riverside's Tenancy Services Manager has provided the following information in respect of the strategies being employed by Riverside to manage the impact of Welfare Reform, including assisting those tenants affected by the Removal of the Spare Room Subsidy (or 'Bedroom Tax'):-

"During 2013/14 we made 316 Direct Housing Payment (DHP) applications with around 185 granted. From April 2014 we have made 24 DHP claims and 17 have been awarded. The reason for the decrease is that Carlisle City Council decided to automatically renew the vast majority of DHP claims that were in payment in March 2014 for at least the first 13 weeks of this financial year, so whilst we are not making fresh DHP claims we are still getting DHP for our tenants.

We were able to assist 80 tenants with their request to move into smaller properties last year and from April 2014 we have moved a further 7. We are still working with tenants who want to downsize and we award a £400 incentive to help the tenants with moving costs. In cases where arrears have accrued as a result of under occupancy we use this money to clear their rent accounts.

We anticipate that around 10% of our general needs stock is still impacted as a result of the under occupancy changes, and our records show that over 90% of those affected by under occupancy are making some form of payment to their rent accounts. We have not experienced a huge increase in rent arrears; in fact our year end rent arrears figure was slightly down at 2.72% for general needs although when you combined it with the leasehold figures we were just over 3.05%.

Thinking forward The Riverside Group are currently working to develop a toolkit/ 'Big Changes' campaign to raise awareness amongst our tenants about the changes Universal Credit will bring. This is still in the early stages but it is anticipated that we will be sending literature to tenants, carrying out home visits to promote digital inclusion and advise on setting up bank accounts and possibly running awareness sessions.

We are also locally going to be used as a pilot to provide intensive floating support to tenants between the ages of 16-30 where tenancy failure rates can be high. The aim of the project is to ensure this age group receive welfare benefit/money advice, employment and training opportunities and life

skills in order for them to sustain their tenancies and increase their aspirations. It is likely this project will be in place for October 2014 and we will be engaging with our partners to make them aware of the service."

1.5 Homelessness and Choice Based Lettings

Community Overview and Scrutiny Panel had asked how Choice Based Lettings (CBL) had been working in Carlisle following the 13 February 2014 Panel, and had also requested an update on homelessness. Carlisle City Council's Homeless Services Manager has confirmed that the 'Cumbria Choice' CBL system, whereby applicants are assessed according to their housing need and banded accordingly - with those in the greatest housing need awarded the highest priority, has been a successful policy in accommodating homeless households. From a customer perspective the response has been mostly positive, mainly due to the fact that there is now only one application form to complete for all of the Housing Associations, but also because the allocation process is more transparent, as applicants can now see their queue position once they have bid for a property.

Since the introduction of Cumbria Choice in May 2011, CBL has made a positive impact in the prevention of homelessness. This is borne out in the statistics for the previous three years:-

Carlisle Annual CBL Lets	Total Statutory Homelessness Acceptances	Statutory Homeless Households Re-housed via CBL	Average days until Re-housed	Non-Statutory Homeless Lettings
2011-12*	171	124	82.35	63
2012-13	78	47	70.70	101
2013-14	49	25	58.68	130

(*From introduction of CBL in May 2011)

The length of time for homeless households to be re-housed through Cumbria Choice has fallen each year since the introduction of CBL. The above figures also demonstrate a direct correlation between the fall in the number of homelessness acceptances and the increase in homeless prevention cases (via the homeless prevention option on CBL). This is due to the significant annual increase in the number of non-statutory homeless households accommodated through CBL. In some cases this could be due to an applicant with a valid notice to vacate their current home being placed in Band C, then being accommodated through CBL prior to a full homeless acceptance being required.

The shortfall between the total number of homelessness acceptances and those households being re-housed through CBL relates to people being re-housed through the private sector or in supported accommodation.

The number of homeless nominations to Housing Associations and the length of time until these people were re-housed in the three years prior to the implementation of Cumbria Choice is shown in the table below as a comparison.

Pre CBL	Statutory Homelessness Nominations	Average days until Nominated Households Re-housed
2008-09	103	86.13
2009-10	68	58.59
2010-11	96	88.76

2. PROPOSALS

2.1 N/A

3. CONSULTATION

3.1 N/A

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

4.1 N/A

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 The joint working between Carlisle City Council and Riverside Cumbria contributes to the Carlisle Plan priorities of developing effective partnerships and addressing Carlisle's housing needs.

Contact Officer: Jane Meek

Ext: 7190

Appendices Yes
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 -

Deputy Chief Executive –

Economic Development –

Governance –

Local Environment –

Resources -

***Appendix 1: Homes and Communities Agency's
Tenant Involvement and Empowerment Standard (from April 2012)***

Required outcomes

1 Customer service, choice and complaints

Registered providers shall:

- provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards
- have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly

2 Involvement and empowerment

Registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:

- the formulation of their landlord's housing related policies and strategic priorities
- the making of decisions about how housing related services are delivered, including the setting of service standards
- the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved
- the management of their homes, where applicable
- the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made, and
- agreeing local offers for service delivery

3 Understanding and responding to the diverse needs of tenants

Registered providers shall:

- treat all tenants with fairness and respect
- demonstrate that they understand the different needs of their tenants, including in relation to the equality strands and tenants with additional support needs

Specific expectations

1 Customer service, choice and complaints

- 1.1 Registered providers shall provide tenants with accessible, relevant and timely information about:

- how tenants can access services
- the standards of housing services their tenants can expect
- how they are performing against those standards
- the service choices available to tenants, including any additional costs that are relevant to specific choices
- progress of any repairs work
- how tenants can communicate with them and provide feedback
- the responsibilities of the tenant and provider
- arrangements for tenant involvement and scrutiny

1.2 Providers shall offer a range of ways for tenants to express a complaint and set out clear service standards for responding to complaints, including complaints about performance against the standards, and details of what to do if they are unhappy with the outcome of a complaint. Providers shall inform tenants how they use complaints to improve their services. Registered providers shall publish information about complaints each year, including their number and nature, and the outcome of the complaints. Providers shall accept complaints made by advocates authorised to act on a tenant's/tenants' behalf.

2 Involvement and empowerment

2.1 Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by:

- supporting their tenants to exercise their Right to Manage or otherwise exercise housing management functions, where appropriate
- supporting the formation and activities of tenant panels or equivalent groups and responding in a constructive and timely manner to them
- the provision of timely and relevant performance information to support effective scrutiny by tenants of their landlord's performance in a form which registered providers seek to agree with their tenants. Such provision must include the publication of an annual report which should include information on repair and maintenance budgets, and
- providing support to tenants to build their capacity to be more effectively involved

2.2 Registered providers shall consult with tenants on the scope of local offers for service delivery. This shall include how performance will be monitored, reported to and scrutinised by tenants and arrangements for reviewing these on a periodic basis.

2.3 Registered providers shall consult with tenants, setting out clearly the costs and benefits of relevant options, if they are proposing to change their landlord or when proposing a significant change in their management arrangements.

2.4 Registered providers shall consult tenants at least once every three years on the best way of involving tenants in the governance and scrutiny of the organisation's housing management service.

3 Understanding and responding to diverse needs

- 3.1 Registered providers shall demonstrate how they respond to tenants' needs in the way they provide services and communicate with tenants.

Community Overview and Scrutiny Panel

Agenda
Item:

A.3

Meeting Date: 31st July 2014
Portfolio: Cross Cutting
Key Decision: No
Within Policy and Budget Framework
Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME
Report of: Overview and Scrutiny Officer
Report Number: OS 18/14

Summary:

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

Recommendations:

Members are asked to:

- Decide whether the items on the Notice of Key Executive Decisions should be included in the Panel's Work Programme for consideration.
- Note and/or amend the Panel's work programme

1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 18th July 2014. The following issues fall into the remit of this Panel. The details from the Key Decision document were circulated to Panel Members within the papers for the Panel on 19th June and are therefore not attached on this occasion.

KD.10/14 Business Plan – Arts Centre – on the agenda of this meeting of the Panel.

KD.04/14 Playing Pitch Strategy – on the agenda of this meeting of the Panel.

KD.05/14 Food Law Enforcement Service Plan – circulated with the papers for information. Panel Members are invited to contact the Scrutiny Officer should they wish for a briefing with the Environmental Health Manager on the detail of the report.

2. References from the Executive

The Executive considered the following items at their meeting on 23rd June 2014. All items are included on the agenda and the appropriate minute excerpt is attached to the reports.

- EX.53/14 – Business Plan – Arts Centre
- EX.56/14 – Playing Pitch Strategy
- EX.57/14 – Food Law Enforcement Service Plan (the Panel agreed at their meeting on 19th June that this item would be circulated for information only)

3. Work Programme

The Panel's current work programme is attached at **Appendix 1** for comment/amendment. The Panel deferred discussion of the 2014/15 work programme items on 19th June due to the absence of key Members. Members of the Panel, Portfolio Holders and Senior Officers were asked to give some thought to issues which scrutiny could add value to during the current Civic Year and should consider adding to their Work Programme. Several potential topics for the work programme and/or Task Group work were suggested by the Panel at the end of 2013/14 and at the meeting on 19th June and briefing note summarising these are attached to assist Members at **Appendix 2**.

Contact Officer:	Nicola Edwards	Ext: 7122
Appendices attached to report:	1. Community O&S Work Programme 2014/15 2. Briefing Note on potential topics for work programme	

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

COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2013/14

Date last revised: 17 July 2014

Appendix 1

Issue	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		19 Jun 14	31 Jul 14	11 Sep 14	23 Oct 14	25 Nov 14	15 Jan 15	26 Feb 15	9 Apr 15
CURRENT MEETING – 31 st July 2014															
Carlisle’s Sports Strategy							Playing Pitch Strategy.		✓						
Arts Centre		✓					Scrutiny of Business Plan		✓						
Riverside Carlisle				✓			Monitoring key activities and joint working		✓				✓		
TASK AND FINISH GROUPS															
Hate Crime			✓				Monitoring of implementation of recommendations	✓					✓		
FUTURE MEETINGS															
Performance Monitoring Reports	✓						Reporting of performance relevant to remit of Panel	✓		✓		✓		✓	
Carlisle Leisure Ltd							Annual Performance Report			✓					

COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2013/14

Date last revised: 17 July 2014

Appendix 1

Issue	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		19 Jun 14	31 Jul 14	11 Sep 14	23 Oct 14	25 Nov 14	15 Jan 15	26 Feb 15	9 Apr 15
Community Safety Partnership	✓		✓				To consider Strategic Assessment 2014 & Partnership Plan 2015/16								
Scrutiny Annual Report			✓		✓		Draft report for comment before Chairs Group								✓
Tullie House Trust							Business Plan 2014/15 – 2017/18					✓			
Budget 15/16 – 19/20		✓	✓				Consideration of service implications					✓			
COMPLETED ITEMS															
Mobile Home Act		✓	✓				Pre-decision scrutiny	✓							
INFORMATION ONLY ITEMS															
Details								Date Circulated							
Food Law Enforcement Service Plan								With papers for 31 st July meeting							

Briefing Note**Potential Topics for Work Programme 2014/15****Shaddongate Resource Centre**

COSP received progress reports regarding the development of the Shaddongate Resource and Training centre; and the development of a programme of education, training and positive engagement activities for marginalised and disadvantaged Young people as part of dispersed Foyer activities. Previous reports have explored the opportunities and benefits of linking the two main aims and the reduction of risk through the appointment of an external management agent to run the Shaddongate centre in line with Carlisle City Councils strategic aims and vision for the City. Carlisle YMCA were chosen as the preferred partner in April 2011 and the heads of terms, lease, management agreement and overall responsibility for the operational development and management of the centre transferred to Carlisle YMCA for duration of 5 years (+5) from 1st April 2012.

The Centre officially opened to the public on 22nd October 2012.

COSP received an update report in May 2013 and Members may find it timely to put this item back on their work programme to receive a further update, look at financial sustainability, services provided and performance of the Centre.

Bereavement Services – Book of Remembrance

The Director of Local Environment suggested this as a topic for a short piece of work. Currently the offices at Richardson Street Cemetery are staffed at the weekend due to the public access to the Book of Remembrance. Members could look at who visits and why, the volume of visitors and what arrangements are made elsewhere in the Country in order to make recommendations on a efficient appropriate service (for example Perth and Kinross display the relevant Books of Remembrance in large windows on public holidays and weekends).

Play Area Review

Members have requested that the Panel monitor the implementation of the Play Area Review which was undertaken in 2013/14. Suggestion is that this is placed on the agenda of a future meeting.

Tullie House 20/20 Bid

COSP receive the annual business plan for Tullie House usually in November each year. When the report was received in November 2013 Members were informed of the preparation for the Stage 1 bid for submission to the Heritage Lottery Fund in November 2014 to support development of the *Cumbria's 20:20 Museum* vision into a detailed plan and implementation approach capable of attracting capital funding.. The business plan stated that the Trust would need to work closely with the council to ensure the City Council is

fully supportive of all aspects of the redevelopment. Members of COSP may wish to ask for representative from Tullie House to come to earlier meeting with more detail of the draft bid.

Asset Based Community Development

Asset Based Community Development (ABCD) is an approach based on the principle of identifying and mobilising individual and community '**assets**', rather than focusing on problems and needs (i.e. '**deficits**').

Successful approaches to asset based working would be expected to produce improved health and social outcomes and would eventually result in improved performance in relation to all the wider determinants of health such as educational achievement and crime reduction.

This may be a topic that a task group could look further rather than an item on a Panel agenda.

Homelessness

The Panel undertook some work on Homelessness in 2010/11. It may be timely to look at the service again, perhaps from a pathway point of view to look at whether the services provided to homeless people are holistic and modern and are reducing repeat presentations to the service.

Community Neighbours Programme

The development of the scheme has been briefing noted in past Performance Reports. The last was received by the Panel in February 2013 stated that "38 volunteers have been recruited to the Community Neighbour Programme; of which 21 are fully trained and disclosure and barring service checked. Eight volunteers are actively working with older people in the urban and rural wards. An apprentice and caseworker have been recruited and new software has been installed to assist with case management, financial/ budget management and reporting.

Members of the Panel last year suggested that this year's panel receive a full update report on the scheme.

Other Topics

Members of the panel last year also suggested the following topics. However the Panel should give consideration as to being more specific about what they chose to look and what value can be added:

- Health Related (possible Children's Health and Wellbeing)
- Food City
- Housing
- Exercise and Sports

Nicola Edwards
Overview & Scrutiny Officer
July 2014

Report to Community Overview and Scrutiny Panel

Agenda
Item:

A.4

Meeting Date: 31st July 2014
Portfolio: Culture, Leisure and Young People
Key Decision: Yes: Recorded in the Notice Ref: KD.10/14
Within Policy and
Budget Framework YES
Public / Private Public

Title: ARTS CENTRE BUSINESS PLAN
Report of: The Deputy Chief Executive
Report Number: SD14/14

Purpose / Summary:

The proposed Business and Operating Plan for the Old Fire Station from 2014-17 was presented to Carlisle City Council's Executive on 23rd June 2014. Both the plan and covering report as submitted to Executive are attached to this report.

At the meeting of Executive it was agreed to refer the plan to both the Community and Resources Overview and Scrutiny Panels to seek their comment and input.

Recommendations:

It is recommended that the Community Overview and Scrutiny Panel consider the Business and Operating Plan for the Old Fire Station and provide feedback to the Executive on its proposals.

Tracking

Executive:	23/6/14 & 18/8/14
Overview and Scrutiny:	31/7/14
Council:	

Report to Executive

Agenda
Item:

Meeting Date: 23rd June 2014
Portfolio: Culture, Health, Leisure and Young People
Key Decision: Yes: Recorded in the Notice Ref:KD
Within Policy and Budget Framework YES
Public / Private Public

Title: BUSINESS PLAN - ARTS CENTRE
Report of: The Deputy Chief Executive
Report Number: SD12/14

Purpose / Summary:

This report presents the proposed business and operating plan for the Old Fire Station Arts Centre.

It outlines the operating approaches to the various business areas and functions within the centre, and provides financial projections for the initial three years of operation. It is intended to demonstrate the viability of operating the Old Fire Station as a dedicated Arts Centre within the revenue budgets currently allocated.

Whilst the capital programme is now underway this plan lays out the proposed arrangements for operating and developing the new facilities and programme.

Recommendations:

Executive are asked to:

- (i) Consider and make comment on the proposed business and operating plan for the Old Fire Station.
- (ii) Refer the plan for consideration by both the Community and the Resources Overview and Scrutiny Panels.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

1. BACKGROUND

- 1.1** The Old Fire Station on Warwick Street, Rickergate, was approved as the preferred site for the development of an Arts Centre in Carlisle by the City Council's Executive in August 2013.
- 1.2** At the same Executive meeting, authority to prepare and develop the building as a dedicated Arts Centre was delegated to the Portfolio Holder Culture, Health, Leisure and Young People in consultation with the Director of Community Engagement.
- 1.3** Carlisle City Council's Capital Programme for 2014/15 (approved as part of the Council's budget in February 2014) includes provision of £1,055,000 for the capital works and redevelopment of the building.
- 1.4** A local design and build team has been successfully procured and a proposed physical design has been developed.
- 1.5** The scheme was presented to the City Council's Planning Committee in April 2014. Members resolved to give authority to the Director (Economic Development) to issue approval for the proposal subject to undertaking further discussions with the Ministry of Justice to agree the imposition of additional conditions to address their concerns about the impact of the proposed arts centre on the operation of the courts.
- 1.6** Throughout Autumn and Winter 2013/14 a pilot programme has been running at the Old Fire Station to test the space as an Arts Centre, investigate different approaches to management, and explore market demand from audience members and performers / building users.
- 1.7** This report presents a proposed business and operating plan for the Old Fire Station Arts as an Arts Centre. It has been produced to reflect the lessons learned from the pilot programme and is designed to provide a viable model to operate the Old Fire Station as an Arts Centre within existing budgetary projections.

2. PROPOSALS

- 2.1** The proposed business and operating plan for the Old Fire Station as an Arts Centre makes a range of proposals and assumptions which are detailed fully within

the plan itself. The key proposals can be summarised by the operating principles outlined within the plan. These state that the Old Fire Station Arts Centre should:

- Maximise opportunities for local promoters and artists to stage performance, exhibitions and events via licence and booking procedures
- Directly promote commercially viable content to maximise revenue return
- Ensure a balanced and varied programme giving support to less commercially viable art forms (via subsidised access agreements, increased support 'in kind', or limited direct subsidy / loss absorption)
- Minimise the City Council's direct costs and overheads to ensure sustainability
- Let (via concession) functions that the council is not well placed to deliver (e.g catering). But ensure any such package also helps support the wider operation of the Old Fire Station (i.e ticket sales, front of house etc) and provides an incoming revenue stream for the Old Fire Station
- Develop a bank of qualified part time and casual stewards, front of house, and technical staff, which can be drawn upon by all promoters including the Council
- Support the creative industries and deliver incoming revenue via letting office, workshop or studio lets
- Give consideration to developing externally grant funded arts programming while not becoming reliant on such entities or external support and subsidy
- Work with other key partners such as Carlisle College and the University of Cumbria to provide work training and development opportunities

3. CONSULTATION

- 3.1** The business and operating plan has been developed following ongoing discussion and consultation with a range of artists and arts groups as part of the pilot programme held over the Autumn and Winter of 2013/14.

Informal discussion and consultation has also been ongoing with a wide range of other existing and potential Old Fire Station users and stakeholders during the period of the pilot programme and has been reflected in the operating principles outlined above.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 4.1** The pilot programme at the Old Fire Station has demonstrated real market demand for a mid-size arts centre within Carlisle. It has shown that the Arts Community themselves can proactively offer support for such a facility, if they are provided with

the right platform. In doing so, they also offer a significant boost to the long term sustainability of such an Arts Centre.

- 4.2** By necessity the pilot programme saw a low cost, flexible operating model emerge which has proven to be successful and sustainable within limited budgetary provision.
- 4.3** The principles of this approach have been refined within the business and operating plan presented in this report, and used to make financial projections based on known market data and take up and usage during the pilot programme. These financial projections have been deliberately conservative but still show that the Arts Centre could sustainably operate within proposed budgetary provision.
- 4.4** The proposed business and operating plan for the Old Fire Station therefore presents a low-cost start up proposal for an Arts Centre, operating within proposed budgetary provision. On that basis it is recommended for approval by Executive.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 5.1** 'We will develop vibrant sports, arts and cultural facilities, showcasing the City of Carlisle'

Contact Officer: Darren Crossley

Ext: 7004

**Appendices
attached to report:**

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

- **None**

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Deputy Chief Executive –

Economic Development –

Governance – The proposed business plan will require a suite of contracts with a variety of persons/companies engaged to provide the various services which will be needed to deliver the activities the Council wants in its Arts Centre. Approval of a robust business plan is part of the Council demonstrating that it is fulfilling its fiduciary duty to safeguard and properly use public funds. All of the contracts must be properly recorded and procured in accordance with the Council's Contract Procedure Rules.

Local Environment –

Resources - There is a recurring budget provision of £159,000 allocated within the Council's revenue budget from 2015/16 to fund the on-going operational costs for an Arts Centre within the Old Fire Station. The proposals set out within this business plan, taking into account the assumptions on costs, income and potential usage is broadly in line with this budgetary provision.

The Council's procedures on External Funding and Partnership working should be adhered to and compliance with the Contract Procedure Rules for the procurement of any services or concessions is necessary, where applicable.

The staffing structure including job descriptions will need to be considered by HR Services and be subject to the job evaluation process in order to determine the appropriate salary grades for the posts.

The 2014/15 capital programme includes provision for the design and build of the Arts Centre totalling £1,055,000; commencement of the build is subject to receiving the appropriate planning consents.

old fire station arts centre

3 Year Business and Operating Plan 2015 - 2018

Old Fire Station
Business and Operating Plan

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1.0 Introduction

The development of the Old Fire Station as a dedicated Arts Centre for Carlisle presents a significant opportunity to greatly improve the arts and cultural offer in the city. It will open up new opportunities and experiences to residents and visitors alike, and fill a long standing 'gap' in Carlisle's arts 'landscape'. It presents an exciting and dynamic project that has the potential to bring together people of all ages and backgrounds.

However, the Old Fire Station is being established at a challenging time for the public sector generally and local authorities specifically. It is an equally challenging time for national and regional arts funders; and for professional, third sector and voluntary arts groups and individuals. But it is entirely possible for the Old Fire Station to succeed against this backdrop.

Ultimately the purpose of this business plan is to establish the Old Fire Station as a viable operation at the point of opening, and then on through the initial years, providing a suitable model and platform for long term sustainability.

To ensure that the Old Fire Station thrives in its initial years will take innovation and creativity of thought in terms of how such a facility could or should operate. This business and operating plan proposes a challenging and radical approach for both the City Council and the Arts Community in Carlisle. It will require both to rethink traditional approaches and attitudes to access and ownership of facilities, as well as to the roles and responsibilities they individually hold.

The pilot programme held over the winter months of 2013/14 has shown just what is possible when local artists, promoters, students and volunteers are encouraged and supported to pursue their own artistic endeavours and content. The programme has been varied, dynamic and popular. Crucially it has been delivered with very limited financial input from Carlisle City Council and with an ever growing and articulated sense of engagement with, and ownership of the venue by its users and patrons.

There will always be a role for the City Council to support less commercially viable arts forms and to promote and commission performances directly at the Old Fire Station (both to ensure a balanced artistic programme and to generate revenue). But the pilot programme has shown there is also considerable value in the City Council offering the necessary support and infrastructure ... and then 'getting out of the way'. The Arts Community has demonstrated how innovative and enterprising they can be outside of the constraints of more traditional relationships.

This business plan depends to a large extent on a model of more open and flexible access to the facility for individual artists and promoters. In return it will require greater responsibility and input from them. In essence the City Council will directly manage and promote only a limited amount of content within the Old Fire Station, alongside this it will facilitate arts development and support local promoters and artists to stage their own events.

Such an approach is certainly not without risk to the City Council, the programme will be less 'designed' or 'constructed', content may be more ad-hoc, and there will be varying degrees of success and failure for individual endeavours.

But the approach will also dramatically reduce the operating costs, overheads, and financial risk exposure typically associated with running and promoting a subsidised arts venue in more traditional public sector models.

Even more importantly, by encouraging ownership, responsibility and positive input from all major stakeholders the Old Fire Station can become 'Carlisle's Arts Centre' rather than 'Carlisle City Council's Arts Centre'. As such the proposals are in keeping with the vision for an arts centre run by, and for, the arts community and people of Carlisle.

2.0 Mission Statement

Consultation and engagement with stakeholders during the pilot phase (Winter 2013/14) has included discussions with various City Council Members; Arts Groups and Individuals; the Old Fire Station's pilot users (and potential future users); and visitors and customers at events. These discussions produced a number of recurring themes, all of which were in keeping with the key drivers behind the initiation of the Arts Centre project.

These key points have included:

- A desire for community ownership – the concept that it should be considered 'Carlisle's Arts Centre'.
- A desire to see the Old Fire Station support economic development in the locality and the city.
- A desire to retain at least some degree of Carlisle City Council support input and influence on the management of the facility and the programming.
- A desire to establish the Arts Centre on a sustainable basis - safeguarding its future in the longer term.
- A desire to draw on local experience and talent – both artistically and managerially.
- A desire to create a vibrant, dynamic venue that attracts and helps to keep young people in Carlisle
- A desire to create a venue and programme that attracts professional acts while still nurturing and developing local artistic talent.
- A desire to create a venue that promotes equality and diversity and access to arts for all.

These key points have been used to draft the 'Mission Statement' for the Old Fire Station. This Mission Statement should inform and shape all management and governance arrangements.

It has therefore been central to the development of this business plan, and it should remain as the principle guidance for decision making and business planning for the Old Fire Station in the longer term.

The Old Fire Station's Mission Statement:

"The Old Fire Station Arts Centre will seek to provide exciting opportunities for residents and visitors to Carlisle to engage in a wide and vibrant range of high quality arts events both as audience and participants.

It will help nurture and develop additional local artistic talent and performers as well as provide an alternative venue to attract artists and entertainers of regional and national significance.

It will support the local arts economy by providing a home for emergent creative industries and professionals. It will support the wider economy by complimenting existing local business offers.

It will draw on local knowledge and experience within the arts and its primary purpose will be to improve the quality of life for the people of Carlisle by enhancing the arts and entertainment offer within the City.

It will provide a welcoming and energetic venue to socialise and will remain a multi-use and multi-purpose venue for the people of Carlisle focussed firmly on, but not limited only to artistic endeavours, education and entertainment.”

3.0 Governance and Operations

The facility will remain Carlisle City Council’s property and the formal governance and ultimate responsibility for the Old Fire Station will be vested in Carlisle City Council.

The Council will control and account for the finances of the venue and ensure that the building (and its operations) meets legislative, statutory and regulatory requirements.

The co-ordination and general management oversight (at least during the initial period of this Business Plan) will be provided by the Contracts and Community Services function at the City Council. Relevant professional expertise and support will also be drawn from across the City Council establishment.

An Arts Centre Stakeholder Board will be established with representation from across the Arts Community in Carlisle. This will include Carlisle City Council; other Public Sector bodies; Arts Groups and Agencies; Promoters; and other key stakeholders (including those outside the Arts field where appropriate). This group will be Chaired by the City Council’s Portfolio Holder for Culture, Leisure, and Young People

The Stakeholder Board will not be a formal decision making vehicle for the Old Fire Station as such, but it will provide a platform for influence and discourse on its operation. Its purpose will be to help advise on both the artistic programme and the general direction of the Old Fire Station. It is envisaged that over time this group may also support the development of other cultural activity and events in the district.

A Working Group of relevant City Council Officers will also be drawn together to review the proposed programme and activities on a rolling basis. This will ensure that the building and its operation (including usage by private and independent artists and promoters) satisfies all legislative, statutory and regulatory requirements. This group will be Chaired by the Contracts and Community Services Manager and will draw representation and advice from relevant officers regarding Health and Safety, Legal, Licencing, Finance and Insurance, Event Management and Marketing and Communications.

Specific approaches to the different key business areas and functions within the Old Fire Station are explained later in this business plan, but the following broad operating principles are intended to shape the operating model for the Old Fire Station:

Old Fire Station Operating Principles

- Maximise opportunities for local promoters and artists to stage performance, exhibitions and events via licence and booking procedures
- Directly promote commercially viable content to maximise revenue return
- Ensure a balanced and varied programme giving support to less commercially viable art forms (via subsidised access agreements, increased support 'in kind', or limited direct subsidy / loss absorption)
- Minimise the City Council's direct costs and overheads to ensure sustainability
- Let (via concession) functions that the council is not well placed to deliver (e.g catering). But ensure any such package also helps support the wider operation of the Old Fire Station (i.e ticket sales, front of house etc) and provides an incoming revenue stream for the Old Fire Station
- Develop a bank of qualified part time and casual stewards, front of house, and technical staff, which can be drawn upon by all promoters including the Council
- Support the creative industries and deliver incoming revenue via letting office, workshop or studio lets
- Give consideration to developing externally grant funded arts programming while not becoming reliant on such entities or external support and subsidy
- Work with other key partners such as Carlisle College and the University of Cumbria to provide work training and development opportunities

4.0 Market Potential

In terms of the Carlisle market, there is clearly independent promotion going on within existing available facilities. The Brickyard, College and University are all active in their own ways; the West Walls Theatre is home to non-professional theatre; Carlisle's pubs and clubs support some live music and limited comedy; touring theatres and arts groups make use of Community Centre's and other venues; and the Sands has a significant offer of mainstream large-scale touring entertainment, and is the venue for the Arts Council England funded subscription concert series.

However, none of these are considered to diminish the potential, in a significant regional city, of a well-planned and operated mid-scale mixed programme arts and entertainments venue.

Carlisle has a recognised weakness in 'mid-scale' arts and entertainments venues compared to other regional cities and large towns. While the programme will need to take full account of Carlisle's existing offer, including key venues Tullie House, the Brickyard, West Walls Theatre, Stanwix Theatre and the Sands (as well as events such as the long-standing Blues Festival, and newer initiatives like Carlisle Music City), there is still potential to feed latent and currently unmet demand.

While it can be extremely difficult to make direct comparisons (cities and populations are unique, and audiences are usually 'grown' or developed over time), similar size regional cities are generally supporting one (or more) mid-size arts centres or arts and entertainment venues.

These usually sit alongside amateur or small scale theatres, the offer of smaller scale pubs and clubs, and larger dedicated entertainment venues (concert halls etc). Similar scaled mixed-use venues are operating commercially viable programmes in other areas with varying degrees of subsidy and in some are privately operated and entirely self sustaining.

The Arts Council's Market Area Profile and Area Segmentation Profile both provide a source of evidence on market composition and potential and will be used to directly shape the programme for the Old Fire Station as well as inform the marketing strategy.

The pilot programme which ran from October 2013 through to May 2014 has already provided evidence of significant market demand for the scale and type of programme proposed for the Old Fire Station.

Key market intelligence lessons provided by the pilot programme include:

- The large scale ticketed Comedy Evenings achieved very high ticket sales. The first event completely sold out with 220 people attending. The second event had 178 people attending.
- Three of the four main exhibitions hosted during the pilot phase attracted in excess of 100 attendees on their opening nights (the fourth was intended to be a much smaller scale exhibition but still attracted in excess of 60 attendees).
- In total, the two largest exhibitions ('Sirens' and 'Luck of Edenhall') attracted 446 and 500 people respectively during their runs; the 'Interfusion' and Carlisle Photography Collaboration exhibitions attracted in excess of 200 in total; and the giant Scalextric installation attracted over 300 people in a single day.
- Ticket sales for the Stuart Maconie event totalled 160.
- Workshop / Classes reporting increased footfall / attendance (as compared to other venues they utilise)
- Privately promoted events reporting commercially viable or 'break-even' sales
- High levels of enquiries from existing users (and new users) as to availability of space and hire rates post refurbishment
- Numerous project proposals and enquiries from promoters pre-submitted for the Old Fire Station post-refurbishment
- Significant unsolicited expressions of interest regarding any catering opportunity
- High enquiries as to commercial letting opportunities from within (and outside of) the Creative Industries sector.

5.0 Programming

In order to make a real long-term impact, build audience quickly and really grow Carlisle's offer, the Old Fire Station will be programmed in a dynamic and collaborative way from the outset.

Its three main spaces – the Engine Room, and the two first floor studio spaces - will be each programmable for public performance as well as workshop, rehearsal and commercial use (when available). Other workspaces will lend themselves to exhibition, workshop, rehearsal and meeting use.

A realistic range of programme areas will include:

- Rock, folk, blues, jazz, genres of world music
- Smaller scale classical music, chamber music, choral music
- Professional medium/small-scale touring theatre
- Comedy

- Contemporary dance
- Literature programming, including authors in performance
- Digitally-based film programme mixing “quality” films, arthouse films, niche independent films, second-run commercial films, themed programmes and local film and multi-media product
- Visual arts and craft exhibition, in main spaces and smaller ones, and including live art, installation and digital product
- A thread of ‘Discourse’ and ‘Current Affairs’ programming
- Other available, appropriate light entertainment

It will offer a focus for disability arts and the work of disabled artists, and seek to reflect the cultures of minority ethnic communities. It will offer a strong, regular and sustained participatory arts programme drawing from across Carlisle’s communities, with a clear focus on quality work with children and young people. It will also include College and University student exhibitions, installation and showcase performance. It may well also include use by dance and stage schools.

In short, the intention will be to develop and sustain a range of activities which can feed off each other and build a strong identity and loyalty to the project from the start.

The primary focus at the Old Fire Station will be to support independent promoters and artists to develop and stage their own productions and events. Carlisle City Council (via the Arts Development Officer) will review submissions and proposals, and the Old Fire Station Stakeholder Board will over-see programme content. This will ensure a broadly balanced and more cohesive programme, and one which is inline with the vision for the Arts Centre. Independent promotions will be undertaken under licence with all promoters and artists responsible for all elements of their events.

Where it directly promotes and manages content, the City Council will focus jointly on commercially viable / higher yielding entertainment and productions (to maximise revenue stream); and art forms and content where there is an apparent programme omission or emergent arts forms to ensure a balanced programme.

Carlisle City Council will seek direct Arts Council support to widen the content mix in such a way, thereby developing audiences for less commercially viable content and ensuring a challenging and artistically varied programme. Carlisle City Council will also support Arts Council applications from individual artists whose endeavours will add artistic breadth and vibrancy to the programme via in-kind match funding / waived hire fees.

6.0 Room Hire and Lettings

Outside of time allocated within the Old Fire Station’s artistic programme, the main auditorium, Studios 1 and 2, and a smaller workspace area will all be available for private hire.

It is envisaged that this will include a range of artistic endeavours (rehearsal time, creative workshops, and commercial arts ventures such as private dance / theatre schools etc). Demand has been demonstrated across the pilot programme for such private hires and enquiries continue to come in from local arts organisations.

Room hire will also be made available for and marketed towards non-artistic endeavours, with the range of spaces being equally suited for meetings, conferences and private parties / celebrations.

Room hire will be scheduled and managed by Carlisle City Council's Arts Development Officer. The overall aim will be to maximise usage of the building, increasing footfall and revenue streams, outside of the artistic programme. It is envisaged that the Old Fire Station will operate a 'digital by default' policy for bookings from day one.

The developed plans also make provision for studios / office spaces. It is proposed that these are leased out to creative industry entrepreneurs and arts professionals. These lease hold lettings will be managed by Carlisle City Council's property team. The rate included within the financial projections of this business plan includes all core costs, but remains at a subsidised level for the first three years as a support measure for creative start-ups. However it still presents a revenue generating opportunity for the Old Fire Station. The additional provision of ancillary services (printing, room bookings for meetings etc) offers the opportunity to further increase revenue return.

7.0 Catering

The catering offer traditionally presents one of the major revenue streams for arts centres and venues.

However, the staffing of these facilities (with personnel required for the most part of the day, every day) also represents a significant cost. In the context of the proposed operating model for the Old Fire Station, this would dramatically increase overheads and take Carlisle City Council into a trading area it is less familiar with.

The catering provision will therefore be provided via a concession agreement, with an external provider invited to provide the whole catering offer within the Old Fire Station on a profit share basis.

The Arts Centre should be a place where people are keen to come and socialise and the catering offer will be critical to this. The successful bidder will therefore be asked to demonstrate an approach that satisfies the basic demands of providing refreshments at performances and events, but also creates a menu and customer experience that acts as a draw in its own right.

The caterer will also be expected to buy into the ethos and vision for the Arts Centre, providing a degree of activity (via 'open mic' nights etc, and or directly promoting events themselves)

Finally, the concession arrangement for the catering opportunity will also see the successful bidder acting as the only staff on the ground at the Old Fire Station for considerable periods of time. They will therefore be required to undertake other core functions including providing advice and information on facilities and events, general customer service and the sale of tickets for events on site (all of which is complimentary to their own business drivers).

8.0 Marketing, Communications and Ticketing

The Old Fire Station has already established a branding and identity during the pilot phase which has been well received and effective. This will be retained to maintain the recognition and awareness of the centre that has developed during the pilot programme.

A dedicated marketing strategy will be developed, linking the known and potential audience for the Old Fire Station (drawn from the Audience Segmentation Profile) and the programme content. It will articulate the specific approaches to event promotion, advertising, direct marketing, media management and social media profile.

A separate web presence for the Old Fire Station will be initially developed during the capital phase to help promote the Old Fire Station programme in advance of opening and drive ticket sales for the opening events. The capital costs of continuing this development work have been reflected in year one of the financial projections with ongoing maintenance reflected in subsequent years.

Marketing and promotional protocols relating to all third parties (including the caterer concession holder and independent artists and promoters) will be agreed and enshrined in contractual relationships and licences. This will help to establish and ensure a consistent identity and public profile for the Old Fire Station despite the disparate nature of service delivery.

Ticketing will initially be delivered via an online third party host which ensures no costs to the Old Fire Station (an online booking fee is passed on to customers), with ticket sales in person also handled via the Tourist Information Centre and the Caterer at the Old Fire Station. There is potential to develop online and in person sales of other Old Fire Station merchandise, this will be explored during the lifespan of this business plan.

9.0 Building Management and Maintenance

The Old Fire Station will remain a wholly owned and maintained facility within Carlisle City Council's portfolio. Planned and reactive maintenance will be scheduled and managed by the City Council's property team (as part of the Council's wider maintenance programme).

This provision will include the cleaning of the building which it is proposed will be undertaken via the Council's existing team (with extra resources brought in as required). Provision to fund this maintenance has been built into the financial projections within this business plan.

The operations group will give further and ongoing consideration as to the need for any further 'caretaking' provision. Principally this would be the opening up and locking up of the building (beyond duties which can be undertaken or passed on to the catering provider; commercial leaseholders; and users themselves). If such provision is considered necessary the business plan will be updated accordingly, with any increased costs reflected in marginal uplifts to rental rates, room hire rates and door split arrangements.

10.0 Staffing

As outlined elsewhere in this business plan many of the core operational functions of the Old Fire Station will be absorbed into the existing duties of Carlisle City Council's establishment (programming co-ordination; marketing support; building maintenance etc).

However a small team of part-time / casual employees will be established to set-up, close down, and steward directly promoted events (including technical provision). This team will include 2 supervisory roles (who will take overall responsibility for directly promoted events); 2 technical support roles (who will undertake sound and lighting duties); and a bank of stewards (who will undertake general front of house support during events).

A full training package will be put together to ensure that this team will be ready to undertake all statutory and legislative requirements, operate events from a technical perspective, and to ensure that customer service, culture and approach all fit with the vision for the Old Fire Station.

This bank of staff will be accountable to, and co-ordinated by Carlisle City Council's Arts Development Officer.

It is anticipated that Carlisle City Council will directly promote 4 – 5 events per month. A typical shift allocation for a directly promoted event will be 1 supervisor, 1 technician, and 2 – 3 stewards. On occasion events may also require additional qualified door supervisors. Where this is necessary specialist support will be brought in on an ad-hoc and as required basis.

The financial costs of this staffing structure and this level of direct promotion have been translated into the financial projections within this business plan.

There is also a clear aim to engage with education and training providers and the wider community, to develop and offer volunteering, work placement and training opportunities. This can potentially increase capability at the Old Fire Station, but more importantly engage an even wider Old Fire Station audience and build experience and capacity within the arts community. However, no direct assumptions or reliance has been built into the financial projections for the Old Fire Station in terms of the added value of this approach. A fully funded, paid workforce has been included within the financial planning for all directly promoted events at the Old Fire Station,

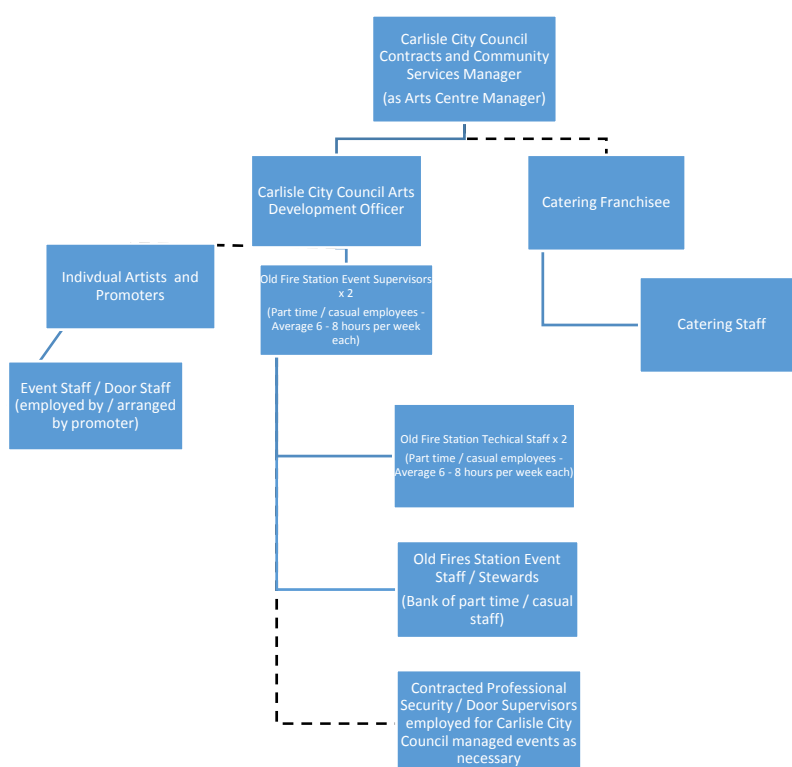
Individual artists and promoters will be entirely responsible for their own events, including the staffing of such events. As part of any licence agreement artists and promoters will have to demonstrate adequate staffing levels and appropriately qualified staff.

The bank of retained 'Old Fire Station Staff' will also be made available to all independent artists and promoters who do not have their own readily available resource. In circumstances where the retained bank of staff is required and used by an independent artist or promoter all costs will be passed on to them (with no net effect on the Old Fire Station operating costs or the financial projections within this business plan).

All catering staff will be directly employed by the independent caterer.

The organogram below reflects the staffing structures and reporting lines of these proposed arrangements.

Old Fire Station Staffing Structure



11.0 Financial Projections

The financial projections presented on the following pages cover all three years of this business plan.

The plan presents a low usage figure (demonstrating slower than expected trading levels across all functions) and an expected usage figure.

It should be noted that even the expected usage application has been relatively conservative in its income estimations (when compared with sales and take up during the pilot phase) in order to generate greater comfort in the financial validity of the centre in the light of unpredictable long term take up and trading.

So, in reality both the 'low usage' and the 'expected usage' scenarios have been calculated cautiously, with usage and related income conservatively estimated. However even in this context they provide the comfort of projections anticipating a total net revenue cost broadly in line with current projected budgetary provision.

Notably no assumption has been included on catering income within the business plan. This is because no competitive process has been initiated at this stage, and there is no desire to prejudge or influence future negotiations with potential bidders. However there is an obvious anticipation of an additional and positive revenue stream via a catering profit share arrangement. This will bolster both the income of the Old Fire Station and positively impact on the net position (income over expenditure).

Old Fire Station Arts Centre Financial Projections - Year 1 (2015/16)

	Low Usage / Throughput	Expected Usage / Throughput
<u>Expenditure</u>		
Staffing		
Event Staffing Costs	12192	14607
Staff Training	2500	3000
Uniforms / Equipment	800	1000
Recruitment	500	700
Total Staffing Costs	15992	19307
Building and Maintenance		
Planned maintenance	8000	8000
Reactive maintenance	5500	6050
Gas	12488	13736
Electricity	11988	13187
Climate charge levy	791	870
Water	1500	1650
Waste water	1344	1478
Cleaning	9000	9900
Cleaning materials	300	330
Waste disposal/recycling	750	825
Insurance	2000	2000
NNDR	25000	25000
Total Building and Maintenance	78661	83027
Marketing and Publicity		
Web development	8000	8000
Web maintenance	2000	2000
Marketing and publicity materials	18000	18000
Total Marketing and Publicity	30000	30000
Other Overheads		
Programming /Act Fees	77000	77000
Printing & Stationery	1200	1200
Licences/PRS/PPL	5000	5000
Total Other Overheads	83200	83200
<u>Total Operating Costs</u>	207852	215534
Contingency	18000	18000
Capital Fund (Equipment)	12000	12000
<u>Total Expenditure</u>	235852	243534

Old Fire Station Arts Centre Financial Projections - Year 1 (2015/16) (Cont..)

	Low Usage / Throughput	Expected Usage / Throughput
<u>Income</u>		
Direct Promotions Ticket Sales	23616	35424
Indirect Promotions Door Split Income	2520	3240
Room Hire	8900	17600
Work Unit / Office Lettings	1800	3600
Arts Council Funding (TBC)	25000	25000
<u>Total Income</u>	<u>61836</u>	<u>84864</u>
<u>Income Over Expenditure</u>	<u>-174016</u>	<u>-158670</u>
<u>Carlisle City Council Medium Term Financial Plan Arts Centre Budget Provision</u>	<u>159000</u>	<u>-159000</u>

Old Fire Station Arts Centre Financial Projections (Year 2 2016/17)

	Low Usage / Throughput	Expected Usage / Throughput
<u>Expenditure</u>		
Staffing		
Event Staffing Costs	12435	14900
Staff Training	1000	1000
Uniforms / Equipment	800	800
Recruitment	525	525
Total Staffing Costs	14760	17225
Building and Maintenance		
Planned maintenance	8400	8400
Reactive maintenance	5775	6353
Gas	13112	14423
Electricity	12587	13846
Climate charge levy	831	914
Water	1575	1733
Waste water	1411	1552
Cleaning	9180	10098
Cleaning materials	315	347
Waste disposal/recycling	788	866
Insurance	2100	2100
NNDR	26250	26250
Total Building and Maintenance	82324	86881
Marketing and Publicity		
Web maintenance	2100	2100
Marketing and publicity materials	18900	18900
Total Marketing and Publicity	21000	21000
Other Overheads		
Programming /Act Fees	80850	80850
Printing & Stationery	1260	1260
Licences/PRS/PPL	5250	5250
Total Other Overheads	87360	87360
<u>Total Operating Costs</u>	205444	212466
Contingency	18900	18900
Capital Fund (New / Replacement Equipment)	12600	12600
<u>Total Expenditure</u>	236944	243966

Old Fire Station Arts Centre Financial Projections - Year 2 (2016/17) (Cont...)

	Low Usage / Throughput	Expected Usage / Throughput
<u>Income</u>		
Direct Promotions Ticket Sales	29874	44811
Indirect Promotions Door Split Income	4250	5465
Room Hire	11214	22176
Work Unit / Office Lettings	3780	5670
Arts Council Funding (TBC)	25000	25000
<u>Total Income</u>	<u>74119</u>	<u>103122</u>
<u>Income Over Expenditure</u>	<u>-162825</u>	<u>-140844</u>
<u>Carlisle City Council Medium Term Financial Plan Arts Centre Budget Provision</u>	<u>159000</u>	<u>159000</u>

Old Fire Station Arts Centre Financial Projections Year 3 (2017/18)

	Low Usage / Throughput	Expected Usage / Throughput
<u>Expenditure</u>		
Staffing		
Event Staffing Costs	12684	15197
Staff Training	1000	1000
Uniforms / Equipment	800	800
Recruitment	525	525
Total Staffing Costs	15009	17522
Building and Maintenance		
Planned maintenance	8820	8820
Reactive maintenance	6064	6670
Gas	13767	15144
Electricity	13217	14538
Climate charge levy	872	960
Water	1654	1819
Waste water	1482	1630
Cleaning	9364	10300
Cleaning materials	331	364
Waste disposal/recycling	827	910
Insurance	2205	2205
NNDR	27563	27563
Total Building and Maintenance	86165	90922
Marketing and Publicity		
Web maintenance	2205	2205
Marketing and publicity materials	19845	19845
Total Marketing and Publicity	22050	22050
Other Overheads		
Programming /Act Fees	84893	84893
Printing & Stationery	1260	1260
Licences/PRS/PPL	5250	5250
Total Other Overheads	91403	91403
<u>Total Operating Costs</u>	214626	221897
Contingency	15000	15000
Capital Fund (New / Replacement Equipment)	12600	12600
<u>Total Expenditure</u>	242226	249497

Old Fire Station Arts Centre Financial Projections Year 3 (2017/18) (Cont...)

	Low Usage / Throughput	Expected Usage / Throughput
<u>Income</u>		
Direct Promotions Ticket Sales	34505	51757
Indirect Promotions Door Split Income	5579	7890
Room Hire	12952	25613
Work Unit / Office Lettings	5670	7560
Arts Council Funding (TBC)	25000	25000
<u>Total Income</u>	<u>83706</u>	<u>117820</u>
<u>Income Over Expenditure</u>	<u>-158521</u>	<u>-131677</u>
<u>Carlisle City Council Medium Term Financial Plan Arts Centre Budget Provision</u>	<u>159000</u>	<u>159000</u>

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 23 JUNE 2014

EX.53/14 BUSINESS PLAN – ARTS CENTRE
(Key Decision – KD.10/14)

Portfolio Culture, Leisure and Young People

Relevant Overview and Scrutiny Panel Community

Subject Matter

The Leader submitted report SD.12/14 presenting the proposed Business and Operating Plan for the Old Fire Station Arts Centre. The Plan had been produced to reflect the lessons learned from the pilot programme (undertaken throughout autumn and winter 2013/14) and was designed to provide a viable model to operate the Old Fire Station as an Arts Centre within existing budgetary projections.

The Leader explained that the proposed Business and Operating Plan made a range of proposals and assumptions which were detailed fully within the Plan itself. The key proposals could be summarised by the operating principles, which stated that the Old Fire Station Arts Centre should:

- Maximise opportunities for local promoters and artists to stage performance, exhibitions and events via licence and booking procedures
- Directly promote commercially viable content to maximise revenue return
- Ensure a balanced and varied programme giving support to less commercially viable art forms (via subsidised access agreements, increased support 'in kind', or limited direct subsidy / loss absorption)
- Minimise the City Council's direct costs and overheads to ensure sustainability
- Let (via concession) functions that the Council was not well placed to deliver (e.g. catering). But ensure any such package also helped support the wider operation of the Old Fire Station (i.e. ticket sales, front of house etc) and provided an incoming revenue stream for the Old Fire Station
- Develop a bank of qualified part time and casual stewards, front of house, and technical staff, which could be drawn upon by all promoters including the Council
- Support the creative industries and deliver incoming revenue via letting office, workshop or studio lets
- Give consideration to developing externally grant funded arts programming while not becoming reliant on such entities or external support and subsidy
- Work with other key partners such as Carlisle College and the University of Cumbria to provide work training and development opportunities

The Business and Operating Plan had been developed following ongoing discussion and consultation with a range of artists and arts groups as part of the pilot programme

held over the autumn and winter of 2013/14. Informal discussion and consultation had also been ongoing with a wide range of other existing and potential Old Fire Station users and stakeholders during the period of the pilot programme and had been reflected in the operating principles outlined above.

The Leader thanked everyone who had worked on the pilot programme and the officers who had prepared the Business Plan ensuring that the Arts Centre made a significant contribution to the economy and vibrancy of Carlisle.

In conclusion, the Leader moved the recommendations, which were seconded by the Deputy Leader and Environment and Transport Portfolio Holder.

Summary of options rejected None

DECISION

That the Executive:

1. Had considered the proposed Business and Operating Plan for the Old Fire Station, as attached to Report SD.12/14.
2. Referred to Plan for consideration by both the Community and the Resources Overview and Scrutiny Panels.

Reasons for Decision

The pilot programme at the Old Fire Station had demonstrated real market demand for a mid-size Arts Centre within Carlisle. It had shown that the Arts Community themselves could proactively offer support for such a facility, if they were provided with the right platform. In doing so, they also offered a significant boost to the long term sustainability of such an Arts Centre.

By necessity the pilot programme saw a low cost, flexible operating model emerge which had proven to be successful and sustainable within limited budgetary provision.

The principles of that approach had been refined within the business and operating plan presented in the report, and used to make financial projections based on known market data and take up and usage during the pilot programme. Those financial projections had been deliberately conservative but still showed that the Arts Centre could sustainably operate within proposed budgetary provision.

The proposed business and operating plan for the Old Fire Station therefore presented a low-cost start up proposal for an Arts Centre, operating within proposed budgetary provision.

Report to Community Overview and Scrutiny Panel

Agenda
Item:

A.5

Meeting Date: 31st July 2014
Portfolio: Culture, Leisure and Young People
Key Decision: Yes: Recorded in the Notice Ref: KD.04/14
Within Policy and Budget Framework YES
Public / Private Public

Title: PLAYING PITCH STRATEGY
Report of: The Deputy Chief Executive
Report Number: SD13/14

Purpose / Summary:

The proposed Playing Pitch Strategy was presented to Carlisle City Council's Executive on 23rd June 2014. Both the strategy and covering report as submitted to Executive are attached to this report.

At the meeting of Executive it was agreed to refer the strategy to the Community Overview and Scrutiny Panels to seek their comment and input.

Recommendations:

It is recommended that the Community Overview and Scrutiny Panel consider the Playing Pitch Strategy and provide feedback to the Executive on its proposals.

Tracking

Executive:	23/6/14 & 18/8/14
Overview and Scrutiny:	
Council:	

Report to Executive

Agenda
Item:

Meeting Date: 23rd June 2014
Portfolio: Culture, Health, Leisure and Young People
Key Decision: Yes: Recorded in the Notice Ref:KD
Within Policy and Budget Framework YES
Public / Private Public

Title: PLAYING PITCH STRATEGY
Report of: The Deputy Chief Executive
Report Number: SD 07/14

Purpose / Summary:

The Playing Pitch Strategy (Appendix 1) sits alongside the recently approved Sports Facilities Strategy. Together they identify the key issues and present the opportunities that must be explored in order to deliver the aims of the Sports and Physical Activity Strategy.

The Playing Pitch Strategy attached provides a comprehensive overview of current and future demand for outdoor, natural and artificial playing pitch space. It provides the Council and its partners a clear, strategic framework for maintenance and improvement of existing playing pitches and ancillary facilities over the next 12 years (up to 2025).

Recommendations:

It is recommended that Executive consider and approve the Playing Pitch Strategy as a framework for prioritising and steering playing pitch development and improvement across Carlisle.

Tracking

Executive:	
Overview and Scrutiny:	31/7/14
Council:	

1. BACKGROUND

- 1.1** The Playing Pitch Strategy (Appendix A) outlines issues and development needs in relation to the provision of outdoor pitches and facilities in Carlisle over the next 12 years. The Playing Pitch Strategy has been developed in consultation with partners and key stakeholders across the city and at a regional and national level.
- 1.2** Carlisle City Council and its partners commissioned Knight, Kavanagh & Page (KKP) to undertake a current and future needs assessment of outdoor sports playing pitches and ancillary facilities. By assessing current and future supply of, and demand for, Sports Playing Pitches in Carlisle, options for the use of sites can be developed.
- 1.3** Carlisle City Council and its partners should seek to address any shortfalls in provision resulting from current and future demand, by working with developers, facility providers (in the public, private and voluntary sectors), National Governing Bodies of Sports and other interested parties as resources allow. The Playing Pitch Strategy has been written during a period where developing future sports provision may require grant aid applications. Funding agencies are more likely to consider proposals for sports facilities which are in accordance with identified strategic needs.
- 1.4** The Playing Pitch Strategy has been developed from research and analysis of playing pitch provision and usage within Carlisle and provides:
- ◀ A strategic framework for provision, development, improvement, maintenance, and, as appropriate, rationalisation of the playing pitch facility stock.
 - ◀ A site-specific action plan (where work is deemed necessary to maintain or improve quality and accessibility).
- 1.5** The Strategy and Action Plan recommends a number of priority projects for Carlisle, which should be implemented from 2013 to 2025. It also takes account of other facility providers i.e., private clubs and schools (where appropriate). It provides a framework for improvement and, although resources may not currently be in place to implement it, possible partners and sources of external funding are suggested.
- 1.6** There is a need to build key partnerships with schools, community clubs and private landowners to maintain and improve playing pitch provision. In these instances the potential for the Council to take a strategic lead is more limited. This document provides clarity about the way forward, and allows the Council to focus on key issues that it can directly influence and address. It also provides a way to develop a city wide approach through partnership working.

- 1.7** The site-by-site Action Plan provides recommended actions for each site, based on current levels of usage, quality and future demand, as well as the potential of each site for enhancement.
- 1.8** The objectives within this Strategy have been developed via the combination of information gathered during consultation, site visits and analysis. They reflect key areas to be addressed over its lifetime. However, implementation must be considered in the context of financial implications and the need for some proposals to also meet planning considerations.
- 1.9** The provision of high quality and accessible community playing pitches at a local level is a key requirement for achieving the targets set out by the Government and Sport England. It is vital that this strategy is aware of and works towards these targets in addition to local priorities and plans.

2. PROPOSALS

- 2.1** The Playing Pitch Strategy (PPS) provides the Council and its partners a clear, strategic framework for the maintenance and improvement of existing playing pitches and ancillary facilities over the next 12 years (up to 2025). The Strategy aims to:
- ✦ Provide a comprehensive overview of current and future demand.
 - ✦ Take into account and specifically refer to the needs and future requirements of all partners in the City.
 - ✦ Consider options and opportunities including hub facilities and changes to existing facilities in order to ensure their viability.
 - ✦ Identify opportunities for future development of sports provision and, if necessary, rationalisation of facilities.
 - ✦ Set clear achievable options for development.
- 2.2** Four strategic objectives have been developed and it is suggested these should be adopted by Carlisle City Council. Delivery of the objectives can be achieved through implementation of the action plan set out in the Playing Pitch Strategy (PPS). The strategic objectives are:

STRATEGIC OBJECTIVE 1

To address quantitative deficiencies to meet existing unmet demand and plan for new provision (as and where required)

STRATEGIC OBJECTIVE 2

To address issues of accessibility, quality and management with regard to facility provision

STRATEGIC OBJECTIVE 3

To maximise access to all outdoor facilities and in particular educational facilities

STRATEGIC OBJECTIVE 4

To support the development of local leagues and clubs to meet their needs within Carlisle

- 2.3** The production of this Strategy should be regarded as the beginning of the planning process. The success of this Strategy and the benefits that are gained are dependent upon regular engagement between all partners involved and the adoption of a strategic approach.
- 2.4** A steering group has overseen the development of the PPS. The core members of this group will remain in place and new members will become part of the steering group to ensure the ongoing delivery and monitoring of the strategy. A yearly monitoring process will be implemented.
- 2.5** Cross working with planning, green spaces departments, governing bodies of sport and local leagues and clubs will be necessary to support the delivery of these objectives.

3. CONSULTATION

- 3.1** A steering group consisting of Carlisle City Council, Cumbria County Council, the University of Cumbria, Carlisle College, Richard Rose Morton Academy, Active Cumbria and Carlisle Leisure Limited has guided the Playing Pitch Strategy development alongside the Indoor Sports Facility Strategy. As part of the detailed evidence base Carlisle City Council Officers, National governing bodies of sports officers, education representatives, local sports clubs and public and private facility providers have been consulted (Appendix B)

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 4.1** It is recommended that the Playing Pitch Strategy is approved in order to support sustained participation in Sports and Physical Activity across the district and the well documented health and well being benefits this brings to all communities.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 This report contributes to the Carlisle Plan priority:

We will work more effectively with partners to achieve the City Council's priorities.

Contact Officer: Darren Crossley

Ext: 7004

Appendices

attached to report:

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

- **None**

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Community Engagement –

Economic Development –

Governance – The playing pitch strategy is not one reserved to Council in Article 4 of the Council's Constitution and, as such, it is open to the Executive to approve the said strategy.

Local Environment –

Resources - There are no direct financial implications of adopting this Playing Pitch Strategy; however as mentioned within the report, funding may not be in place to implement this strategic framework for the maintenance and improvement of existing pitches (and ancillary facilities) and as such funding applications to external bodies will be given due consideration. Full compliance with Council policies on External Funding and Partnership Working will therefore be fundamental in the successful delivery of this strategy.



CARLISLE CITY COUNCIL

PLAYING PITCH STRATEGY & ACTION PLAN

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GLOSSARY

AGP	Artificial Grass Pitch
CCC	Carlisle City Council
CFA	Cumberland Football Association
ECB	England & Wales Cricket Board
EH	England Hockey
FA	Football Association
GIS	Geographical Information Systems
IOG	Institute of Groundsman
IRB	International Rugby Board
KKP	Knight, Kavanagh and Page
LMS	Last Man Stands Initiative
LTA	Lawn Tennis Association
MUGA	Multi-Use Games Area
NGB	National Governing Body
NPPF	National Planning Policy Framework
ONS	Office of National Statistics
PPM	Playing Pitch Methodology
PPS	Playing Pitch Strategy
RFU	Rugby Football Union
3G	Third Generation Artificial Grass Pitch

PART 1: INTRODUCTION

This is the Playing Pitch Strategy for Carlisle City Council (CCC) and its partners. It builds upon the preceding Assessment Report; providing the Council and its partners a clear, strategic framework for the maintenance and improvement of existing playing pitches and ancillary facilities over the next 12 years (up to 2025). The Strategy aims to:

- ◀ Provide a comprehensive overview of current and future demand.
- ◀ Take into account and specifically refer to the needs and future requirements of all partners in the City.
- ◀ Consider options and opportunities including hub facilities and changes to existing facilities in order to ensure their viability.
- ◀ Identify opportunities for future development of sports provision and, if necessary, rationalisation of facilities.
- ◀ Set clear achievable options for development.

CCC and its partners should seek to address shortfalls in provision resulting from current and future demand with developers, facility providers in the public, private and voluntary sectors, NGB's and other interested parties as resources allow. It has been written during a period where developing future sports provision may require grant aid applications. Funding agencies are more likely to consider proposals for sports facilities which are in accordance with identified strategic needs.

1.1: Structure

The Strategy has been developed from research and analysis of playing pitch provision and usage within Carlisle and provides:

- ◀ A strategic framework for provision, development, improvement, maintenance, and, as appropriate, rationalisation of the playing pitch facility stock.
- ◀ A site-specific action plan (where work is deemed necessary to maintain or improve quality and accessibility).

The Strategy and Action Plan recommends a number of priority projects for Carlisle, which should be implemented from 2013 to 2025. It also takes account of other facility providers i.e., private clubs and schools (where appropriate). It provides a framework for improvement and, although resources may not currently be in place to implement it, possible partners and sources of external funding are suggested.

There is a need to build key partnerships with schools, community clubs and private landowners to maintain and improve playing pitch provision. In these instances the potential for the Council to take a strategic lead is more limited. This document provides clarity about the way forward, and allows the Council to focus on key issues that it can directly influence and address.

The site-by-site Action Plan provides recommended actions for each site, based on current levels of usage, quality and future demand, as well as the potential of each site for enhancement.

1.2: Strategic framework for playing pitch facility improvements

The objectives within this Strategy have been developed via the combination of information gathered during consultation, site visits and analysis. They reflect key areas to be addressed over its lifetime. However, implementation must be considered in the context of financial implications and the need for some proposals to also meet planning considerations.

1.3: National context

The provision of high quality and accessible community playing pitches at a local level is a key requirement for achieving the targets set out by the Government and Sport England. It is vital that this strategy is aware of and works towards these targets in addition to local priorities and plans.

The following section summarises the key strategic documents relevant to this Strategy and link, where appropriate, to the aims and objectives set out later.

National Planning Policy Framework

The National Planning Policy Framework (NPPF) sets out the reformed planning policies for England. It details how these changes are expected to be applied to the planning system. It also provides a framework for local people and their councils to produce distinct local and neighbourhood plans, reflecting the needs and priorities of local communities.

The NPPF states the purpose of the planning system is to contribute to the achievement of sustainable development. It establishes the planning system needs to focus on three themes of sustainable development: economic, social and environmental. A presumption in favour of sustainable development is a key aspect for any plan-making and decision-taking processes. In relation to plan-making the NPPF sets out that Local Plans should meet objectively assessed needs.

Under paragraph 73 of the NPPF, it is set out that planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. Specific needs and quantitative and qualitative deficiencies and surpluses in local areas should also be identified. This information should be used to inform what provision is required in an area.

As a prerequisite paragraph 74 of the NPPF states existing open space, sports and recreation sites, including playing fields, should not be built on unless:

- ◆ An assessment has been undertaken, which has clearly shown the site to be surplus to requirements.
- ◆ The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location.
- ◆ The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.

Relating to the NPPF, this Strategy is designed to inform the decision making processes for playing pitch provision in Carlisle.

Sport England

A Sporting Future for the Playing Fields of England

It is Sport England's policy to object to any planning application, which will result in the loss of a playing field, unless it meets one of five exceptions as defined in A Sporting Future for the Playing Fields of England. Protection of playing fields was further enhanced in 1998 with Circular 9/98 (replaced in 2009 by Circular 02/09) which stipulates that where a local authority is minded to grant planning permission against Sport England's advice on land owned by a local authority or used for educational purposes, the application should be referred to the National Planning Casework Unit who are responsible for referrals to the Secretary of State for Communities and Local Government for possible 'call in'.

As a statutory consultee for the loss of playing fields, Sport England is a key partner. Regional planning officers should be kept informed of developing projects/schemes and can provide essential guidance and advice throughout the process, not just at planning application stage.

Sport England Strategy (2011/12 – 2014/15)

The vision is for England to be a world leading sporting nation where many more people choose to play sport. There are five strategic themes including:

- ✦ Maximise value from current NGB investment
- ✦ Places, People, Play
- ✦ Strategic direction and market intelligence
- ✦ Set criteria & support system for NGB 2013-17 investment
- ✦ Market development

Sport England Youth and Community Strategy 2012 – 2017

Launched in January 2012 the strategy sets out how Sport England will invest over one billion of National Lottery and Exchequer funding during the five year plan period. The investment will be used to create a lasting community sport legacy by growing sports participation at the grassroots level following the 2012 London Olympics.

The aim by 2017 is to ensure that playing sport is a lifelong habitat for more people and a regular choice for the majority. A specific target is to increase the number of 14 to 25 year olds playing sport. To accomplish these aims the strategy sets out a number of outcomes to achieve:

- ✦ Every (4,000) secondary school in England will be offered a community sport club on its site with a direct link to one or more NGBs, depending on the local clubs in its area.
- ✦ County sports partnerships will be given new resources to create effective links locally between schools and sport in the community.
- ✦ All secondary schools, who wish to do so, will be supported to open up, or keep open, their sports facilities for local community use and at least a third of these will receive additional funding to make this happen.
- ✦ At least 150 further education colleges will benefit from a full time sports professional who will act as a College Sport Maker.

- ▶ Three quarters of university students aged 18-24 will get the chance to take up a new sport or continue playing a sport they played at school or college.
- ▶ A thousand of our most disadvantaged local communities will get a Door Step Club.
- ▶ Two thousand young people on the margins of society will be supported by the Dame Kelly Holmes Legacy Trust into sport and to gain new life skills.
- ▶ Building on the success of the Places People Play, a further £100 million will be invested in facilities for the most popular sports.
- ▶ A minimum of 30 sports will have enhanced England Talent Pathways to ensure young people and others fulfil their potential.

National governing bodies of sport

Consideration has been given throughout the Assessment Report and the Strategy to national governing body facility strategies. A summary of each is summarised below. These along with NGB consultation have helped to inform the Strategy and Action Plan.

The Football Association (FA)

National Games Strategy

The FA's National Game Strategy Refresh (2011-2015) provides a strategic framework that sets out the key priorities, expenditure proposals and targets for the national game (i.e., football) over a four year period. It follows on from the original four year strategy launched in 2008.

The key priorities to focus on up to 2015 include:

- ▶ Focusing resources on retaining and developing the existing number of affiliating teams
- ▶ Raising standards of player and spectator behaviour across the grassroots game.
- ▶ Increasing football opportunities and the profile of women and minority groups.
- ▶ Providing flexible formats of football to suit changing lifestyles of players.
- ▶ Introducing proposed changes to youth football.
- ▶ Maximising investment into facilities.

The Strategy also reinforces the urgent need to provide affordable, new and improved facilities in schools, clubs and on local authority sites. Some of the priorities in facility development and provision are identified as:

- ▶ Maximising investment into facilities including Football Foundation grants and other sources of capital.
- ▶ Promoting the protection of Playing Fields by working with Sport England and other agencies in granting covenants and long-term leases and producing resources to County FA's, leagues and clubs.
- ▶ Developing sustainable facility models, new procurement opportunities and cost effective facility designs and options.
- ▶ Managing existing resources more effectively through specific guidance, reviewing delivery models and developing a self-help facility programme for clubs and leagues.

Challenges facing provision recognises that the budgets of most local authorities have been reduced over recent years due to the current economic climate. This has resulted in decaying facilities that do not serve the community and can act as a disincentive to play

football. The loss of playing fields within the Country has also been well documented and adds to the pressure on the remaining facilities to cope with the demand.

National Facilities Strategy

The recently published new National Facilities Strategy 2013-15 sets out the FA's long term vision for development of facilities to support the 'National Game'. It aims to address and reflect the facility needs of football within the National Game (defined as all non-professional football from Steps 1-7 of the National League System down to recreational football played on open public space). Facilities are considered to be crucial to the development of the game in England. One of the main issues raised by 'the Big Grassroots Football Survey' (by 84% respondents) was 'poor facilities'.

The FA's vision for the future of facilities in England is to build, protect and enhance sustainable football facilities to improve the experience of the nation's favourite game. It aims to do this by:

- ◀ Building - Provide new facilities and pitches in key locations to FA standards in order to sustain existing participation and support new participation.
- ◀ Protecting - Ensure that playing pitches and facilities are protected for the benefit of current and future participants.
- ◀ Enhancing - Invest in existing facilities and pitches, ensuring that participation in the game is sustained as well as expanded.

The Strategy commits the FA to deliver in excess of £150m (through the Football Foundation) into facility improvements in line with identified priorities:

- ◀ Natural grass pitches improved – target 100.
- ◀ A network of new AGPs built – target 100.
- ◀ A network of refurbished AGPs – target 150.
- ◀ On selected sites, new and improved changing facilities and toilets.
- ◀ Continued small grants programme to address the modest facility needs of clubs.
- ◀ Ongoing support with the purchase and replacement of goalposts .

It also commits to:

- ◀ Direct other sources of investment into FA facility priorities.
- ◀ Communicate priorities for investment across the grassroots game on a regular basis.
- ◀ Work closely with Sport England, the Premier League and other partners to ensure that investment is co-ordinated and targeted

On-going engagement with the FA is an important part of the sustainability and implementation of the Playing Pitch Strategy. The Council should seek to further engage with the FA Regional Facility Manager (North West) as part of the delivery of this Strategy.

The Rugby Football Union

The recently launched National Facility Strategy 2013-2017 provides a framework for the development of high-quality and well-managed facilities that will help to strengthen member clubs and grow the game in communities around them. In conjunction with partners, it will assist and support clubs and other organisations to continue to provide quality opportunities for all sections of the community to enjoy the game.

It sets out the broad facility needs of the sport and identifies investment priorities to the game and its key partners. It identifies that with 470 grass root clubs and 1500 players there is a continuing need to invest in community club facilities in order to:

- ◀ Create a platform for growth in club rugby participation and membership, especially with a view to exploiting the opportunities afforded by RWC 2015.
- ◀ Ensure the effectiveness and efficiency of rugby clubs, through supporting not only their playing activity but also their capacity to generate revenue through a diverse range of activities and partnerships.

The priorities for investment which met the needs of the game for the previous strategy period remain valid. These are to:

- ◀ Increase the provision of changing rooms and clubhouses that can sustain concurrent adult and junior male and female activity at clubs
- ◀ Improve the quality and quantity of natural turf pitches and floodlighting
- ◀ Increase the provision of AGPs pitches that deliver wider game development

It is also a high priority for the RFU to target investment in the following:

- ◀ To upgrade and transform social, community and catering facilities, which can support the generation of additional revenues
- ◀ Facility upgrades, which result in an increase in energy-efficiency, in order to reduce the running costs of clubs
- ◀ Pitch furniture, including rugby posts and pads, pitch side spectator rails and grounds maintenance equipment

On-going engagement with the RFU is an important part of the sustainability and implementation of the Playing Pitch Strategy. The Council should further engage with the RFU Area Facilities Manager (Yorkshire, North East & Cumbria) as part of the delivery of this Strategy.

Rugby Football League (RFL)

The overarching outcome of the RFL Community Facilities Strategy (2011-2015) is to maximise the numbers engaged in, and the enjoyment derived from, participation in Rugby League.

Key themes, in no particular order, set out within the Strategy are:

- ◀ Security of Tenure
- ◀ Club Management
- ◀ Playing Surfaces and Floodlighting
- ◀ Site and Clubhouse Improvement

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- ◀ Access to other Facilities:
- ◀ Natural Grass; Artificial Turf; Indoor Facilities
- ◀ Primary and Secondary Schools, Higher and Further Education
- ◀ Performance
- ◀ Informal Rugby League
- ◀ Rugby Football League Management of Facilities

The Strategy also identifies key targets that will impact on facilities, including:

- ◀ An increase of 127 community teams playing at the 5-16 age group.
- ◀ An increase of 10,603 participants at primary school and 6,655 at secondary school levels.
- ◀ An increase of 8,544 females and 12,025 males playing the game at 'touch' level.
- ◀ An increase in wheelchair and pan-disability participants.

On-going engagement with the Rugby Football League is an important part of the sustainability and implementation of the Playing Pitch Strategy. The Council should seek to further engage with the relevant Officers at the RFL as part of the delivery of this Strategy.

English Cricket Board (ECB)

Grounds to Play, ECB Strategic Plan (2010 – 2013) continues to focus on four pillars, as identified in the previous ECB strategy, Building Partnerships. The pillars are:

- ◀ Energising people and partnerships to deliver national goals at local level:
 - ◀ Having streamlined the management of ECB and established the County Boards, where feasible, services currently provided from the centre will be transferred to County Boards;
 - ◀ Enhance asset growth through continuing interest free loans to community clubs, expanding NatWest Cricket Force, seeking to support corporate or public sector cricket grounds under threat of closure through the England and Wales Cricket Trust, and seeking to expand partnerships for Indoor Cricket.
- ◀ Vibrant domestic game.
- ◀ Enhancing facilities, environments and participation:
 - ◀ The focus of this plan will be on providing facilities to sustain participation levels rather than a focus on a substantial increase in participation;
 - ◀ The Cricket Foundation's 'Chance to Shine' programme has been an outstanding success in reintroducing cricket into state schools. ECB will prioritise investment in the programme;
 - ◀ To further expand club/ school links and position the cricket club at the heart of the community, ECB will provide £1.5 million per annum capital improvement grants to local clubs that make their club facilities available to the local community and to local schools.
- ◀ Successful England teams.

The following actions executed during the duration of Building Partnerships provide a strong base for this new plan. Actions include:

- ◀ Streamlining ECB governance
- ◀ Building participation by more than 20% per annum (as measured through ECB focus clubs and County Boards)

- ◀ Developing women's cricket
- ◀ Attracting volunteers
- ◀ Expanding cricket's spectator base
- ◀ Introducing grants and loans to clubs
- ◀ Developing disabilities cricket

The theme of this plan progresses to Grounds to Play and it is in the areas of facilities and coaches where ECB investment will be focussed. Partnership funding and support will play a key role in the delivery of actions and maintaining the strength of the pillars.

On-going engagement with the ECB is an important part of the sustainability and implementation of the Playing Pitch Strategy. The Council should seek to further engage with the Regional Funding and Facilities Manager (North) within the ECB as part of the delivery of this Strategy.

England Hockey (EH)

'The right pitches in the right places'¹

In 2012, EH released its facility guidance which is intended to assist organisations wishing to build or protect hockey pitches for hockey. It identifies that many existing hockey AGP's are nearing the end of their useful life as a result of the installation boom of the 1990's. Significant investment is needed to update the playing stock and protect the sport against inappropriate surfaces for hockey as a result of the rising popularity of AGP's for a number of sports.

EH are seeking to invest in, and endorse clubs and hockey providers who have a sound understanding of the following:

- ◀ Single System – clubs and providers who have a good understanding of the Single System and its principles and are appropriately places to support the delivery.
- ◀ ClubsFirst accreditation – clubs with the accreditation are recognised as producing a safe effective and child friendly hockey environment
- ◀ Sustainability – hockey providers and clubs will have an approved development plan in place showing their commitment to developing hockey, retaining members and providing an insight into longer term goals. They will also need to have secured appropriate tenure.

On-going engagement with England Hockey is an important part of the sustainability and implementation of the Playing Pitch Strategy. The Council should seek to further engage with the relevant Relationship Managers within England Hockey as part of the delivery of this Strategy.

¹<http://englandhockey.co.uk/page.asp?section=1143§ionTitle=The+Right+Pitches+in+the+Right+Places>

PART 2: SUMMARY FROM THE ASSESSMENT REPORT

This section summarises the key findings from the Assessment Report. The Strategy has been developed in recognition of the consultation findings whilst drawing upon a core series of objectives which should be applied across the board and should not be attributed to any one particular type of facility.

2.1 Football summary

- ✦ The audit identifies 31 sites available for community use, providing a total of 94 pitches. Sites with no community usage tend to be education sites. Distribution reflects population density although there are fewer sites in the Rural West Area.
- ✦ Site assessments suggest that generally the quality of pitches across Carlisle is 'good'. Consultation generally supports this. However, the issue of drainage is often highlighted as a problem. It is the main reason cited for poor and deteriorating sites.
- ✦ The majority of clubs responding to the survey report that the number of senior teams has remained static over the previous three years. Only a small percentage report senior teams has increased or decreased.
- ✦ Just over a third of clubs report that if more pitches were available at their home ground they would have more teams. This equates to 1.5 senior, 6.5 junior and 1.5 mini football pitches.
- ✦ Findings suggest that changing accommodation at some sites is in need of refurbishment and improvement.
- ✦ Spare capacity or oversupply expressed in Carlisle is generally for senior football pitches and is either not at peak times or is located at school sites.
- ✦ Sport England analysis (population based) identifies a surplus of one AGP in Carlisle. However, the calculation does not take into account that the AGP at Austin Friars St Monica's has no community use. Taking this out of the calculation, AGPs are operating at capacity in Carlisle.
- ✦ In addition, demand from clubs (and The FA) suggests a need for more 3G provision. For instance, 62% of football clubs report demand to use 3G pitches to support training requirements. In addition, clubs report being unable to book Sheepmount Stadium AGP due to it already being at capacity.

Key points to address

- ✦ Over supply of senior pitches and shortfall of dedicated mini soccer pitches.
- ✦ Impact of The FA Youth Development Review - changing format of the game which will include the need for 5v5, 7v7 and 9v9 pitches.
- ✦ Priorities and options regarding how best to address the issue of drainage and flooding at certain sites.
- ✦ Poor quality of changing facilities particularly at some Council sites.
- ✦ Demand for additional 3G AGP provision in the City. Specifically in order to meet demand expressed for football training as well as potential future demand league fixtures.

2.2 Cricket summary

- There are 14 cricket pitches, of which, most are available for community use in Carlisle, accommodating 38 teams (including seniors, juniors and midweek).
- Site assessments generally score the quality of pitches as good. Two sites are assessed as poor quality; Richard Rose Morton Academy (waterlogged) and Longtown Primary (junior size pitch). Neither site has community use.
- Demand for additional or better quality practice facilities for training across Carlisle is expressed by clubs. This also includes ancillary facilities.
- Most sites in Carlisle have spare capacity with the exception of Lanercost CC.

Key points to address

- Demand and evidence for appropriate training facilities for clubs in the City.
- Potential development of two non-turf wickets at Richard Rose Morton Academy in order to accommodate LMS cricket.
- Sites such as Lanercost CC being played to over capacity.
- A number of clubs with aspirations for ancillary facility developments.

2.3 Rugby Union summary

- There are eight rugby union grass pitches available for community use in Carlisle. Rugby union pitches are predominately located in Urban Analysis Area.
- The pitch at Creighton RFC is also used by a rugby league club (East Cumbria Crusaders) during the season.
- In total, there are seven senior and 10 junior rugby union teams playing across Carlisle. In addition, the majority of training for senior teams as well as a large number of junior teams occurs on competitive grass rugby pitches in Carlisle (due to a lack of designated training facilities) which further adds pressure on pitches.
- Quality of provision is in general deemed to currently be of a sufficient level. However, drainage is identified as being an issue at Creighton RFC. Pitch provision at Carlisle RFC is also considered to be suffering from drainage problems.
- Carlisle RFC has aspirations to renew drainage and/or look at options regarding a 3G artificial facility. Both the Club and RFU recognise the need for the issue to be addressed.
- Due to the large number of teams training on match pitches in Carlisle, both club sites in the City are either at capacity or overplayed.

Key points to address

- Lack of spare carrying capacity at sites i.e. Creighton RFC is at capacity and Carlisle RFC is overplayed.
- Deteriorating quality of pitches at both club sites in the City; particularly with regard to flooding and drainage issues.
- Options to address club requirements for training facilities, especially for Carlisle RFC.

2.4 Rugby League summary

- ✦ The East Cumbria Crusaders is the only one rugby league club in Carlisle.
- ✦ The pitch at Creighton RFC is used by the club during the season. Drainage is identified as being an issue at Creighton RFC

Key points to address

- ✦ Lack of spare carrying capacity at sites i.e. Creighton RFC is at capacity.
- ✦ Deteriorating quality of pitches available for rugby league in the City; particularly with regard to flooding and drainage issues.

2.5 Hockey summary

- ✦ Four AGPs in Carlisle are suitable for competitive hockey (sand based); all are rated as good quality with floodlights.
- ✦ Sport England analysis (population based) identifies a surplus of one AGP in Carlisle. However, the calculation does not take into account that the AGP at Austin Friars St Monica's has no community use. Taking this out of the calculation, AGPs are operating at capacity in Carlisle.
- ✦ Two out of the four sand based AGPs are located at school sites and, due to life spans, will require refurbishment during the time of this Strategy. The exception is the AGP at the Sheepmount Stadium (installed in last five years).
- ✦ Carlisle Hockey Club is the only hockey club in the City. It uses Austin Friars as its home ground facility for both matches and training.
- ✦ Junior membership has increased over the last few years and senior membership has remained static.

Key points to address

- ✦ Continued sustainability of Carlisle Hockey Club as the only hockey club in the City.
- ✦ Likely requirement for refurbishment of the existing AGPs at Richard Rose Academy and William Howard Centre.

2.6 Tennis summary

- ✦ There are 37 tennis courts located across nine sites available for community use. Bitts Park is the main Council operated site (facility has no changing accommodation).
- ✦ Quality of provision in tennis courts is in general to a good standard. Only the tennis courts at Hartley Trust Playing Field are noted as poor due to access and maintenance issues.
- ✦ Participation in tennis within Carlisle has remained static over the last few years although clubs report junior participation has increased.
- ✦ Demand for tennis courts is being met in the City. However, further floodlighting and improving court quality would help to increase capacity.

Key points to address

- ✦ Importance of Bitts Park site as the main Council site providing tennis opportunities. LTA highlights site could benefit in terms of quality and capacity from greater ancillary facilities.
- ✦ Continued support to clubs expressing facility and/or improvement plans.

2.7 Bowls Summary

- ◀ A total of 13 bowling greens are located in Carlisle.
- ◀ There has been a reduction in the number of greens and clubs in Carlisle but generally clubs state participation has remained static. Demand for new provision is felt to be unlikely.
- ◀ Majority of greens are assessed as good. The exception is Gilford Park Bowling Green which is rated as average for quality.
- ◀ Pay and play is available at the two local authority managed sites (Bitts Park and St James Park) but demand is considered to be low.

Key points to address

- ◀ Continuation to provide appropriate bowling green provision; especially at council managed site such as Bitts Park and St James Park.

2.8 Athletics summary

- ◀ There are two athletic clubs in Carlisle; Border Harriers Athletic Club and Carlisle Aspartia Athletic Club. Both are based at the Sheepmount Stadium. There is also Carlisle Tri-Club which provides some opportunities for athletic disciplines.
- ◀ Membership is generally static; although Border Harriers reports a slight increase.
- ◀ England Athletic is looking to increase community interest in the sport by creating a 'doorstep club' based at community centres across the City.
- ◀ Facilities at the Sheepmount are considered to be good. However, some areas are in need of improvement.
- ◀ Plans for a football pitch to be potentially positioned within the running track on the site are highlighted.

Key points to address

- ◀ Options surrounding the football club demand and potential to accommodate a football pitch within the running track at the Sheepmount.
- ◀ Long term need to consider areas of improvement at Sheepmount particularly with a view to any increase in membership/participation levels.

2.9 Golf summary

- ◀ There are six golf courses and a specific driving range in Carlisle providing an array of 18-hole and 9-hole courses. Two of these, Stoney Holmes Golf Course and Swifts Driving Range Golf Club, are currently managed and maintained by Carlisle Leisure.
- ◀ Membership levels are static. However, Eden Golf Club reports a slight decrease.
- ◀ Sites and ancillary facilities across Carlisle are of a good quality.
- ◀ There appears to be a sufficient amount of golf courses in Carlisle given current membership levels and site quality. The closure of Dalston Golf Course is not thought likely to significantly impact on supply/demand.

Key points to address

- ◀ Continuation to provide appropriate access to golf provision across the City.

2.10 Other Facilities summary

- ◀ A total of 21 MUGAs and 7 skate parks, BMX and basketball courts are in the City.
- ◀ The majority of provision is available for community use. However, 11 MUGAs are identified as not being available for community use; all are on school sites.
- ◀ Quality of provision is generally good with only five MUGAs noted as being poor.
- ◀ Only Fir Ends School identifies an aspiration for a MUGA in the future if funding can be secured.

Key points to address

- ◀ Continue to provide provision of good quality Other Facilities throughout Carlisle as and when opportunities allow.

2.11 Schools summary

- ◀ There are 62 playing pitches (including all types) in Carlisle located at school sites, of which 29 are identified as having community use. It should be noted there will be education sites which are available for community use but do not have any users due to issues surrounding quality and access etc.
- ◀ Three secondary and 28 primary schools cite being available for community use.
- ◀ In most instances, where pitches are available and in use, access to school changing accommodation is available for community use.
- ◀ The quality and quantity of outdoor sports facilities at school sites varies across Carlisle. However, a common theme is poor quality drainage of school pitches which often dictates the level of curricular, extracurricular and community use.

Key points to address

- ◀ Identify any potential opportunities for education sites to meet identified deficiencies of pitch provision including expressed latent demand.
- ◀ Explore proposed and any upcoming education projects such as the Harraby development; establishing how such opportunities can help to meet areas of shortfall in local provision.
- ◀ Establish priorities and options regarding how best to address the issue of drainage and flooding at certain sites.

PART 3: A STRATEGIC FRAMEWORK FOR FACILITY IMPROVEMENTS

3.1: Strategy role

This strategy will help in identification, and prioritisation, of outdoor sports facilities that are of local and City-wide significance and guide CCC and its partners to work collaboratively (i.e., reduce duplication and competition), identify and use limited resources to optimum effect.

3.2: Strategic objectives

The proposed vision is based upon a clear, achievable framework of strategic objectives (not in any priority and summarised in the text boxes below) which should be adopted as policy. These are supported by a range of sub-objectives. The sub-objectives need to be implemented to enable the strategic objectives to be delivered. Delivery of the objectives can be achieved through implementation of the action plan set out later in the document.

It is recommended that the Council adopts the following strategic objectives (as policy) to enable it to achieve the vision.

STRATEGIC OBJECTIVE 1

To address quantitative deficiencies to meet existing unmet demand and plan for new provision (as and where required)

STRATEGIC OBJECTIVE 2

To address issues of accessibility, quality and management with regard to facility provision

STRATEGIC OBJECTIVE 3

To maximise access to all outdoor facilities and in particular educational facilities

STRATEGIC OBJECTIVE 4

To support the development of local leagues and clubs to meet their needs within Carlisle

PART 4: OBJECTIVES

The following sub-objectives need to be implemented to enable the strategic objectives to be delivered. It is recommended that the Council adopts the following objectives across a range of departments to enable it to achieve the vision of the Strategy (not in any priority order):

4.1: Sub objectives

STRATEGIC OBJECTIVE 1

To address quantitative deficiencies to meet existing unmet demand and plan for new provision (as and where required)

- a. Regularly review and refresh area by area plans taking account of any improvements in pitch quality (and hence increases in pitch capacity) and also any new negotiations for community use of education sites in the future.
- b. Rectify inadequacies and meet identified shortfalls as outlined in the Assessment Report through improvements to the current pitch stock and ancillary facilities in line with the Action Plan.
- c. Identify opportunities to add to the overall pitch stock to accommodate both latent and potential future demand.
- d. Prioritise new capital development projects from the action plan according to a range of core criteria (such as strategic need, sports development objectives, sustainability of provision and work with target groups)
- e. Work with facility providers to establish an approach to co-ordinate investment to address the community's needs, to target priority areas and to avoid/reduce duplication of provision.

Sub objective (a) - Regularly review and refresh area by area plans taking account of any improvements in pitch quality (and hence increases in pitch capacity) and also any new negotiations for community use of education sites in the future.

It is important that the Council maintains the data contained with the accompanying Playing Pitch Database. This will enable it to refresh and update area by area plans on a regular basis. The accompanying databases are intended to be refreshed on a season by season basis and it is important that there is cross-departmental working, including for example, grounds maintenance and sports development departments, to ensure that this is achieved and that results are used to inform subsequent annual sports facility development plans. Results should be shared with partners via a consultative mechanism.

Sub objective (b) - Rectify inadequacies and meet identified shortfalls as outlined in the Assessment Report through improvements to the current pitch stock and ancillary facilities in line with the Action Plan.

The Council and its partners should work to rectify identified inadequacies and meet identified shortfalls as outlined in the Assessment Report through improvements to the current pitch stock and ancillary facilities. It is important that the current levels of pitch provision are protected, maintained and enhanced to secure the carrying capacity of provision now and in the future.

In general, the future deficiencies in provision identified in Carlisle can be overcome through maximising use of existing pitches through a combination of:

- ❖ Securing long term community use at school sites (where possible).
- ❖ The re-designation of pitches for which there is an oversupply.
- ❖ Improve pitch quality and ancillary facilities in order to improve the capacity of pitches to accommodate more matches.
- ❖ Provision of new facilities where there is an identified demand (and the above options are not practical).

However, there is a need to protect some senior pitches as this provides the flexibility to provide senior, junior or mini pitches (through different line markings/coning areas of the pitch). Furthermore the re-designation of all surplus adult pitches may lead to a deficiency of adult pitches in the medium to longer term as younger players move up the ages. It is likely that for some sports, particularly football, that the provision of new pitches and facilities will be required in the future to support the predicted future demand.

Although the Council is a lead partner in pitch provision, it should support the needs of all sports clubs and bodies to work together to deliver the recommendations of this strategy.

Latent demand, national changes in sport participation and proposed housing growth should be recognised and factored into future facility planning. Assuming an increase in participation and housing growth occurs, it will obviously impact on the future need for certain types of sports facilities. Sports development work also approximates latent demand which cannot currently be quantified (i.e., it is not being suppressed by a lack of facilities) but is likely to occur. The following table highlights the main development trends in each sport and their likely impact on facilities. However, it is important to note that these may be subject to change.

Latent demand is mostly expressed for junior football (6.5 pitches). However, latent demand is also noted for senior (1.5 pitches) and mini (1.5 pitches) football. Some minor latent demand is also expressed for rugby pitches. The merit of additional associated ancillary facilities also needs to be considered in areas of expressed demand.

The Sport England Playing Pitch Model (PPM) used in the Assessment Report highlights an anticipated future surplus of senior football pitches in Carlisle. Whilst these predictions should not be used in isolation, it is in the main attributed to spare capacity across a number of sites, some of which is significant. This type of surplus can be important to overall levels of participation in the context of using it to accommodate predicted growth in football participation.

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Surplus pitches allow others to be rested to protect overall pitch quality in the long term. Therefore, whilst in some instances it may be appropriate to re-designate a senior pitch where there is no demand identified a holistic approach should be taken to re-designation for the reasons cited. The site-by-site action planning will seek to provide further clarification on where re-designation is suitable.

Table 4.1: Likely future sport-by-sport demand trends

Sport	Future development trend	Strategy impact
Football	The needs of the game will change significantly from the 2013/14 season with the implementation of the FA Youth Development Review. As a result, pitch demands will change. This could also see changes in the seasonal demand of pitches (youth football).	Consider allocating leases to Charter Standard clubs with a large number of teams. Work with clubs to identify facility development opportunities. Work with clubs in relation to their pitch demands as a result of the FA Youth Development Review.
	Demand for senior football is also likely to be sustained by the high levels of junior participation onward flow of players and supported by the FA's National Strategy.	Continually invest in the improvement of 'key centres' to improve ancillary facilities (see site by site action plan).
Cricket	Clubs have strong and active senior and junior sections which access a range of club facilities.	A number of clubs with large junior sections are likely to require access to additional pitches and to be supported to make improvements to ancillary facilities.
	Women's and girls' cricket is a national priority and there is a target to establish two girls' and one women's team in every local authority over the next five years.	Support clubs to ensure access to segregated changing and toilet provision and access to good quality cricket pitches to support growth.
Rugby union	The previous RFU Strategic Plan focuses on a 2% growth year on year until 2013 for adults. The Rugby World Cup (2015) is predicted to see a further increase in the demand for rugby provision.	Clubs are likely to field more teams in the future, and therefore have a demand for more pitches and ancillary facilities. It is important, therefore, to work with the clubs to maintain the current pitch stock and to support facility development where appropriate.
AGPs	Demand for AGPs for football continues to increase. Provision of 3G pitches (IRB compliant) will help to reduce overplay of football and rugby pitches.	AGP use for football training purposes is likely to continue to grow. Any significant future growth of hockey is not likely to be met unless new facilities are provided.

Sub objective (c) - Identify opportunities to add to the overall pitch stock to accommodate both latent and potential future demand.

The Council should use, and regularly update, the Action Plan within this Strategy for improvements to its own pitches whilst recognising the need to support partners. The Action Plan lists improvements to be made to each site focused upon both qualitative and quantitative improvements as appropriate for each area.

Furthermore any potential school sites which become redundant over the lifetime of the Strategy may offer potential for meeting community needs on a localised basis. Where any schools are closed their playing fields (in part) may be converted to dedicated community use to help address any unmet community needs.

Sub objective (d) - Establish an approach to securing developer contributions which prioritises projects according to a range of core criteria.

It is important that this strategy informs policies and emerging supplementary planning documents by setting out the approach to securing sport and recreational facilities through new housing development. The guidance should form the basis for negotiation with developers to secure contributions to include new provision and/or enhancement of existing appropriate outdoor playing fields and ancillary facilities (including AGPs and sports grounds) as well as subsequent maintenance towards the upkeep for the first ten years. A number of actions should be implemented to enable the above to be delivered:

- ◀ To continue to ensure that where playing field and sports ground are lost, through alternative development or closure, that the type of sports facilities of the same or improved standard are provided to meet the continued needs of residents.
- ◀ Where pitches are lost due to redevelopment of the site, compensatory re-provision or an equivalent contribution for re-investment into new pitches will be sought as appropriate in an alternative accessible location.
- ◀ Planning consent should include appropriate conditions and/or be subject to specific planning obligations. Where developer contributions are applicable, a Section 106 Agreement or equivalent must be completed specifying the amount which will be linked to Sport England's Building Cost Information Service from the date of the Planning Committee, and timing of the Contribution(s) to be paid.
- ◀ This strategy should be used as part of the Council's site allocation process and subsequent DPD to address current and future deficiencies as per identified at the beginning of each of the area-by-area summaries in the action plan (p40).
- ◀ Some contributions may need to be ring fenced for use according to the particular terms of the Planning Obligation, where there is opportunity to improve the appropriate sporting facility within the local vicinity. However, for some sports such as for example cricket and rugby a "central pot" for developer contributions across the local authority area may be preferable for the particular sport.
- ◀ External funding should be sought/secured to achieve maximum benefit from the investment into the appropriate playing pitch facility enhancement and its subsequent maintenance.
- ◀ Where new multiple pitches are provided, appropriate changing rooms and associated car parking should also be located on site.

Sub objective (e) - Work with facility providers to establish an approach to co-ordinate investment to address the community's needs, to target priority areas and to reduce duplication of provision.

Some investment in new provision will not be made by the Council directly. It is important that the Council therefore seeks to direct and lead a strategic and co-ordinated approach to facility development by schools, colleges, sports clubs and the commercial sector to address community needs; whilst avoiding duplication of provision. In delivering this objective the Council should maintain a regular dialogue with local partners through existing networks.

STRATEGIC OBJECTIVE 2

To address issues of accessibility, quality and management with regard to facility provision

- f. Adopt a City wide quality standard.
- g. Adopted a tiered approach to the management and improvement of facilities which allows for facility developments to be programmed within a phased approach including ancillary facilities such as changing accommodation and car parking.
- h. Invest in key multi-pitch/sport sites.
- i. Projects should seek to improve pitch/surface quality as a priority.
- j. Prepare funding packages as appropriate to secure improvements to key strategic sites.

Sub objective (f) – Adopt a City wide quality standard

To support achievement of this objective, the Council should adopt and work towards the following or a similar quality standard for provision:

'All outdoor sports pitches should be of a suitable standard to meet the needs of its users'

Priority in the short term (given limited resources) should be directed to 'poor' quality sites. This standard, based on an achievable target using existing quality scoring to provide a baseline, should be used to identify deficiencies and hence investment should be prioritised to those sites which fail to meet the proposed quality standard (using the site audit database, provided in electronic format). The policy approach to these outdoor recreation facilities achieving these standards should be too continually look to enhance quality and therefore the planning system should seek to protect them.

'Good' quality refers to facilities that have, for example, good grass cover, an even surface, are free from vandalism, litter etc, have access for disabled people and are supported by good quality ancillary facilities including changing accommodation, toilets and/or car parking.

‘Adequate’ quality refers to facilities that have, for example adequate grass cover, minimal signs of wear and tear, reasonable changing accommodation and the goalposts may be secure but in need of minor repair. Please refer to the Sport England quality assessments.

Sub objective (g) – Adopt a tiered approach to the management and improvement of facilities which allows for facility developments to be programmed within a phased approach including ancillary facilities such as changing accommodation and car parking

Carlisle has a number of ‘Strategic and key centres’, which are sites which are considered to be the most popular and therefore need to be of a high standard in order that they can accommodate a sufficient number of matches per week. This applies mainly to football pitch hire. However, the Council should extend this provision model to recognise the supply and demand issues identified throughout the Assessment Report (i.e. current levels of overplay) and the investment necessary to improve sites based on current levels of usage. The identification of sites is based on their strategic importance in a City-wide context (i.e. they accommodate the majority of play). In addition to this, there are a number of sites which have been identified as accommodating both senior and junior matches, sometimes concurrently. Not only could such sites require a mixture of mini, junior and senior pitches, but they also require split-level ancillary facilities, in order to maximise their usage at all times.

In the context of developing a tiered model approach to the management of sports facilities, Carlisle has a number of multi-team junior clubs which place a great demand on the pitch stock. Therefore, there are a number of sites which are still owned and maintained by the local authority, but are actually booked by the clubs for the entire season. The sites are then recognised as the ‘home ground’ of the club. Such sites are fundamentally different from those which can be hired on a regular basis because they are, in effect, ‘allocated’ to a certain club and management responsibility, in terms of allocating teams to pitches, is transferred to the individual club.

Table 4.2: Proposed tiered site criteria

	Strategic Sites	Key Centres	Club/Education Sites	Strategic Reserve Sites
Role	Strategically placed in the City.	Strategically placed in the local authority context.	Strategically placed in the local context.	Strategically placed in the local context.
Number of pitches	Accommodates five or more pitches.	Accommodates three or more pitches.	Accommodates more than one pitch.	Likely to be single-pitch site with limited demand.
Sports	Single or multi sport provision.	Single or multi sport provision.	Single or multi sport provision.	Supports informal demand and/ or training etc.

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	Strategic Sites	Key Centres	Club/Education Sites	Strategic Reserve Sites
Management	Management control remains within the local authority/other provider or with an appropriate lease arrangement through a committee or education owned	Management control remains within the local authority or with an appropriate club on a lease arrangement.	Club either has long term lease/hires the pitch for the entire season or owns site Management control remains within the local authority/other provider or with an appropriate lease arrangement through a committee or education owned.	Management control remains with the Council or existing management body.
Maintenance	Special maintenance in conjunction with NGBs.	Special maintenance in conjunction with NGBs.	Maintenance can be either by the club/school or remain with the local authority.	Maintenance should remain with the local authority or existing management body.
Pitch quality	Pitches to be of a good quality in general	Pitches to be of a good quality in general	Pitches to be of a adequate quality in general	Pitches to be of a adequate quality in general
Ancillary facilities quality	Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	Appropriate access changing to accommodate both senior and junior use concurrently (if required).	Appropriate access changing to accommodate as required.

Strategic Sites such as the Sheepmount Stadium already seeks to accommodate the growing emphasis on football venues catering for both senior and junior (especially mini-soccer) matches. The conditions recommended for junior football are becoming more stringent. This should be reflected in the provision of a unique tier of pitches for junior football solely that can ensure player safety, as well as being maintained more efficiently. It is anticipated that both junior and mini-football matches could be played on these sites and would be an appropriate site to accommodate 9v9 pitches. Initial investment could be required in the short term and has (if required) been identified in the Action Plan.

Additionally, it is considered that some financial investment will be necessary to improve the ancillary facilities at both Strategic sites and Key Centre sites to complement the pitches in terms of access, flexibility (i.e. single-sex changing if necessary), quality and that they meet the rules and regulations of local competitions. They should be designated as medium priority for investment.

Key Centres such as Melbourne Park and Hammonds Pond already seek to accommodate the growing emphasis on football venues catering for both senior and junior (often especially mini-soccer) matches. The conditions recommended for junior football are becoming more stringent. This should be reflected in the provision of a unique tier of pitches for junior football solely that can ensure player safety, as well as being maintained more efficiently. It is anticipated that both junior and mini-football matches could be played on these sites and would be an appropriate site to accommodate 9v9 pitches. Initial investment could be required in the short term and has been identified in the Action Plan.

Additionally, it is considered that some financial investment will be necessary to improve the ancillary facilities at both Strategic sites and Key Centre sites to complement the pitches in terms of access, flexibility (i.e. single-sex changing if necessary), quality and that they meet the rules and regulations of local competitions. They should be designated as medium priority for investment.

Club Sites such as Creighton Rugby Club and Rickerby Park refer to those sites which are hired to clubs for a season, or are sites which have been leased on a long-term basis and are primarily more than one pitch sites. The level of priority attached to them for Council-generated investment may be relatively low and consideration should be given, on a site-by-site basis, to the feasibility of a club taking a long-term lease on the site (if not already present), in order that external funding can be sought.

It is possible that sites could be included in this tier which are not currently hired or leased to a club, but have the potential to be leased to a suitable club. Such sites will require some level of investment, either to the pitches or ancillary facilities, and it is anticipated that one of the conditions of offering a hire/lease is that the club would be in a position to source external funding to improve the facilities.

Pitch quality improvements in most cases relate to installation and/or improving drainage works on sites. The continuing issue of teams training on pitches used by other teams for match play is also significant. This unofficial use of pitches is viewed as having a detrimental impact on quality of provision; ensuring a sufficient level of drainage on pitches as well as provision of artificial grass facilities in order to accommodate training needs is vital.

Education Sites such as Caldew Secondary School and St Michael's Primary School refer to those sites which are hired to clubs for a season, or are sites which have been leased on a regular basis and are primarily more than one pitch sites. The level of priority attached to them for Council-generated investment may be relatively low. Consideration should be given, on a site-by-site basis, to the feasibility of a club arranging with the school a lease agreement on the site (if not already present), in order that external funding can be sought.

It is possible that sites could be included in this tier which are not currently hired or leased to a club, but have the potential to be leased to a suitable club. Such sites may require some level of investment, either to the pitches or ancillary facilities. It is anticipated that one of the conditions of schools offering a hire/lease is that the club would be in a position to seek external funding to improve the facilities.

Pitch quality improvements in most cases relate to installation and/or improving drainage works on sites. Often a site without community use by a team/club is due to a lack of quality in the pitches found on site. Ensuring a sufficient level of quality in pitches and ancillary facilities in order to accommodate teams/clubs needs is vital.

Strategic Reserve Sites such as Spider Park and Chances Park Playing Fields could be used for summer matches/competitions, training or informal play. They could be single-pitch sites with limited usage, or have no recognised current usage. Often this will be due to quality issues limiting the amount of usage of pitches on site.

Sub objective (h) – Invest in multi-pitch sites

Consultation highlighted a number of important key sites in Carlisle. These pitch sites are considered to be the most popular. They need to be high quality in order that they can accommodate a sufficient number of matches per week – ideally to service a range of sports.

The creation of key multi-pitch sites is based on importance in a City-wide context (i.e. or where they accommodate the majority of play). We therefore recommend that sites such as the following be developed as such:

- ◆ Sheepmount Stadium
- ◆ Melbourne Park
- ◆ Down-a-Gate Recreation Centre
- ◆ Hammonds Pond
- ◆ Briars Bank
- ◆ Creighton Rugby Club

To ensure this, sites of this kind are categorised in the tiered approach as key centres.

The financial, social and sporting benefits which can be achieved through development of multi pitch sites are significant. Sport England provides further guidance on the development at:

http://www.sportengland.org/facilities_planning/planning_tools_and_guidance/sports_hubs.aspx

Due to local authority budget constraints, it is clear that, across the life of this strategy, not all of those sites currently without changing facilities can be upgraded to have suitable changing facilities. Furthermore in some locations the provision of changing accommodation is not economic or efficient. It is therefore important to prioritise those sites which are being developed as multi-pitch (hub) sites.

In order to prioritise investment in multi pitch and multi sport sites the Council should consider rationalisation of smaller single pitch and less used sites where appropriate.

Sub objective (i) – Projects should seek to improve pitch/surface quality as a priority

It is vital that local clubs and organisations have access to the best facilities possible, both to accommodate current levels of participation and to stimulate new activity. These facilities must meet the minimum specification requirements set out by governing bodies

of sport, leagues/competitions as well as (as far as possible) meet the aspirations of sports clubs in Carlisle.

In order to improve the overall quality of the playing pitch stock, it is necessary to ensure that pitches are not overplayed beyond recommended weekly carrying capacity (Sport England suggests that a good pitch can accommodate two matches per week). This is determined by assessing pitch quality and allocating a weekly match limit to each.

Sites played at or beyond capacity may require remedial action to help reduce this, for example, overplay at six sites is attributed to 'adequate' or 'poor' pitch quality:

- ◀ Hartley Trust Playing Field
- ◀ Wetheral Playing Fields
- ◀ Park Side/ Hartley Avenue
- ◀ Richardson Street
- ◀ Spider Park
- ◀ Glebe Land

Furthermore, of particular note is the overplay recorded at the Sheepmount Stadium. The site is overplayed due to the large number of fixtures being played despite all pitches being of a good condition. Options to mediate this level of overplay, such as directing play to sites which either have spare capacity or no community use and/or establishing new pitches, should be explored.

Improving pitch quality should not be considered in isolation from maintenance regimes. Projects should seek to improve pitch/surface quality as a priority on sites based on usage, users and site facilities.

Whilst it works both ways in so much as poor pitch condition is a symptom of pitches being played at overcapacity. Potential improvements may make poor quality sites more attractive and therefore more popular. Sites in Carlisle identified as being of a poor or adequate quality but with spare capacity (and the potential to accommodate further play if pitch quality improves) include:

- ◀ Cumwhinton Primary School
- ◀ Chances Park
- ◀ Keenan Park
- ◀ Richard Rose Morton Academy

Sub objective (j) – Prepare funding packages as appropriate to secure improvements to key strategic sites

Partners, led by the Council, should ensure that appropriate funding secured for improved sports provision are directed to areas of need, underpinned by a robust strategy for improvement in playing pitch facilities.

There may be opportunities within the City, to secure planning contributions (both proposed and outstanding Section 106 Agreements) to ensure that future provision is sustainable.

Please refer to Appendix One for further funding information which includes details of the current opportunities, likely funding requirements and indicative project costs.

STRATEGIC OBJECTIVE 3

To maximise access to all outdoor facilities and in particular educational facilities

- k. Establish a more coherent, structured relationship with schools to maximise community use of educational facilities. Particularly given that gaining access to pitches at schools not currently allowing community use is often difficult.
- l. Secure tenure and access to sites for high quality, development minded clubs through lease arrangements.
- m. Centralised booking services for playing pitches and sports grounds to ensure easy access on pitch availability for local teams, and to aid general promotion of sport and one-stop marketing of provision.

Sub objective (k) – Establish a more coherent, structured relationship with schools to maximise community use of educational facilities. Particularly given that gaining access to pitches at schools not currently allowing community use is often difficult.

Colleges, secondary schools and primary schools where the facilities exist, have an important role in a playing pitch strategy. It is not uncommon for school pitch stock not to be fully maximised for community use. Even on established community use sites, access to outdoor sports facilities to the community is limited. The Assessment Report highlighted issues relating to the use of school facilities:

- ◀ Community use is limited and often based on informal agreements between individual schools and clubs.
- ◀ A number of schools are unwilling to allow community use due to the perceived detrimental impact on the quality of pitches and/or issues about access.
- ◀ There are no identified standard community use agreements between clubs and schools for outdoor pitches.
- ◀ There are management issues inherent in developing, implementing and managing community use agreements. Advice and guidance can be obtained from Sport England's Planning Bulletin 16 – School Sites and Community Provision (2004). (www.sportengland.org/planningkitbag).

There are a number of schools identified as not having community use (in the form of competitive match play) in Carlisle. The table below identifies those sites that do not have community use but state provision is available, and sites which do not have community and are not available.

Table 4.3: Availability of school provision currently not in use

Community use available/no usage identified	Community use not available
<ul style="list-style-type: none"> ◀ Austin Friars St Monica School (field only) ◀ Cummersdale School ◀ Fir Ends Junior School 	<ul style="list-style-type: none"> ◀ Houghton C of E School ◀ Longtown Primary School ◀ Newman School

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Community use available/no usage identified	Community use not available
<ul style="list-style-type: none">Great Orton SchoolHayton C of E Primary SchoolNewlaithes Junior SchoolNewtown SchoolRaughton Head C of E SchoolSt Margaret Mary's Catholic Primary SchoolWarwick Bridge Primary School	<ul style="list-style-type: none">St Bede's Roman Catholic Primary School

Where appropriate, it will be important for schools to negotiate and sign formal and long-term agreements that secure community use. This needs to be examined against these issues:

- ▶ The analysis provides a clear indication of the future pitch requirements and provides a basis for partners to negotiate.
- ▶ Community use should not impact on the needs of schools to deliver curricular and extracurricular activities

Sub objective (I) - Secure tenure and access to sites for high quality development minded clubs through lease arrangements

As well as improving the quality of well-used, local authority sites, there are a number of sites which have poor quality (or no) ancillary facilities. These are used by a single club on a season-by-season basis. Such sites are therefore considered the 'home ground' of the club, despite not always having a long-term lease. It is recommended that security of tenure should be granted to the clubs playing on these sites (minimum 10 years) so the clubs are in a position to apply for external funding to generate sufficient funds to improve the ancillary facilities.

There is potential for a number of sites in Carlisle to be leased to sports clubs and/or organisations. Each club will be required to meet service and/or strategic objectives set out by the Council. However, an additional set of criteria should be considered, which take into account the quality of the club, aligned to its long term development objectives and sustainability.

In the context of the Comprehensive Spending Review, which announced public spending cuts, it is increasingly important for the Council to work with voluntary sector organisations in order that they may be able to take greater levels of ownership and support the wider development and maintenance of facilities. To facilitate this, the Council needs to be willing to consider and work with clubs to promote self management of sites.

Table 4.4: Recommended criteria for lease of sport sites to clubs/organisations

Club	Site
<p>Clubs should have Clubmark/FA Charter Standard accreditation award.</p> <p>Clubs commit to meeting demonstrable local demand and show pro-active commitment to developing school-club links.</p> <p>Clubs are sustainable, both in a financial sense and via their internal management structures in relation to recruitment and retention policy for both players and volunteers.</p> <p>Ideally, clubs should have already identified (and received an agreement in principle) any match funding required for initial capital investment identified.</p> <p>Clubs have processes in place to ensure capacity to maintain sites to the existing standards.</p>	<p>Sites should be those identified as Club Sites for new clubs (i.e. not those with a City-wide significance) but which offer development potential. For established clubs which have proven success in terms of self-management Strategic Sites and Key Centres are appropriate.</p> <p>As a priority, sites should require investment to improve (which can be attributed to the presence of a Clubmark/Charter Standard club).</p> <p>Sites should be leased with the intention that investment can be sourced to contribute towards improvement of the site.</p> <p>An NGB/Council representative should sit on a management committee for each site leased to a club.</p>

The Council can further recognise the value of Clubmark/Charter Standard by adopting a policy of prioritising the clubs that are to have access to these better quality facilities. This may be achieved by inviting clubs to apply for season long leases on a particular site as an initial trial.

Club outcomes for lease agreements

The Council should establish a series of core outcomes to derive from clubs taking on a lease arrangement to ensure that the most appropriate clubs are assigned to sites. As an example outcomes, further to clubs being Clubmark/Charter standard, may include:

- ◆ Increasing participation.
- ◆ Supporting the development of coaches and volunteers.
- ◆ Commitment to quality standards.
- ◆ Improvements (where required) to facilities, or as a minimum retain existing standards.

Sub objective (m) – A centralised booking service to provide a user friendly booking system helping the clubs/public to access and use playing pitches

A centralised management system should be implemented which assumes overall management of pitch bookings through a one stop booking service for users. This should ideally include secondary school sites and should be centrally managed. Adequate promotion and marketing attached to this will ensure that users are aware of the availability, location and cost of provision.

STRATEGIC OBJECTIVE 4

To support the development of local leagues and clubs to meet their needs within Carlisle

- n. Support high levels of participation at clubs which contribute to the achievement of sports development objectives.
- o. Work with local clubs which have achieved quality accreditation to, where relevant, identify and secure facility improvements, appropriate sites for new facility development and funding opportunities.
- p. Support local clubs to demonstrate sustainability.
- q. Adopt a Community Asset Transfer Policy.

Sub objective (n) – Support high levels participation at clubs which contribute to the achievement of sports development objectives

It is important that sports development objectives, to some extent, dictate and are embedded within the outcomes of the Strategy. To this end, the following objectives are suggested for use to monitor and evaluate the future sustainability, and relative success, of facility projects which are identified and supported:

- ✦ Increasing participation
- ✦ Raising standards
- ✦ Workforce development
- ✦ Improving facilities

Sub objective (o) - Work with local clubs which have achieved quality accreditation to, where relevant, identify and secure facility improvements, appropriate sites for new facility development and funding opportunities

The Council should adopt a policy/charter which supports quality accredited clubs (<http://www.clubmark.org.uk/files/images/clubmark-charter-large.gif>). The Clubmark/FA Charter Standard and the local Club Registration Scheme help clubs to achieve their own aims and ambitions and to support the complementary objectives and targets of partners in local authorities, schools/school sport partnerships and other community agencies.

Support to accredited clubs may include offering discounted facility hire and priority bookings slots as well as assembling bespoke benefits packages incorporating reduced cost access to courses. The adoption of a charter as policy also benefits partners:

- ✦ **Grow:** Research suggests that Clubmark clubs are better equipped to drive and manage increased levels of participation; particularly, but not solely, for young people.
- ✦ **Meeting targets:** Having Clubmark clubs to work with will assist local authorities to achieve targets for youth participation and school-club links.
- ✦ **Parental confidence:** Being seen to actively address issues such as equity and child protection gives parents confidence when considering or choosing a club for their children - thus helping to boost introductory participation.

- ✦ **Sustaining participation levels:** Clubmark stimulates innovation and improvements to how clubs cater for junior (and all) members. The culture it promotes boosts the morale of players and ensures that volunteers are recognised for their contribution.
- ✦ **Continuous improvement:** Accreditation encourages clubs to adopt better, more organised systems and structures, helping them to run more effectively and efficiently.
- ✦ **Coaches and coaching:** Research suggests Clubmark clubs both deploy more, and work harder to develop the skills of, coaches. This leads to better quality provision and improved player performance.
- ✦ **School-club links:** Increasingly, schools are seeking guarantees of quality and the presence of child-friendly systems and procedures. Clubmark clubs are the first invited to work with local school sport partnerships and individual schools. Teachers and schools staff are actively encouraged to signpost pupils to them.

It is recognised that the City Council already supports such clubs but does not have an adopted policy in place.

Sub objective (p) – Support local clubs to demonstrate sustainability

Local sports clubs should be supported to achieve sustainability across a range of areas including management, membership, funding, facilities, volunteers and partnership working. For example, the Council should continue to support club development and encourage clubs to develop evidence of business and sports development plans to generate an income through their facilities. All clubs could be encouraged to look at different management models such as registering as Community Amateur Sports Clubs (CASC)². Clubs should also be encouraged to work with partners locally whether volunteer support agencies or linking with local businesses.

Sub objective (q) – Adopt a Community Asset Transfer Policy

The Council should adopt a policy, which supports community management and ownership of assets to local clubs, community groups and trusts. This presents sports clubs and national governing bodies with opportunities to take ownership of their own facilities; it may also provide non-asset owning sports clubs with their first chance to take on a building.

It is important that any recommendation of asset transfer in the Action Plan is viewed as a 'discussion in principle' at an early stage of proceedings. Before a decision can be made the Council needs to be certain that any asset transfer of a site to a Club/NGB for use is balanced against the ability of the wider community to continue to use it to an acceptable level. Essentially the Council has an obligation to provide open space and playing pitch provision for everyone.

² <http://www.cascinfo.co.uk/cascbenefits>

4.2: Sport specific objectives

Sports development objectives should also guide delivery of sports specific objectives and should be read within the context of the summary findings identified by the Assessment Report.

FOOTBALL OBJECTIVE

Meet identified deficiencies in junior and mini football provision and ensure there is a range of football facilities across the City to service all levels of the game

- ✦ In partnership with Cumberland FA, seek to establish, in a phased approach, a strategic city-wide spread of 3G venues to facilitate training requirements and where junior league matches can take place. This approach will improve quality and sustainability, and, as a result, is likely to reduce demand for junior grass pitches in the future.
- ✦ At least one 3G pitch is required to meet current demand for training. On this basis, the Harraby School site is recommended as the priority site.
- ✦ Furthermore, future consideration to the resurfacing of existing sand based AGPs to 3G surfaces should also be given (e.g. Sheepmount Stadium Richard Rose Central and the William Howard Centre).
- ✦ Work with clubs to ensure that grass pitch sites are not played beyond their capacity and encourage play, where possible, to be transferred to alternative venues which are not operating at capacity or are not currently available for community use.
- ✦ The anticipated surplus of senior pitches should be considered in contributing, in part, towards addressing the current and future deficit of junior and mini pitches (ensuring the new FA pitch sizes and dimensions are taken into consideration). However, also ensure that some senior pitches are retained for strategic reserve and to accommodate latent demand.
- ✦ Where appropriate, develop lease arrangements with large, sustainable, development-minded (i.e. Charter Standard) clubs to manage their own 'home' sites thus facilitating club development (as detailed in the management objectives). For example, Stanwix FC at Briars Bank.
- ✦ Continue to support clubs in the management and improvement of their facilities.
- ✦ As far as possible, support clubs with facility development aspirations through the planning and application stages.
- ✦ Increase the quality and standard of changing rooms to accommodate segregated changing for women's and girls' football.
- ✦ Work to maximise access to education sites to address the shortfall of junior/mini pitches (ensuring the new FA pitch sizes and dimensions are taken into consideration) and ensure site security and access to changing facilities is enhanced.

CRICKET OBJECTIVE

Maintain current provision levels and quality but work to increase access to single team club pitches for those clubs expressing demand and appropriate practice facilities.

- ◆ Protect current levels of provision and seek to improve the quality of cricket pitches (non-turf or grass) where necessary.
- ◆ Support clubs to develop their ancillary facilities to further meet local needs. For instance Carlisle CC, Scotby CC, Rockcliffe CC and Lanercost CC all highlight plans for facility improvements.
- ◆ Ensure that any facilities developed support opportunities for senior women's and junior girl's competitive cricket.
- ◆ Support clubs to develop and improve practice facilities, particularly for Carlisle CC, Longtown CC, Great Corby CC, Irthing Vale CC and Lanercost CC.
- ◆ Investment should be primarily targeted and directed to clubs which support high levels of participation and also have ECB Clubmark.
- ◆ Support development of LMS cricket in Carlisle with development of two non-turf wickets at Richard Rose Morton Academy.

RUGBY UNION OBJECTIVE

Work towards meeting identified current and future deficiencies and increase quality as required

- ◆ Protect current levels of provision and work to alleviate pressure on competitive grass pitches, through pitch drainage support where possible, in order to help accommodate current and future demand.
- ◆ Ensure clubs have access to, where required, designated grass floodlit training facilities (on club sites).
- ◆ Support any potential opportunities for development of at least one IRB standard AGP for rugby. This will also help to reduce levels of overplay on existing grass pitches and allow pitches to rest when not in use.

RUGBY LEAGUE OBJECTIVE

Work towards meeting identified current and future deficiencies and increase quality as required

- ◆ Protect current levels of provision. Where possible look to support improvements to quality of current provision.
- ◆ Work with local club in long term to alleviate potential pressure on competitive grass pitches to help accommodate current and future demand.

HOCKEY OBJECTIVE

Maintain current levels of provision

- ◀ Work with England Hockey (EH) to support its development programmes aimed at increasing participation.
- ◀ Maximise the availability of AGPs in Carlisle to accommodate both hockey training and competitive play.

TENNIS OBJECTIVE

Address quality issues with current facilities

- ◀ Work with the LTA to explore options of developing suitable ancillary facilities at the Bitts Park site.
- ◀ Where demand exists, support tennis clubs to improve court quality and/or install floodlighting (in order to increase the capacity) of existing tennis court provision.
- ◀ Continue to support and encourage junior development at key tennis clubs in order to increase participation levels in the sport.

BOWLS OBJECTIVE

To support and encourage junior bowls development in order to grow and sustain future participation levels in the sport

- ◀ Support clubs (where possible) to improve green quality.
- ◀ Ensure good standard of changing rooms to accommodate segregated changing.
- ◀ Ensure bowling greens and pavilions are safe, secure facilities.
- ◀ Encourage clubs to increase membership levels.
- ◀ Support and encourage clubs to provide pay and play opportunities.
- ◀ Look to develop maintenance arrangements with clubs on all Council bowling greens.

ATHLETICS OBJECTIVE

To improve and maintain current provision

- ◀ Quality of the athletic track facilities should be maintained and improved as required.
- ◀ Further support club and school athletic activities through school club links.

GOLF OBJECTIVE

To support clubs to develop facilities and improve course quality and to promote the sport to junior members

- ◆ Support club development plans.
- ◆ Support National Governing Body and club plans to promote the sport to juniors.
- ◆ Encourage and support clubs to deliver the Community Links programme to help to increase junior participation.

MUGA OBJECTIVE

To consolidate the existing stock

- ◆ Continue to maintain existing stock to current standards through a rolling programme.
- ◆ Through sports development provide regular animation of MUGAs to encourage use and to support participation in sport and physical activity.

EDUCATION OBJECTIVE

Work with schools to encourage greater community use, particularly for junior sports at appropriate sites

- ◆ Secure existing community use through implementation of formal community use agreements where they are not currently in existence in order to provide sustainable community access.
- ◆ Ensure appropriate access to changing provision on school sites to support community use of their playing fields.
- ◆ Work with schools where there is no community use or limited use to open up sites (pitches and changing facilities) to help address the deficiencies identified particularly for football, rugby and cricket.

PART 5: ACTION PLAN

5.1: Introduction

The Action Plan seeks to address the surpluses and deficiencies identified in the Playing Pitch Model together with key issues emerging from the Assessment Report. This should be used to prioritise investment and spend developer contributions (where secured).

The actions listed below will help to achieve the aims of increasing levels of physical activity, improving health and wellbeing and transforming sport. They are a set of proposals developed by KKP that CCC and its partners will review in the light of existing staff and financial resources in order to prioritise support for strategically significant provision and provision that other providers are less likely to make.

The Strategy and its actions have been developed during a difficult economic climate creating a period of reduced resources. As a result CCC will need to work with key partners to address shortfalls in provision resulting from current and future demand. Partners such as developers and facility providers in the public, private and voluntary sectors, as well as NGB's and other interested parties will be vital in the ability to deliver provision in the future. The interim population projections mean that the future surpluses and deficiencies for each analysis area are up to 2021.

5.2: Justification of sites within the action plan

The Action Plan details policy options relating to individual sites and the need to enhance and develop new sporting provision. The following criteria have been used to identify priorities and justify the inclusion of sites within the Action Plan. Just one of the following may apply:

- ◀ A project is currently underway to enhance the existing site and/or funding has been secured.
- ◀ An evaluation of site use is required as it is of poor quality and is reportedly underused.
- ◀ The desired action is small scale, short term and will enhance the quality of current provision, whilst aiding community use.
- ◀ The importance of the site is identified in other strategies.

The tables showing the summary of surpluses and deficiencies in each analysis area utilise the capacity data from the Assessment Report. Capacity calculations include school sites identified as already having competitive community usage. It does not include schools without any current community use noted.

It only includes sites that have community use in order to reflect genuine spare capacity at sites. As sites with current community use are more likely to be willing to allow greater levels of club use; having the structures already in place to enable such use.

Conversely schools without and/or unwilling to allow community use are likely to be more difficult to open in order to start to allow club usage.

Subsequently all school sites are included in the action plan. However, the level of influence the City Council has in the management and access of some sites is limited. This has been reflected in the recommended actions for such sites.

5.3: Management and development

The following issues should be considered when undertaking sports related site development or enhancement:

- ◀ Financial viability.
- ◀ Security of tenure.
- ◀ Planning permission requirements and any foreseen difficulties in securing permission.
- ◀ Adequacy of existing finances to maintain existing sites.
- ◀ Business Plan/Masterplan – including financial package for creation of new provision where need has been identified.
- ◀ Analysis of the possibility of shared site management opportunities.
- ◀ The availability of opportunities to lease sites to external organisations.
- ◀ Options to assist community groups to gain funding to enhance existing provision.
- ◀ Negotiation with landowners to increase access to private strategic sites.
- ◀ Opportunities for external funding and partnerships with local clubs, NGBs and developers.

The following tables set out a series of recommended actions relating to sport and site specific issues within Carlisle.

5.4: Area by area specific action plan

The Action Plan has been created to be delivered over a ten year period. The information within the Assessment Report, Strategy and Action Plan will require updating as developments occur. It is not feasible to include all sites with identified development issues. Only sites, which meet the criteria listed above, have, therefore, been included.

Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

CARLISLE CITY COUNCIL PLAYING PITCH STRATEGY

Rural East Area

Summary of surplus and deficiency in Rural East Area						
	Football			Cricket	Senior rugby union	Total pitches
	Senior	Junior	Mini			
Current	4.5	2.5	-2.0	-1.7	-	3.3
2021	4.4	2.4	-2.1	-1.9	-	2.8

In general, the Rural East Area is not deficient in terms of total pitches both currently (3.3 pitch surplus) and in 2021 (2.8 pitch surplus). However, current and future deficiencies are highlighted in mini football pitches and cricket. Due to the overall surplus of pitches it is not likely, based on current trends, that new land is required for allocation; as identified deficiencies and demand can be met through implementation of the actions set out below.

Currently there is a slight oversupply of senior pitches that is attributed to spare capacity across four sites. The site with the most noticeable amount of spare capacity is Rickerby Park with capacity for an additional six matches per week (Saturdays and Sundays). However, this potential availability is split between the different pitch types located on the site. The deficiency of mini football pitches is attributed to the number of mini teams playing (seven) and the shortage of pitches at peak time (Saturday AM). In addition, latent demand is expressed for junior (0.5) and mini (0.5) football pitches. These deficiencies are addressed as part of the action plan below.

In terms of cricket, the shortfall in provision is attributed to the level of midweek cricket at sites in the area. However, non turf wickets are likely to be used for midweek match play. Therefore the need for shortfall in provision to be addressed is not required. The priority for the Council should be to support clubs (where possible) in their respective plans and funding applications for dedicated practice facilities.

Site	KKP ref	Management	Issue to be resolved	Recommended actions	Tier	Objectives met	Priority
Longtown Cricket Club	1	Club	Training takes place on the grass wickets. Club rates changing rooms as unacceptable.	Support club in sourcing funding opportunities for a dedicated practice wicket as well as improved changing facilities.	Club	b, n, p	M
Great Corby Cricket Club	17	Club	Training takes place on non-turf wicket and issue of unofficial use affects quality.	Support club in sourcing funding opportunities for a practice wicket.	Club	b, n, p	S

CARLISLE CITY COUNCIL PLAYING PITCH STRATEGY

Site	KKP ref	Management	Issue to be resolved	Recommended actions	Tier	Objectives met	Priority
Hayton C of E Primary School	21	Education	Site contains one junior and one mini pitch. Both rated as good quality. No community use is present on site but school identifies pitches are available.	Work with the School to explore options for establishing community use. Could help to meet latent demand expressed by Longtown FC and/or Cotehill & Cumwhinton Crusaders FC.	Education	b, k, o, p	S
Irthing Vale Cricket Club	25	Club	Average pitch quality due to issue of unofficial use and training.	Support club in plans for a dedicated practice wicket in order to reduce use of the pitch.	Club	b, n, p	M
Lanercost Cricket Club	27	Club	Played over capacity but junior and midweek teams are likely to use non-turf wicket on site. Considered good quality. Training is on non-turf wicket on square. Club is considering potential of extending the range of sports facilities on site (such as tennis courts).	Morton Academy could in the future provide capacity (with potential new non-turf wickets) to be able to transfer some play and help meet identified deficiency in the Area.	Club	b, i, n, p	S
Lochinvar School Playing Field	29	Education	Senior, junior and mini football pitches are all rated as average quality. Works are planned to convert the former caretaker's bungalow on site into changing accommodation (no funding secured).	Support Longtown FC (as lease holder) in its plans to create changing facilities on site. Encourage club to improve quality of pitches which will increase the carrying capacity on site and help meet latent demand identified.	Club	b, c, i, l, p	S/M M
Rickerby Park	40	Private	Good quality senior, junior and mini football pitches with some spare capacity. Club reports need for additional car parking and plans to redevelop changing.	Work with the Club to explore funding options for additional car parking and plans to redevelop changing.	Club	n, p	S/M
St Georges Field	46	Club/ Brampton Parish Council	Two senior football pitches. Both rated as average quality with spare capacity (Saturday AM and Sunday PM). Changing facilities on site are considered poor.	Consider reconfiguration of one senior pitch to meet deficiency for a mini pitch provision. Support Brampton FC (as main site user) and/or parish council in any future funding bids to improve ancillary	Club	b, c, e, p	S M/L

CARLISLE CITY COUNCIL PLAYING PITCH STRATEGY

Site	KKP ref	Management	Issue to be resolved	Recommended actions	Tier	Objectives met	Priority
				facilities.			
The Hartley Trust Playing Field	51	Hartley Trust	Site has one cricket pitch, of good quality, and one senior football pitch of poor quality due to lack of markings and surface quality.	Work with the Trust to establish similar management arrangement for football as with cricket provision on site.	Key centre	b, c, e, i	S M
Walton Village Green	54	Parish Council	One senior football pitch. Poor condition. Uneven, waterlogged surface and no line markings. No community use is identified.	If any future local demand, remark as two mini pitches to help meet identified deficiency in the Area.	Strategic reserve	b, c, e	L
Down-a-Gate Recreation & Community Centre	55	Community Trust	Site contains senior, junior and mini pitch provision, all of good quality. Warwick Wanderers FC has aspirations to relay pitches and improve changing facilities.	Support the Club to identify funding opportunities for site improvements.	Key centre	b, c, e, h, i, j, n, p	M
William Howard Centre	56	Education	Two senior football pitches and one rugby pitch over mark a cricket pitch. Average quality with issues of water logging. No community use of the grass pitches. Site also contains a sandbased AGP facility with community use for football.	If any future local demand, work with the School to explore options for further community use (this would include addressing drainage issues). Resurface as a 3G pitch at the end of current AGP lifespan.	Education	b, e, k,	M L
Wetheral Bowling Green	75	Club	Club is looking to increase the amount of car parking at the site.	Support the Club in exploring options for additional car parking.	Club	p	M
Wetheral Playing Fields	78	Wetheral Playing Fields Association/ Wetheral Parish Council	Site contains a senior and junior football pitch. A cricket pitch is over marked with football. All pitches are rated average quality and football pitches are overplayed.	Cotehill & Cumwhinton Crusaders FC is working with Wetheral Playing Fields Association to find funding for a sports pavilion on site.	Club	b, e, i, j, n, p	S/M
Cumwhinton Primary School	81	Education	One junior football pitch, which is rated as poor quality.	Could help to meet latent demand expressed by Cotehill & Cumwhinton Crusaders FC.	Education	b, i, k, o, p	S

CARLISLE CITY COUNCIL PLAYING PITCH STRATEGY

Site	KKP ref	Management	Issue to be resolved	Recommended actions	Tier	Objectives met	Priority
Warwick Bridge Primary School	82	Education	Contains a poor quality junior pitch. No community use is present on site but school identifies pitch is available.	No current requirement for community use identified.	Education	b, k	L
Fir Ends Junior School	90	Education	Average quality junior and mini pitches. No community use identified but school states pitches are available for use. School reports aspiration for a MUGA if funding permits.	Work with school to explore option of attracting community use. Particularly with regard to meeting mini pitch shortfall in the Area.	Education	b, k	M
Rockcliffe Cricket Club	91	Club	Average quality pitch which is prone to flooding. Changing accommodation on site is small and lacks showers.	Support club in identifying funding opportunities in order to improve pitch/ancillary facilities.	Club	b, n, p	S/M
Linton Bowling Club	107	Club	Club is looking to carry out repair work to roof and improve car park surface.	Support club in identifying funding opportunities in order to improve ancillary facilities on site.	Club	p	M

CARLISLE CITY COUNCIL PLAYING PITCH STRATEGY

Rural West Area

Summary of surplus and deficiency in Rural West Area								
	Football			Cricket	Senior rugby union	Senior rugby league	Junior rugby league	Total pitches
	Senior	Junior	Mini					
Current	3.5	-1.0	-3.0	2.1	2.0	-0.5	-1.5	1.6
2021	3.4	-1.1	-3.1	2.1	2.0	-0.5	-1.5	1.3

In general, the Rural West Area is not deficient in terms of total pitches both currently (1.6. pitch surplus) and in 2021 (1.3 pitch surplus). However, current and future deficiencies are highlighted in junior and mini football pitches and in rugby league pitches. Due to the overall surplus of pitches it is not likely, based on current trends, that new land is required for allocation; as identified deficiencies and demand can be met through implementation of the actions set out below.

There is a slight current and future shortfall of junior and mini football pitches in the Rural West Area which is predominately as result of the large number of teams playing and the shortage of pitches at peak time (Saturday AM). The Council should seek to increase community use at school sites (where there are existing pitches) to accommodate the current and future deficiency of mini pitches as well as latent demand (of two junior pitches) expressed. There are also a number of schools available for community use but with no competitive usage in the area that should be explored.

The small surplus of senior pitches should be retained to accommodate the new FA pitch dimension and sizes which will result in demand for 11v11 pitches, particularly to accommodate youth football (U13-U18) as well as latent demand for senior (one) and junior (two) pitches.

No shortfall is identified for cricket or rugby union provision in the Rural West Area. However, a small shortfall of rugby league pitches is highlighted. The Creighton RFC site is the home ground for East Cumbria Crusaders; the only rugby league club in Carlisle. A key priority should be to address the drainage issues at site in order for carrying capacity to be increased. This will help to meet identified shortfalls.

Site	KKP ref	Management	Issue to be resolved	Recommended actions	Tier	Objectives met	Priority
Caldew Secondary School	6	Education	Four senior football pitches, a rugby pitch, cricket pitch and 3G AGP on site. All except the cricket pitch are assessed as good quality. However,	Work with the School to explore option of increasing community use. Use of the rugby pitch to meet rugby league shortfall may be an option to explore.	Education	b, c, e, k	S/M

CARLISLE CITY COUNCIL PLAYING PITCH STRATEGY

Site	KKP ref	Management	Issue to be resolved	Recommended actions	Tier	Objectives met	Priority
			standing water was an issue at time of site visits. Spare capacity of football pitches is noted, particularly on Saturday PM.	Senior football pitches could be used to help meet junior pitch shortfall.			
Creighton Rugby Football Club	13	Club	Senior rugby union pitch on site is rated average for quality. The Club is looking at options to address drainage issue. Site also contains two senior football pitches and a cricket pitch. All assessed as being in good condition. Spare capacity on the football pitches is noted, particularly for Sunday PM.	Support Creighton RFC in partnership with the RFU in its plans to improve the quality of the main rugby pitch; which will increase its carrying capacity. Retain spare football capacity as strategic reserve and to maintain quality.	Key centre	b, c, h, i, n, p	S
Cummersdale School	15	Education	One average quality mini football pitch. No community use is present on site but school identifies pitch is available.	If any future local demand, work with the School to explore options for further community use to help meet shortfall of mini pitches in the Area.	Education	b, k,	M
Dalston Recreation Ground	16	Parish Council	Site has a good quality senior football pitch. Spare capacity is noted on Saturday and Sunday PM.	Work with the Parish Council to explore option of increasing community use to accommodate junior shortfall.	Club	b, c, e	M
Hammonds Pond	19	Carlisle City Council	Two senior and two mini football pitches of a good quality as well as an average junior football pitch are on site. Unofficial use is highlighted. Changing facilities on site are poor.	Work with clubs and partners to improve the quality of junior pitch on site. Will increase carrying capacity and help to meet latent demand expressed by Upperby FC for junior pitches. Need to ensure changing facilities are fit for purpose.	Key centre	b, c, e, h, i, j, n, p	S M
Raughton Head C of E School	36	Education	Site has one junior football pitch of average condition. No community use but school identifies pitch is available.	If any future local demand, work with the School to explore options for further community use to help meet latent demand expressed by Upperby FC for junior pitches.	Education	b, k, o, p	S

CARLISLE CITY COUNCIL PLAYING PITCH STRATEGY

Site	KKP ref	Management	Issue to be resolved	Recommended actions	Tier	Objectives met	Priority
Great Orton School	87	Education	Average quality junior pitch. Drainage recently improved. No community use but school identifies pitch is available.	If any future local demand, work with the School to explore options for further community use to help meet latent demand expressed by Upperby FC for junior pitches.	Education	b, k, o, p	S/M

CARLISLE CITY COUNCIL PLAYING PITCH STRATEGY

Urban Area

Summary of surplus and deficiency in Urban Area							
	Football			Cricket	Senior rugby union	Junior rugby union	Total area converted into hectares
	Senior	Junior	Mini				
Current	6.5	6.0	-1.5	-0.1	2.0	-1.5	10.7
2021	6.0	5.8	-2.0	-0.2	2.0	-1.6	9.2

In general, the Urban Area is not deficient in terms of total pitches both currently (10.7 pitch surplus) and in 2021 (9.2 pitch surplus). However, current and future deficiencies are highlighted in mini football pitches and in junior rugby union pitches. Due to the overall surplus of pitches it is not likely, based on current trends, that new land is required for allocation; as identified deficiencies and demand can be met through implementation of the actions set out below.

The surpluses of senior and junior pitches should be retained to accommodate latent demand (of 4 junior, 1 mini and 0.5 senior football pitches) and to accommodate the new FA pitch dimension and sizes. Education sites could offer additional pitches to accommodate current and future demand. Richard Rose Central Academy is highlighted as having a large amount of spare capacity. Remedial work may be required prior to allowing teams to use them and appropriate community use agreements should be developed at the sites.

The slight deficiency in junior rugby pitches is attributed to demand from Carlisle RFC. A priority should be to address this shortfall and explore options with the Club and RFU as how best to resolve.

Potentially two new non turf wickets will be provided at Richard Rose Morton Academy for the Last Man Stands Initiative.

Site	KKP ref	Management	Issue to be resolved	Recommended actions	Tier	Objectives met	Priority
Bishop Harvey Goodwin Memorial School	3	Education	Three good quality mini football pitches on site. Spare capacity is noted for Saturday PM and Sundays.	If any future local demand, work with the School to explore options for further community use to help meet shortfall of mini provision and latent demand expressed by Edenvale FC for two additional mini teams.	Education	b, k, o, p	S

CARLISLE CITY COUNCIL PLAYING PITCH STRATEGY

Site	KKP ref	Management	Issue to be resolved	Recommended actions	Tier	Objectives met	Priority
Briars Bank	4	Carlisle City Council	Site has two good quality senior football pitches and an average mini pitch. Drainage issues occur and site is played to capacity.	Ensure continued level of current use and quality of provision. Consider the sites potential for a long term lease/asset transfer agreement with Stanwix FC.	Key centre	b, c, h, i, j, l, n, p, q	S/M
California Road	7	Carlisle City Council	Contains one poor quality senior football pitch. Site has not been able to accommodate play due to drainage issues.	No local current demand identified to continue to maintain this pitch for football.	Strategic reserve	d, h	M/L
Carlisle Cricket Club	8	Club	Club has aspiration to build another pavilion as current facility is felt to be too small for size of club. Also, reports demand for dedicated off-pitch practice net.	Support club in plans for any future developments/improvements.	Club	c, e, n, o, p	M
Carlisle Rugby Football Club	9	Club	Three senior rugby pitches are all overplayed. They rate good for quality but issues of flooding are noted. Training also occurs on the pitches. Club has aspirations for an IRB compatible AGP.	Support the Club to access funding opportunities for site improvements following pitch drainage investigations. Long term potential of an AGP should be explored.	Club	b, c, e, i, n, p	S/M M/L
Chances Park	11	Carlisle City Council	Site has an average quality junior pitch and a poor quality mini pitch. Water logging often means maintenance is difficult. Changing facilities on site are poor.	Consider the sites potential for a long term lease/asset transfer agreement with a local club. Latent demand expressed by clubs such as Pirelli FC and Hesket JFC. Consider improvements to changing facilities only if pitches can be improved	Key centre	b, c, i, l, q	S M/L
Clarksfield	12	Carlisle City Council	Site has an average quality junior pitch and a poor quality mini pitch. No current community use is identified.	No local current demand identified to continue to maintain pitch for football. Consider option of ceasing to mark pitches on site if no use is recognised.	Strategic reserve	d, h	M L

CARLISLE CITY COUNCIL PLAYING PITCH STRATEGY

Site	KKP ref	Management	Issue to be resolved	Recommended actions	Tier	Objectives met	Priority
Harraby Community Centre Playing Fields	20	Education	Two senior pitches and one junior football pitch are located on site. Spare capacity on senior pitches is noted for Saturdays. Proposals for a 3G AGP facility are identified as part of area development. Refer to Indoor Sports Facilities Strategy regarding actions for built facility provision	Development of a new 3G facility on site. Ensure community use is established; as demand for football training facilities is high. Further to existing grass pitches; additional junior pitch provision should be sought in order to meet latent demand expressed by Harraby FC for three junior teams.	Strategic Site	b, c, d, e, i, n, o, p	S
Heysham Park/ Beckfield	22	Carlisle City Council	Contains one poor quality junior football pitch. Site has not been able to accommodate play due to drainage.	No local current demand identified to continue to maintain this pitch for football.	Strategic reserve	d, h	S/M
Inglewood Junior School	24	Education	Site has two junior and one mini football pitch. School is looking to carry out drainage works on the current mini football pitch. Spare capacity of junior pitches is highlighted.	A community use agreement with a club willing to use site may offer opportunities to access funding and improve quality.	Club/ Education	b, c, e, k	S
Keenan Park	26	Carlisle City Council	The senior football pitch and two mini pitches are rated as average. Drainage issues on site are noted. Changing facilities on site are poor.	Look to improve the quality of the pitches and consider improvements to changing facilities once pitches are improved.	Key centre	b, c, h, i,	S
Melbourne Park	30	Carlisle City Council	All four senior and two mini football pitches on site are rated as good quality. Changing facilities on site are highlighted as being dated.	Look to address substandard quality of changing facilities on site.	Key centre	b, c, h, i,	S/M
Miltech Stadium	31	Private	Gilford Youth FC are investigating cost of providing additional junior and mini pitches on site before applying for funding.	Explore potential with the Club for wider community access to be permitted.	Club	b, c, e, n, p	M/L
Newlaithes Junior School	32	Education	School has one junior pitch (of poor quality). No competitive community use is identified; although it is allowed.	No current requirement for community use identified.	Education	b, k	L

CARLISLE CITY COUNCIL PLAYING PITCH STRATEGY

Site	KKP ref	Management	Issue to be resolved	Recommended actions	Tier	Objectives met	Priority
Newtown School	33	Education	School has one mini pitch of good quality available for community use. No competitive community use is identified.	No current requirement for community use identified.	Education	b, k	M
Park side/ Hartley Avenue	34	Carlisle City Council	Site has two average quality mini football pitches.	A potential community use agreement with Kingstown United (as main user of site) may offer opportunities to access funding to improve quality of site.	Club	b, c, i, l, n, p	S/M
Richard Rose Central Academy Sports Complex	37	Education	There are two senior and two junior football pitches as well as two junior rugby pitches and one cricket pitch. Pitches are all shared with Newman and Trinity schools. Site also contains an AGP. Significant amount of spare capacity is highlighted. Drainage on site is a reported issue.	Work with the School to explore options of providing greater community use. Particularly with meeting demand for rugby and football in the City. Spare capacity of junior pitches could help to meet latent demand expressed by clubs such as Pirelli FC and Hesket JFC. Replace as a 3G surface at end of current AGP lifespan.	Key centre	b, c, e, k	S L
Richard Rose Morton Academy	38	Education	School has four senior football pitches, a rugby pitch and a cricket pitch. All are assessed as poor quality due to flooding issues. Site could provide future opportunity to be developed as a hub site. Refer to Indoor Sports Facilities Strategy regarding actions for built facility provision	Construction of non-turf wickets as part of LMS initiative could help meet demand expressed by cricket club for additional training facilities. Drainage issues on site should be addressed linked to this.	Education	b, c, e, i, k	S/M L
Richardson Street	39	Carlisle City Council	Senior and mini football pitches on site are of an average quality. Drainage issues and unofficial use are noted.	Priority should be to improve quality of the mini pitch (given current shortfalls) in order to increase carrying capacity.	Key centre	b, c, i, j, n	S/M
Robert Ferguson	41	Education	Three poor quality mini pitches are	If any future local demand, work with	Education	b, k, l, o	S

CARLISLE CITY COUNCIL PLAYING PITCH STRATEGY

Site	KKP ref	Management	Issue to be resolved	Recommended actions	Tier	Objectives met	Priority
Primary School			located on site. Community is allowed but no use is highlighted.	the School to explore option of increasing community use if quality can be improved. A potential community use agreement with a club willing to use site may offer opportunities to access funding and improve quality.			
Sheepmount Stadium	43	Carlisle Leisure	There are a total of eight senior, four junior and two mini pitches. Site also contains an AGP and running track. All are of a good quality. Site is overplayed.	Priority should be given to replacing the current astro turf pitch with a 3G. The Sheepmount is a key strategic site for football with most of the current activity on the astro turf being football.	Strategic site	b, c, e, h, i, n, p	S L
Spider Park	44	Carlisle City Council	Poor quality junior pitch. Considered to have suffered from drainage and surface issues.	A potential community use agreement with a club willing to use site may offer opportunities to access funding and improve quality.	Club	b, c, i, l	M
St Margaret Marys Catholic Primary School	47	Education	Site has a junior and mini pitch. Both of poor quality. No community use is identified but pitches are available.	A potential community use agreement with a club willing to use such sites may offer opportunities to access funding and improve quality.	Education	b, c, k, l	S/M
Upperby Primary School	53	Education	Site has a junior and mini pitch. Both of a poor quality. No community use is identified but pitches are available.	May help to meet identified shortfalls and latent demand expressed; particularly for mini pitches.			
Willowholme	57	Carlisle City Council	Not identified as being marked or used for football.	No local current demand identified to continue to maintain this pitch for football.	Strategic reserve	d, h	S
Yewdale Primary School	58	Education	Site has a junior and mini pitch. Both of a poor quality. No community use is identified but pitches are available.	No current requirement for community use identified.	Education	b, k	S/M
St James Park	65	Carlisle City Council	MUGA on site is of a below average quality.	Look to improve quality of facility to similar level of existing provision in City.	Key Centre	b, c	M

CARLISLE CITY COUNCIL PLAYING PITCH STRATEGY

Site	KKP ref	Management	Issue to be resolved	Recommended actions	Tier	Objectives met	Priority
Bitts Park	66	Carlisle City Council	Site could benefit in terms of quality and capacity from greater ancillary facilities. Refer to Indoor Sports Facilities Strategy regarding actions for built facility provision	Consider with partners, options regarding improvement to ancillary facilities on site.	Key centre	b, c, e, n	M/L
Newman School	68	Education	Two good quality junior pitches. No community use is allowed.	Work with the School to explore options of providing community use. Particularly with meeting demand for football in the City. Spare capacity of junior pitches could help to meet latent demand expressed by clubs such as Pirelli FC and Hesket JFC.	Education	b, c, e, k, p	M/L
Carlisle Bowling Club	71	Club	Current club house is dated and requires maintenance.	Support the Club to access funding opportunities for site improvements.	Club	p	L
Austin Friars St Monica School	79	Education	School has two senior rugby pitches and an AGP. No community use of provision is permitted.	Work with the School to explore options to offer community use, particularly of rugby pitches to help with junior rugby pitch shortfall in the Area.	Education	b, c, e, k, p	S
Petteril Bank Primary School	86	Education	One average quality junior football pitch. Capacity to accommodate an additional match per week.	Sustain current usage and retain spare capacity as strategic reserve.	Education	c, e	S
The Glebe Land	88	Stanwix Community Association	Site contains one mini football pitch. Rated as poor quality and as a result is overplayed.	Improve pitch quality in order to increase its carrying capacity. Consider some transfer of play to sites such as Willowholme, Spider Park, etc. Support the Stanwix FC (as only user of site) to access funding opportunities for site improvements.	Club	b, c, e, i, l, n, p	S/M

PART 6: CONCLUSIONS

The Playing Pitch Strategy seeks to provide guidance for decision-making across Carlisle up to 2025. This is both in terms of planning (applications), conforming to paragraph 73 of the NPPF, as well as for sports and recreation development. By addressing the issues identified in the Assessment Report and using the strategic framework presented in this Strategy, the current and future sporting and recreational needs of Carlisle can be satisfied. The Strategy identifies where there is a deficiency in provision and identifies how best to resolve this in the future.

It is important that this document is used in a practical manner, is engaged with partners and encourages partnerships to be developed, to ensure that playing pitches and ancillary facilities are regarded as a vital aspect of community life and which contribute to the achievement of Council priorities.

The production of this Strategy should be regarded as the beginning of the planning process. The success of this Strategy and the benefits that are gained are dependent upon regular engagement between all partners involved and the adoption of a strategic approach. The Strategy is intended to be flexible and regularly updated using the accompanying database tools provided.

PART 7: MONITORING AND REVIEW

Developing a PPS requires significant resources from a range of parties. It is therefore essential that the benefits of providing these resources are not lost by leaving the PPS on the shelf and letting it run out of date. Along with ensuring it is used and applied a process should be put in place to keep the PPS robust and up to date.

A steering group has overseen the development of the PPS. The core members of this group will remain in place and new members will become part of the steering group to ensure the ongoing delivery and monitoring of the strategy. A yearly monitoring process will be implemented by the steering group and will address:

- How the delivery of the recommendations and action plan has progressed and any changes required to the priority afforded to each action (e.g. the priority of some may increase following the delivery of others)
- How the PPS has been applied and the lessons learnt
- Any changes to particularly important sites and/or clubs in the area (e.g. the most used or high quality sites for a particular sport) and other supply and demand information, what this may mean for the overall assessment work and the key findings and issues
- Any development of a specific sport or particular format of a sport
- Any new or emerging issues and opportunities.
- Reviews the need to update the PPS along with the supply and demand information and assessment work on which it is based. Further to review the group should either:

- 1) Provide a short annual progress and update paper;
- 2) Provide a partial review focussing on particular sport, pitch type and/or sub area; or
- 3) Lead a full review and update of the PPS document (including the supply and demand information and assessment details).

The on-going role of the steering group should be supported by regular liaison with the NGBs. This could include annual sport specific meetings with the respective NGBs and any other relevant parties (e.g. league secretaries). These meetings could help to review and update the key supply and demand information, if necessary amend the assessment work, monitor the delivery of the recommendations and action plan and highlight any new issues and opportunities. The meetings could be timed to fit with the annual affiliation process undertaken by the NGBs which would help to capture changes in the number and nature of sports clubs in the area. Other information that is already collected on a regular basis such as pitch booking records for local authority and other sites could be fed into these meetings.

Along with a yearly review it is also suggested that the steering group can meet every 6 months to update on projects and information sharing and to discuss any relevant important changes to the use of sites or supply and demand.

A Playing Pitch Strategy should be subject to a full review every three years under Sport England recommendations. However, regular monitoring of key supply and demand data can extend the life of the Playing Pitch Strategy to five years. The steering group therefore have an important role to play in monitoring the plan.

APPENDIX ONE: FUNDING PLAN

Funding opportunities

In order to deliver much of the Action Plan it is recognised that external partner funding will need to be sought. Although seeking developer contributions in applicable situations and other local funding/community schemes could go some way towards meeting deficiencies and/or improving provision, other potential/match sources of funding should be investigated. Below is a list of current funding sources that are relevant for community improvement projects involving sports facilities.

Awarding body	Description
Big Lottery Fund http://www.biglotteryfund.org.uk/	Big invests in community groups and to projects that improve health, education and the environment
Sport England : <ul style="list-style-type: none"> • Sustainable Facilities Fund • Sportsmatch • Small Grants • Protecting Playing Fields • Inspired Facilities • Iconic Facilities http://www.sportengland.org/funding.aspx	Sport England is keen to marry funding with other organisations that provide financial support to create and strengthen the best sports projects. Applicants are encouraged to maximise the levels of other sources of funding, and projects that secure higher levels of partnership funding are more likely to be successful.
Football Foundation http://www.footballfoundation.org.uk/	This trust provides financial help for football at all levels, from national stadia and FA Premier League clubs down to grass-roots local development.
Rugby Football Foundation - The Loans Scheme http://www.rfu.com/microsites/rff/index.cfm?fuseaction=loans.home	The Loans Scheme helps finance projects that contribute to the retention and recruitment of rugby players. Projects eligible for loans include: 1. Club House Facilities: General structural improvements, general refurbishment, storerooms and offices, kitchen facilities, training areas. 2. Grounds (other than pitches): Car parking facilities, ground access improvements, fencing, security measures.
Rugby Football Foundation - The Grant Match Scheme http://www.rfu.com/microsites/rff/index.cfm?fuseaction=groundmatch.home	The Grant Match Scheme provides easy-to-access grant funding for playing projects that contribute to the recruitment and retention of community rugby players. Grants are available on a 'match funding' 50:50 basis to support a proposed project. Projects eligible for funding include: 1. Pitch Facilities – Playing surface improvement, pitch improvement, rugby posts, floodlights. 2. Club House Facilities – Changing rooms, shower facilities, washroom/lavatory, and measures to facilitate segregation (e.g. women, juniors). 3. Equipment – Large capital equipment, pitch maintenance capital equipment (e.g. mowers).

Awarding body	Description
EU Life Fund http://ec.europa.eu/environment/funding/intro_en.htm	LIFE is the EU's financial instrument supporting environmental and nature conservation projects throughout the EU.
National Hockey Foundation http://www.thenationalhockeyfoundation.com/	The Foundation primarily makes grants to a wide range of organisations that meet one of our chosen areas of focus: Young people and hockey. Young people and sport in Milton Keynes. Enabling the development of hockey at youth or community level. Smaller Charities.

Protecting Playing Fields

SE has recently launched a funding programme; Protecting Playing Fields (PPF) as part of its Places People Play Olympic legacy mass participation programme and is investing £10 million of National Lottery funding in community sports projects over the next three years (2011-2014).

The programme is being delivered via five funding rounds (with up to £2 million being awarded to projects in each round). Its focus is on protecting and improving playing fields and developing community sport. It will fund capital projects that create, develop and improve playing fields for sporting and community use and offer long term protection of the site for sport. Projects are likely to involve the construction of new pitches or improvement of existing ones that need levelling or drainage works.

Sport England's 'Inspired Facilities' funding programme will be delivered via five funding rounds where clubs, community and voluntary sector groups and local authorities can apply for grants of between £25k and £150k where there is a proven local need for a facility to be modernised, extended or modified to open up new sporting opportunities.

The programmes three priorities are:

- ◆ Organisations that haven't previously received a Sport England Lottery grant of over £10k.
- ◆ Projects that are the only public sports facility in the local community.
- ◆ Projects that offer local opportunities to people who do not currently play sport.

Besides this scheme providing an important source of funding for potential voluntary and community sector sites, it may also provide opportunities for Council to access this funding particularly in relation to resurfacing of artificial sports surfaces

Iconic Facilities Fund

The Iconic Facilities fund is part of the £135m Places People Play initiative which will deliver an Olympic and Paralympic legacy of increased sports participation by bringing the magic of a home Games into the heart of local communities. It is being delivered by Sport England in partnership with the British Olympic Association, the British Paralympic Association, with the backing of The London Organising Committee of the Olympic Games and Paralympic Games.

It will direct capital investment into a small number of strategic facility projects that will significantly contribute to an increase in mass participation in sport across England. These facilities will be promoted as best practice and will provide a network of regional sports facilities delivering mass participation across a number of sports.

Iconic Facilities will prioritise funding to projects that provide:

- ✦ Strategic facilities in England for at least two National Governing Bodies of Sport
- ✦ Large scale capital developments resulting in facilities of regional significance for two sports or more; but also demonstrating local delivery
- ✦ Multi-sport facilities, but with a focus on sporting activities that will drive high participant numbers
- ✦ A mix of facility provision to encourage regular & sustained use by a large number of people
- ✦ Indoor and/or outdoor facilities
- ✦ An enhancement, through modernisation, to existing provision and/or new build
- ✦ Confidence in their ability to deliver with detailed designs and planning permission secured
- ✦ A strong project team, led ideally by a Local Authority (providing capital funding)
- ✦ A long-term sustainable business plan attracting public and private investment
- ✦ Quality in design, but are fit for purpose to serve the community need
- ✦ Operating models, which may include an emphasis on community ownership (e.g. social enterprises, trusts)

This may present opportunities to invest in its outdoor sports facilities although will require additional research to identify suitable sites.

Funder's requirements

Below is a list of funding requirements that can typically be expected to be provided as part of a funding bid, some of which will fall directly out of the Playing Pitch Strategy:

- ✦ Identify need (i.e., why the Project is needed) and how the Project will address it.
- ✦ Articulate what difference the Project will make.
- ✦ Identify benefits, value for money and/or added value.
- ✦ Provide baseline information (i.e., the current situation).
- ✦ Articulate how the Project is consistent with local, regional and national policy.
- ✦ Financial need and project cost.
- ✦ Funding profile (i.e., Who's providing what? Unit and overall costs).
- ✦ Technical information and requirements (e.g., planning permission).
- ✦ Targets, outputs and/or outcomes (i.e., the situation after the Project/what the Project will achieve)
- ✦ Evidence of support from partners and stakeholders.
- ✦ Background/essential documentation (e.g., community use agreement).
- ✦ Assessment of risk.

Indicative costs

The indicative costs of implementing key elements of the Action Plan can be found on the Sport England website:

http://www.sportengland.org/facilities_planning/design_and_cost_guidance.aspx

The costs are for the development of community sports facilities and are based on providing good quality sports facility. These rounded costs are based on schemes most recently funded through the Lottery (and therefore based on economies of scale), updated to reflect current forecast price indices provided by the Building Cost Information Service (BCIS), prepared by Technical Team Lead of Sport England.

CONSULTEE LIST- Playing Pitch Strategy

Name	Designation	Organisation
Lucy Archer	Team leader	England Athletics
Nick Ridgeon	Club and Coach Support Officer	England Athletics
Mr Ken Taylor	Secretary	Border Harriers & Athletics Club
Geoffrey Round	Secretary	Linton Bowls Club
Mr John Sibley	Secretary	Wetheral Bowls Club
Mr B Henderson	Secretary	Dalston Bowling Club
Mrs P Faulder	Secretary	Longtown Bowls Club
Mr E Warwick	Secretary	Holme Head Bowling Club
Mr R H Banks	Secretary	Carlisle Subscription Bowling Club
Mr David Routledge	Secretary	Irthing Vale Wanderers Cricket Club
Mr Mark Vasey	Secretary	Scotby Cricket Club
Dick Scott	Secretary	Carlisle Cricket Club
Steven Jeffrey	Secretary	Longtown CC
Mike Mitchelson	Secretary	Lanercost Cricket Sports Club
John Wharton	Team Captain	Rockcliffe Cricket Club
Colin Bickerstaffe	Secretary	North Lancashire & Cumbria League
Martin Burns	Secretary	Carlisle District Cricket League
Craig Lewis	Football Development Officer	Cumberland FA
Mark Hardcastle	Regional Manager	The FA
Helen Aitchison	Women's and Girls' Football Development Officer	Cumberland FA (Also secretary of Cumbria Women's League)
Luke Leathers	Green Spaces Manager	Carlisle City Council
Lee Lewis	Grounds Maintenance	Carlisle City Council
Jackie Breckton	Pitch Bookings	Carlisle City Council
Darren Hopper	Secretary	Harraby Catholic Club FC
Mrs Jackie Hayhow	Secretary	Gillford Park Youth FC
Mr P Brecken	Secretary	Howard Rangers FC
Gillian Wigham	Secretary	Longtown F.C
Mr Stephen Boak	Secretary	Morton Manor Junior Football Club
Mr Peter Simpson	Secretary	Pirelli Jnrs FC (& senior)
Mr Craig Palmer	Secretary	Raffles FC
Brian Beattie	Secretary	Botcherby FC
John Cheshire	Secretary	Dalston Black Reds
A Sealey	Secretary	Denton Holme Conservative Club FC
Mark Taylor	Secretary	Harraby Inn FC
R James	Secretary	Howard Arms FC
A Blaylock	Secretary	Lloyds FC
Ms Linda Kelton	Secretary	Moorhouse FC
Darren Burgess	Secretary	Royal Scot FC

Name	Designation	Organisation
D Bragg	Secretary	Ship Inn FC
P Carrigan	Secretary	St Aidans FC
P Wall	Secretary	UMI Exiles FC
Kevin Dobinson	Secretary	Warwick Wanderers FC
A Kerr	Secretary	Yewdale Pegasus FC
Mrs Janet Reid	Secretary	Edenvale Juniors FC
Mrs Michelle Lawson	Secretary	Denton Holme Junior Football Club
Kim Birch	Secretary	Cumwhinton & Cotehill Crusaders FC
Jimmy Hunter	Secretary	Newlaithes FC
Mr Brian Hall	Secretary	Carlisle City Football Club
Jimmy Hunter	Secretary	Crown Newlaithes Ladies FC
Maria Brown	Secretary	St Bedes FC
Mark Burton	Secretary	Abbeytown FC
Alan Smith	Secretary	Brampton FC
Alistair Moffat	Secretary	Carlisle Spartans
Peter Renwick	Secretary	Castletown FC
Kerry Rogerson	Secretary	Creighton FC
Doreen Stockdale	Secretary	Dalston JBR
David Willetts	Secretary	Eden Valley Eagles
Nicola Cubit	Secretary	High Heskett
Lisa Jessamine	Secretary	Kingstown
Ian Bain	Secretary	Thompson FC
Peter Shepherd	Secretary	Northbank FC
Chris Davison	Secretary	Stanwix FC
Ross Nicolson	Secretary	Milbourne Arms FC
Jeff Carr	Secretary	Celtic Nation FC
Jack Williamson	Secretary	Carlisle Sunday League
Steve McMahon	Secretary	Cumberland County League
Athony McMullen	Secretary	Cumbria Veterans League
Martin Horne	Secretary	Carlisle Leisure
Julie Wannop	Director	Eden Golf Club & Driving Range
-	Secretary	Dalston Hall Golf Club
Robert Gordon	Secretary	Carlisle Hockey Club
Ann Woods	Administrator	Belle Vue Primary School
Mr J Roberts	Head Teacher	Bewcastle School
Teresa	Administrator	Bishop Harvey Goodwin School
Mrs L Smith	Head Teacher	Blackford CE Primary School
Angela Graham	Administrator	Brampton Primary School
Mrs J Ditchburn	Head Teacher	Brook Street Primary School
Mrs S Chalmers	Head Teacher	Burgh-by-Sands Primary School
Mr I Johnston	Head Teacher	Caldew Lea School
Mrs S Varian	Head Teacher	Crosby-on-Eden CE Primary School
Mr G Jones	Head Teacher	Cummersdale School
Mrs D Urwin	Head Teacher	Cumwhinton School
Mrs S Hatt	Head Teacher	Fir Ends Primary School

Name	Designation	Organisation
Sue Wright	Administrator	Great Orton School
Mandy Davidson	Administrator	Hallbankgate Village School
Mrs S Lingard	Head Teacher	Hayton CE Primary School
Mrs L Burnie	Head Teacher	Houghton CE School
Mr D Grimshaw	Head Teacher	Inglewood Junior School
Mr A Cairns	Head Teacher	Kingmoor Junior School
Sarah Miles	PE Coordinator	Kingmoor Nursery & Infant School
Mrs A Clarricoats	Head Teacher	Lanercost CE School
Mrs J Simpson	Head Teacher	Lees Hill CE School
Mrs L Batey	Head Teacher	Longtown Primary School
Mrs J Willows	Head Teacher	Newlaithes Infant School
Elaine Jordan	Head Teacher	Newlaithes Junior School
Mr Glynn	Sports Coordinator	Newtown Community Primary School
Tracey	Administrator	Norman Street Primary School
Ms S Blair	Head Teacher	Pennine Way Primary School
Gillian Marland	Head Teacher	Petteril Bank Primary School
Mrs Lawson	Teacher	Raughton Head CE School
Mr Peter Cannon	Caretaker	Robert Ferguson Primary School
Mr D Hodgkiss	Head Teacher	Rockcliffe CE School
Ms S Wilson	Head Teacher	Rosley CE School
Miss J Watson	Head Teacher	Scotby CE Primary School
Mrs E Brocklebank	Head Teacher	Shankhill CE Primary School
Miss C Battle	Head Teacher	St Bede's Roman Catholic Primary School
Mrs P Moss	Head Teacher	St Cuthbert's Catholic Community School
Mr C Wilkins	Head Teacher	St Margaret Mary Catholic Primary School
Mr S Fraser	Head Teacher	St Michael's CE Primary School
Mrs K McMullan	Head Teacher	Stanwix Primary School
Mrs J Hodgson	Head Teacher	Upperby Primary School
Mrs E Long	Head Teacher	Warwick Bridge School
Mrs D Irving	Head Teacher	Yewdale School and Nursery
Gerard Edwards	Bursar	Austin Friars St Monica's School
Dave Folks	Business Manager	Caldew School
Margaret Emburey	Bursar	Newman Catholic School
Denise Richardson	Deputy Head	Richard Rose Central Academy
Katie Robinson	Head Teacher	Richard Rose Morton Academy
Mr Foster	Head of PE	Trinity School
Kath Pigdon	Assistant Head & Director of Sport	William Howard School
Anthony Atherton	Regional Development Manager	RFL
Alan Tucker	Secretary	East Cumbria Crusaders RLFC
Liam Nicholls	RFU Development Officer	RFU
David Morton	Secretary	Carlisle RFC
John Rogers	Chairman	Creighton RFC

Name	Designation	Organisation
Joanna Cunliffe	Tennis Development Manager	LTA
Mr Paul Slight	Secretary	Eden Lawn Tennis Club
Joan Hayton	Chairman	Dalston Tennis Club
Lee Burrell	Head coach	Cavendish Tennis Club/ Carlisle City Council
Ms Barbara Davidson	Secretary	Chatsworth Tennis Club
Paul Frampton	Sports Development Officer	Carlisle City Council

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 23 JUNE 2014

EX.56/14 PLAYING PITCH STRATEGY
(Key Decision – KD.04/14)

Portfolio Culture, Leisure and Young People

Relevant Overview and Scrutiny Panel Community

Subject Matter

The Leader submitted report SD.07/14 presenting the Playing Pitch Strategy which sat alongside the recently approved Sports Facilities Strategy.

The Leader outlined the background position, informing Members that the Playing Pitch Strategy (attached at Appendix A) provided a comprehensive overview of current and future demand for outdoor natural and artificial playing pitch space. The Strategy also provided the Council and its partners with a clear strategic framework for the maintenance and improvement of existing playing pitches and ancillary facilities over the next twelve year period (up to 2025).

The following four strategic objectives had been developed and it was suggested that those should be adopted by the City Council:

STRATEGIC OBJECTIVE 1

To address quantitative deficiencies to meet existing unmet demand and plan for new provision (as and where required)

STRATEGIC OBJECTIVE 2

To address issues of accessibility, quality and management with regard to facility provision

STRATEGIC OBJECTIVE 3

To maximise access to all outdoor facilities and in particular educational facilities

STRATEGIC OBJECTIVE 4

To support the development of local leagues and clubs to meet their needs within Carlisle

Delivery of the objectives could be achieved through implementation of the Action Plan set out in the Playing Pitch Strategy.

The Leader added that the production of the Strategy should be regarded as the beginning of the planning process, the success and benefits to be gained being

dependent upon regular engagement between all partners involved and the adoption of a strategic approach.

A Steering Group had overseen the development of the Strategy. The core members would remain in place, with new members becoming part of the Steering Group to ensure the ongoing delivery and monitoring of the Strategy. A yearly monitoring process would be implemented. In addition, cross working with Planning, Green Spaces departments, sport governing bodies and local leagues and clubs would be necessary to support the delivery of those objectives. Details of the bodies consulted were attached at Appendix B.

In conclusion the Leader moved the recommendation, which was seconded by the Finance, Governance and Resources Portfolio Holder.

Summary of options rejected None

DECISION

That the Executive had considered and approved the Playing Pitch Strategy as a framework for prioritising and steering playing pitch development and improvement across Carlisle.

Reasons for Decision

The Playing Pitch Strategy would support sustained participation in sports and physical activity across the district and the well documented health and well being benefits that brought to all communities

Report to Executive

Agenda
Item:

For Information Only

Meeting Date: 23rd June 2014
Portfolio: Environment and Transport
Key Decision: Yes: Recorded in the Notice Ref: KD.05/14
Within Policy and Budget Framework YES
Public / Private Public

Title: FOOD LAW ENFORCEMENT SERVICE PLAN
Report of: The Director of Local Environment
Report Number: LE 02/14

Purpose / Summary:

The Environmental Health Service Plan comprises the Food law Enforcement Plan and sets out how the Environmental Health Service will deploy its resources in 2014 to 2015 to improve hygiene standards, prevent food borne diseases and help people live healthier lives. It seeks to target intervention to tackle local issues whilst ensuring Carlisle City Council achieves its national responsibilities.

Recommendations:

That the Executive:

- i. Agree the key actions of the Environmental Health Service Plan with respect to Food Safety.
- ii. Refer the said plans to Council for approval in accordance with the Council's Budget & Policy Framework.

Tracking

Executive:	18 th August 2014
Overview and Scrutiny:	31 st July 2014
Council:	9 th September 2014

1. BACKGROUND

- 1.1 Standards of hygiene when eating out was the main concern for members of the public who took part in the 2013 Food Standards Agency's (FSA) Biannual Public Attitudes Tracker Survey. Other concerns from the survey include additives in food, food poisoning, the increasing prices of food and the amount of food waste. The City Council through its Environmental Health Service plays a significant role in protecting the public by its food inspections and infectious disease investigations.
- 1.2 The Food Standards Agency (FSA) have issued a new Food Law Code of Practice in England which became effective on April 6th 2014. The document provides statutory guidance to the City Council in its role as a "Food Authority" on how we should be carrying out our interventions and official controls. Changes from the previous code include measures to improve focus and effectiveness of enforcement and prevent dual regulation in food businesses. The risk descriptors, used to determine inspection frequencies at food establishments, have been updated to increase clarity and consistency. Businesses judged to have good management systems in place will be subject to a reduced inspection frequency which the Agency claims will allow local authorities to concentrate their resources on those establishments that "are persistently non compliant with food law." Another major change is the recognition that it is now possible for a single competent authority to take responsibility for all enforcement and food control activities at certain premises. It is hoped that this will reduce the need for dual regulation reducing the burdens placed on the food industry and enforcers
- 1.3 The Food Law Enforcement Plan (the Plan) sets out how the Environmental Health Service will protect food safety in Carlisle during 2014 to 2015. As part of the Food Law Enforcement Plan the "Food Safety Service Plan" (Appendix.1- pages 9 to 18) sits within the full Environmental Health Service Plan and links to the key priority actions of the Carlisle Plan (page.3.). The Service Plan seeks to direct resources into achieving the priority outcomes for regulatory services as detailed in the Better Regulation Delivery Office document "Priority Regulatory Outcomes – A New Approach to Refreshing the National Enforcement Priorities for Local Authority Regulatory Services" (November 2011).
- 1.4 In improving food standards the Environmental Health Service is contributing to ensuring a safe, healthy and sustainable food chain for the benefit of consumers. Service plans are an important part of the process to ensure that national priorities and standards are addressed and delivered locally. Service plans help local authorities to:
 - follow the principles of good regulation;
 - focus on key delivery issues and outcomes;
 - provide an essential link with corporate and financial planning;

- set objectives for the future, and identify major issues that cross service boundaries;
- provide a means of managing performance and making performance comparisons;
- Provide information on an authority's service delivery to stakeholders, including businesses and consumers.

- 1.5 The Food Standards Agency's (FSA) Food Law Codes of Practice (2014) details national food policy but allows local authorities flexibility over how to deliver the national food controls. The Plan sets out how and at what level official food controls will be provided, in accordance with the Codes of Practice. The "Framework Agreement on Official Feed and Food Controls by Local Authorities" (2010) sets out what the Food Standard Agency expects from Carlisle City Council in delivering official controls on feed and food law.
- 1.6 In 2012 the Food Standard's Agency carried out a review on the delivery of "Official Controls for Food Safety." The FSA have concluded that although under pressure the Local Authorities are able to deliver a food safety service. The FSA Board confirmed the strategic importance of the delivery of official controls and the relationship between the FSA and local authorities.
- 1.7 To help to ensure local transparency and accountability, and to show the Service's contribution to the authority's Carlisle Plan, the Framework Agreement recommends that food service plans are approved at the relevant level established for that local authority. The Food Law Enforcement Plan is in Carlisle City Council's Policy Framework in Article 4 of the Constitution.
- 1.8 The Plan covers the period 1st April 2014 to the 31st March 2015 and includes targeted educational and promotional work under taken by the section along with the required food premise inspections.

2. PROPOSALS

2.1 That the Executive:

- iii. Agree the key actions of the Environmental Health Service Plan with respect to Food Safety .
- iv. Refer the said plan to Council for approval in accordance with the Council's Budget & Policy Framework.

3. CONSULTATION

3.1 Consultation to Date. - The Plan has been drafted in consultation with officers in the Environmental Health Service.

3.2 Consultation proposed. - The Plan is to be considered by the Community Overview and Scrutiny Committee on the 31st July 2014.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

4.1 The recommended key actions have been identified following consultation and reflect the resources available to the Environmental Health Service in the financial year 2014 to 2015.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 **Priority 1:** Fostering more, high quality and sustainable business and employment opportunities, through growing existing enterprises and bring new ones in.

- A key requirement of the regulators code is to use the regulators unique contact with local businesses as a means of ensuring growth as well as compliance. Through its Service Plan and Enforcement Policy the Environmental Health Service provides free and impartial advice to business on both legal and technical matters relevant to their trade.
- Hygiene compliance standards and inspections by the City Council's Environmental Health Service are essential for those food companies looking to export overseas.

Priority 3: Working more effectively through partnerships

- In delivering its food safety responsibilities the Environmental Health Service operates within guidelines and national agreements with partner organisations including: the Food Standards Agency; the Department for Environment and Rural Affairs (Defra); and Public Health England.
- The Food Safety Team work in partnership in delivering projects with organisations such as: Public Health England; Trading Standards; Defra and other Local Authorities.

Priority 5: Making Carlisle Clean and tidy together

- The Environmental Health Service tackles the safe storage of waste. The Food Safety team ensures commercial food waste is stored and disposed of correctly.

Contact Officer: Angela Culleton

Ext: Ex 7325

Appendices **Appendix 1 – Environmental Health Service Plan 2014 to 2015**
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 -

Deputy Chief Executive –

Economic Development –

Governance – The Council has a Food Law Enforcement Service Plan in accordance with the Food Standard Agency's Framework Agreement which applies to local enforcement of all feed and food laws, and incorporates the latest guidance and standards on feed and food law enforcement. As stated in the report, the Service Plan forms part of the Council's revised Policy Framework and, as such, requires consideration by the relevant Overview & Scrutiny Panel before being referred for approval to Council by the Executive.

Local Environment –

Resources – The costs of implementing and monitoring this Food Law Enforcement Service Plan can be met from within existing base budgets under the control of the Local Environment Directorate in 2014/15.

Environmental Health

Service Plan

2014 to 2015

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Scope of Service

The Environmental Health Service provides a range of mandatory and discretionary activities that protect the health and well being of the citizens of Carlisle. This Service links directly to some of the key priority actions of the Carlisle Plan.

Link to the Carlisle Plan

Priority 1: Fostering more, high quality and sustainable business and employment opportunities, through growing existing enterprises and bring new ones in.

- A key requirement of the regulators compliance code is to use the regulators unique contact with local businesses as a means of ensuring growth as well as compliance. The Environmental Health Service provides free and impartial advice to business on both legal and technical matters relevant to their trade.

Priority 3: Working more effectively through partnerships

- We operate within guidelines and national agreements with partner organisations which include: The Food Standards Agency; the Health and Safety Executive; the Department for Environment and Rural Affairs (Defra); and Public Health England.
- We work in partnership in delivering projects with organisations such as: Cumbria Constabulary; the Environment Agency; Trading Standards; the Dogs Trust; Keep Britain Tidy, Federation of Small Business.

Priority 5: Making Carlisle Clean and tidy together

- The Environmental Health teams tackle the safe storage of waste. The Environmental Quality and Food Safety teams ensure domestic and commercial waste is not a public health concern; the

Education and Enforcement team tackles illegal practices such as fly tipping, dog fouling and littering.

The Service seeks to achieve the priority outcomes for regulatory services as detailed in the Better Regulation Delivery Office document “Priority Regulatory Outcomes – A New Approach to Refreshing the National Enforcement Priorities for Local Authority Regulatory Services” (November 2011). Regulators must take into account and give due weight to the priority outcomes when developing policies and operational procedures, setting standards or giving guidance on enforcement.

- Regulatory Priority Outcomes:**
1. Support economic growth, especially in small businesses, by ensuring a fair, responsible and competitive trading environment. **(Direct Link to the Carlisle Plan)**
 2. Improve quality of life and well being by ensuring clean and safe neighbourhoods **(Direct Link to the Carlisle Plan)**
 3. Help people live healthier lives by preventing ill health and harm and promoting public health.
 4. Ensure a safe, healthy and sustainable food chain for the benefit of consumers and the rural economy

The “**Regulators’ Code 2013**” made under section 23 of the Legislative and Regulatory Reform Act 2006, applies to all the activities delivered by the Environmental Health Service. The code requires the Environmental Health Service, along with its principal function of protecting public health, to engage with and support business growth.

Key Facts from 2013/2014

Key Services	Key Facts	Key Actions
Food Premises registration Approved processes	1169 food businesses in Carlisle	
Food and Health and Safety Business Inspections (and follow-up visits)	>2,500 Carlisle premises regulated under local Authority Health and Safety legislation. 601 Food inspections 1 Health, Safety and Welfare inspections	1 Hygiene Improvement Notices on food businesses. Food Hygiene Prosecutions. 2 Health and Safety Improvement Notices
Investigations into cases and outbreaks of infectious diseases	Total of 156 cases	
Respond to Food Alerts issued by the Food Standards Agency	9 food alerts	
Food Sampling	140 samples of local food checked.	
Pest Control	54 contracts 518 notifications of rats 392 wasp notifications	
Workplace accident investigations	85 workplace accidents reported 38 investigated.	
Response to incidents affecting public health	4,434 service requests ranging from complaints about noisy neighbours to requests for pest control treatments.	22 Abatement Notices issued protecting the public's health and welfare. 50 PFN issued for littering, 7 for waste receptacle offences and 8 for Fly Posting.
Drinking Water Safety	157 Private water supplies which serve 404 properties 15 Supplies risk assessed 112 samples taken 10 parameter failure, 56 wholesomeness failures.	7 notices – re boil water and for improvement of supply

Environmental Health Service Plan 2014 to 2015

Undertaking of promotional and educational campaigns		Noise Action Week – May Food Safety Week - June
Inspection for and remediation of 'Contaminated Land' (Part IIA definition) with reference to the Strategy	1019 sites with previous industrial use.	750 remain to be rated.
To assess and manage local Air Quality	50 Carlisle sites monitored monthly for Nitrogen dioxide and two sites continually monitored. 1 site monitored continually for Benzene 1 site monitored continually for particulate matter (PM10 and PM 2.5) 6 Air Quality Management Areas	2012 Progress report completed and accepted by DEFRA Updating and screening assessment submitted to DEFRA April 2013
To ensure all Prescribed Processes are properly permitted and monitored	82 permitted industrial processes 25 inspections to ensure safe emissions to air.	5 Notices served
To arrange for the funeral of deceased persons where no other arrangements have been made	Advised on 9 funerals	4 pauper funerals organised and deaths registered.
Enforce all relevant dog control legislation and provide a stray dog collection service.	418 stray dogs collected 14 fixed penalty notices for dogs off leads	1 prosecutions for stray dog offences. 45 FPN issued for dog fouling 12 prosecutions
Provision of expert advice to the Development Control Section	226 consultations	
Statutory consultee to the Licensing Section for public nuisance and health and safety	24 consultations and applications for Premises Licences 101 Temporary Event Notices	
Licensed Premises	22 caravan sites registered 15 Pet Shops licensed 4 Dog Breeding Establishments 25 Animal Boarding Establishments	
Statistical reporting		Statutory returns for Defra (LAPPC); Drinking Water Inspectorate (Private Water Supplies); Food Standards Agency (LAEMs - food inspections); Health and Safety Executive. Returns for noise complaints also made to the Chartered Institute of Environmental Health.

General Service Plan

Outcome	Key Action	2012/13 Performance:	Target 2013/14	Progress:
<ul style="list-style-type: none"> Support Economic Growth 	Use the Department's face to face contact with Carlisle Businesses to promote business information.	<p>93% of businesses inspected agree they were treated fairly.</p> <p>95% of businesses inspected agree they the inspection was helpful.</p> <p>Business Support Strategy Launch</p>	<p>85% target for the survey responses to fairness and helpfulness.</p> <p>Develop initiatives with the FSB and the Cumbria Chamber of Commerce.</p>	.
	Improve communication between the County's Regulatory Services and the Local Enterprise Partnerships through working through Cumbria's Public Protection Group.	Full representation at Public Protection Group Meetings.	Full representation and contribution at Public Protection Group Meetings. Through the Public Protection Group engage with the LEP.	
	Review the Council's Web Site to ensure information to the public is relevant and accessible	Pages reviewed. Opportunities to get greater use out of	Progress with IT better use of the website facility for recording service	

Environmental Health Service Plan 2014 to 2015

	and facilitates e-government for accessing application forms etc and specifying service provision and charges.	the web identified	requests.	
<ul style="list-style-type: none"> Healthier Lives 	Work with the Healthy Cities Steering Group and the Healthy Communities Working Group on actions in delivering the Healthy Cities Improvement Action Plan.	Contributions to Healthy Cities Week and Food Safety training	At least one coordinated campaign	
	Deliver a Local Healthy Options Award	Award developed.	20 food establishments issued with the Award.	
<ul style="list-style-type: none"> Support Economic Growth Clean and Safe Neighbourhoods Healthier lives Sustainable food change 	To respond to all service requests within 5 working days	97%	100%	
	Respond to consultations from Licensing and Planning within 28 days.	99%	100%	
	Contribute to the Multi Agency "Problem Solving Groups"	Attendance at meetings	Active assistance to the Licensing Best Bar None Scheme	
	Provide an informal public health out of hour's service where circumstances necessitate.	Arrangements made for out of hours food hygiene inspections and special events (e.g. Tattoo Fair), also necessary nuisance visits Environmental Health Manager on the Emergency contact lists: Public Health England: Food Standards Agency; Fire; Emergency Planning		

Food Law Enforcement Service Plan

The City Council operates its food law enforcement following the “Framework Agreement” with the Food Standard Agency who are the lead national authority on Food Law. The Council also operates within the revised (April 2014) “Food Law Code of Practice” issued by the Food Standards Agency.

The Council has a partnership agreement with Public Health England regarding response to infectious disease incidents.

Demands on the food enforcement service

The City Council’s food safety service is delivered from the 5th Floor of the Civic Centre, Rickergate, Carlisle Tel 01228 817559 Email: Environmentalhealth@carlisle.gov.uk

As of 31st March 2014 a total of 1,169 food premises are subject to programmed food hygiene interventions as per the table below.

Type of Premises	Number
Distributors/Transporters (F)	14
Manufacturers (C)	23
Producer (A)	15

Environmental Health Service Plan 2014 to 2015

Retailers (G)	239
Restaurants and other caterers (H)	856
Manufacturer selling by retail (J)	21
Total	1168

The City Council also has 6 “approved” processes subject to Regulation 853/2004.

Ref no	Name	Product	App Number
20131	Nestle	Dairy - Milk powder/cream	VK302
20314	Esk	Dairy - Milk/cream	VK010
20052	Cavaghan and & Gray	Meat Products	VK001
50021	Bells Fishmongers	Fish	VK007
20101	Calder Foods	Meat Products	VK004
20041	Pioneer Food	Meat Products	VK005

The City Council has procedures in place to share its food premises database with the County Council’s Trading Standards Department who have responsibility for Food Standards within the District.

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In addition to registered food businesses that form part of the programme, the local authority inspected approximately 72 new food businesses in 2013 / 2014.

During the same period the local authority dealt with a range of incidents and enquiries. These are set out in the following table.

Type of Incident / Action	Number
Food hygiene complaints/Food complaints	129
Product Recall Information Notice	34
FSA Food alerts for action	9
Allergy Alerts	48
Product Withdrawal Information	1
Training requests	1
Infectious disease cases	156
Food sampling	140

All food premises are rated according to their level of risk, as defined by the Food Standards Agency Code of Practice.

Environmental Health Service Plan 2014 to 2015

The risk rating determines the frequency and nature of the interventions that are classed as official controls. The table below provides a summary:

Category	Intervention Type	Inspection Frequency	Numbers
A – High risk	Inspection and education promotions	6 months	2
B	Inspection and education promotions	12 months	47
C	Inspection and education promotions	18 months	445
D	Inspection and education promotions	24 months	173
E – Low Risk	Mail questionnaire and education promotions	>36 months	423
UNRATED	Awaiting Inspection		35
OUTSIDE	N/A		44

New food premises should be inspected within 28 days of being notified to the City Council, they will then be rated and incorporated into the inspection programme. The officers will decide if a revisit is necessary following an inspection and the Civica database will be used to programme the revisit date. The food sampling programme is another intervention used as part of the official control.

Enforcement policy

The Environmental Health Service adopt the principles laid down in the Enforcement Concordat, which states that enforcement must be fair, consistent and equitable. The City Council's Food Safety Enforcement Policy outlines the enforcement options available for dealing with problems relating to non-compliance with the legislation and can be found on the website,

http://www.carlisle.gov.uk/environment_and_waste/environmental_health/food_infectious_diseases.aspx

Food complaints

The investigation of customer's complaints regarding food safety is an important area of work for the team. The City Council has a response target of 7 days for such complaints. In 2013/14 the team dealt with 129 food complaints.

Primary and home authority principle

The Home Authority Principle was developed by food and trading standards authorities to aid consistent enforcement. The scheme provides national businesses with a home authority source of guidance and advice and provides a system for the resolution of disputes. Carlisle City Council fully endorses the Home authority and Primary Authority principle but has yet not received any requests for support in this area.

Advice to business

The service provides advice and support for all food businesses on request. Information is available on the local authority website, http://www.carlisle.gov.uk/environment_and_waste/environmental_health.aspx. Information is also available in leaflets at available from the Civic Centre Offices. Officers are available to visit businesses to advise on any aspect of food safety and hygiene. Advice is also given during the planning and building control processes. Coaching in Safer Food Better Business is an integral part of the business support package.

Food inspection and sampling

A food sampling programme is produced every year which outlines the local authority's sampling strategy and approach to specific local and national demands.

The Cumbria Sampling Group co-ordinate the sampling programme for Carlisle, Allerdale, Copeland and Eden. The plan is developed by the group to incorporate priorities identified by Public Health England and the Food Standards Agency.

Microbiological examinations are undertaken by Public Health England, Food, Water and Environmental Microbiology Laboratory, Preston, Royal Preston Hospital, Sharoe Green Lane, Preston PR2 9HT.

In 2013/14 the Food Safety Team took 140 food samples, 89 of which were reported as satisfactory with 6 unsatisfactory. Visits are made to those premises to identify reasons why the food samples will have been unsatisfactory and re sampling is completed to ensure other food samples are sent to the Preston Laboratory for food testing. The analysis includes testing for food composition and contamination. Samples from food complaints are also submitted for analysis.

Control and investigation of outbreaks and food-related infectious disease

The Food Safety team will investigate food-related infectious disease notifications in accordance with procedures agreed with the Public Health England. The response to notifications of illness will be dependent on the severity of illness ranging from immediate in the case of serious infections e.g. E. coli, typhoid to questionnaires being sent for cases such as campylobacter. The investigation information is sent to Public Health England for all cases except campylobacter. Investigation of outbreaks are in accordance with the Outbreak Control Plan agreed with the Public Health England.

The table below summarises the number of cases notified to Carlisle City Council in 2013/14.

Disease	Number
Campylobacter	132
Salmonella	11
Suspected food poisoning	13
Norovirus	8*
Hepatitis A	0
Shigella Dysentery	2
E. coli 0157	2
Cryptosporidium	14
Giardia Lamblia	2
Other Viral	1
Giardia duodenalis	6

*number of outbreaks e.g. residential homes

2013/14 had a low number of outbreaks, the norovirus (winter vomiting disease) was particularly low compared to previous years with only 8 outbreaks reported in the District.

Food safety incidents

Food alerts are issued by the Food Standards Agency to relate information on national food issues to local authorities, the majority being for information only. Food alerts for action require officers to undertake a wide variety of courses of action dependent upon the issue at hand. In 2013/14 there were 9 food alerts requiring action that were dealt with by the food team.

Liaison with other organisations

Environmental Health involves a number of stakeholders in the supply and operation of its food hygiene services including:

- Public Health England
- The County Council's Public Health and Trading Standards Departments
- Cumbria Food Liaison Group
- Cumbria Health Protection Liaison Group
- The Care Quality Commission
- Cumbria Chamber of Commerce and the Carlisle and Penrith Federation of Small Business
- Food Standards Agency
- Better Regulation Delivery Office

Food safety and promotions

Carlisle City Council participates in the Food Standards Agency National Food Hygiene Ratings Scheme. The scheme is designed to provide information about business hygiene standards to members of the public but is also a useful tool to drive up performance standards of food businesses. Other promotional initiatives used include: Safer Food Better Business workshops; Local Healthy Options Awards; Food Safety Week; Food hygiene training.

Staffing resource

A structure chart is available on page 20. The number of full time equivalent (FTE) officers estimated to be deployed solely on food safety is set out in the following table:

Officer Post	FTE
Environmental Health Manager	0.3
Principal EHO	0.6
Environmental Health Officer	3.0

Officer development

Competency and continuous professional development requirements for local authority staff engaged in food safety are detailed in section 1 of the Food law Code of Practice (England) April 2014. Training and competency records of all Carlisle City Council officers engaged in food safety are stored and monitored through a record file in the K drive. The Lead Food Officer is required to monitor and report on compliance with our competency requirements.

Quality assessment and performance management

The Principal EHO and the Environmental Health Manager will monitor quality and performance, the flare action code “AGA” should be used to confirm a management audit. The Cumbria Food Safety Technical Working Group will provide peer review for standardised food safety enforcement in the County.

Environmental Health Service Plan 2014 to 2015

Outcome	Key Actions	2013/14 Performance:	Target 2014/15	Progress:
Sustainable Food Chain Healthier lives	Inspect 100% food businesses at intervals in accordance with the Food Standard's Agencies Code of Practice and educate and enforce where necessary.	97%	100%	
	Work toward increasing the number of "broadly compliant" food businesses	93.5%	95%	Corporate Indicator LE050
	Continue to work with and promote the National Food Hygiene Rating System.	Successful transfer. 99% of local authorities in England are in the National Food Hygiene Rating System.	Continued compliance with the Food Standard Agencies branding agreement	Check on: food.gov.uk/ratings
Sustainable Food Chain Healthier lives	To sample foodstuffs for microbiological safety in accordance with local and national need	100% of sampling credits by Public Health England used.	Collect samples as requested by the Public Health England coordinated sampling programme and local samples as determined by risk.	

Environmental Health Service Plan 2014 to 2015

			Continue with the ATP swabbing programme.	
	To actively take part in Cumbria Food Liaison Group plan of work	Full Contribution and Attendance at meetings and development of Action Plan	Full Contribution and Attendance at meetings and development of Action Plan Ensure link to Health and Well being Board obesity agenda – Local Healthy Options Award progress	
	Undertake basic food hygiene training for hard to reach groups	2 training events completed with 100% pass rate	2 training events for hard to reach groups	
	Participate in “public health” related activity as requested by partners such as the County Council, Public Health England and the Food Standards Agency.	Food Safety Week and Healthy Cities initiatives	At least one campaign per year. Food Safety Week 17 June 2014	

Health and Safety Service Plan

Carlisle City Council has responsibility for health, safety and well being regulation at most retail, leisure and storage businesses. The Health and Safety Executive directs Carlisle City Council on how it undertakes its responsibilities. LAC 67/2 (rev 4) informs the City Council how it should target its inspection and interventions with respect to those activities it regulates. The recent revision of LAC 67/2 will bring a greater number of activities back to requiring proactive inspections.

Outcome	Key Action	2013/14 Performance:	Target 2014/15	Progress:
Healthier lives	Identify those risk activities requiring proactive inspections and develop and implement a proactive inspection strategy.	New	Revised inspection rotas within the Flare database.	
	To review & implement an Alternative Intervention Strategy for those businesses that do not require inspection (in accordance with LAC 67/2 Rev 4 & Cumbria H&SLG)	H&S Intervention Plan complete	May 2014 review and deliver Intervention Plan	

Environmental Health Service Plan 2014 to 2015

	Inspect premises and investigate accidents in compliance with legal responsibilities, and educate, encourage and only enforce in line with the Enforcement Policy		Introduce Decision recording Form	
	To contribute & work in partnership by carrying out work as per the Cumbria Health and Safety Liaison Group work plan	<p>Carlisle priorities agreed:</p> <ul style="list-style-type: none"> • Animal contact • Underground LPG storage • Asbestos • Workplace temperatures • Noise at work • Smoking • Warehousing (esp. falls and manual handling) 	Progression of action plan – number of initiatives.	
	Work with the Public Health England to improve the safety of skin piercers in Carlisle.	Joint publicity and leaflet produced for the April North Lakes Tattoo show.	Deliver project highlighting risks associated with (non-registered) tattooists.	

Environmental Quality Service Plan

Most of the work undertaken by the Environmental Quality Section is directed by the Department of Environment and Rural Affairs (Defra).

Activity	Key Action	2013/14 Performance:	Target 2014/15	Progress
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<ul style="list-style-type: none"> • Healthier lives • Clean and safe Neighbourhoods 	Air Quality			
	Review Carlisle's Local Air Quality and prepare an Update and Screening Assessment for submission to DEFRA.	2013 Progress Report Completed and accepted Defra.	2014 Progress Report Completed and submitted to Defra	
	Progress the Air Quality Action Plan for the 6 Air Quality Management Areas.	Action Plan agreed by Defra	JMT Report on the Air Quality Action Plan.	
	Promoting campaign encouraging reducing		Produce a summary of actions progressed in	No promotions 2013/14

Environmental Health Service Plan 2014 to 2015

<ul style="list-style-type: none"> • Healthier lives • Clean and safe Neighbourhoods 	transport pollutants		2013.	
	Local Air Pollution Prevention and Control			
	Inspect 100% of permitted processes in accordance with DEFRA's inspection strategy.	100 % inspection achieved	100% inspection target as per the risk rating.	
	Contaminated Land			
	Address and prioritise contaminated land	Strategy Updated.	<p>Consult on draft Strategy.</p> <p>Executive Report for Contaminated Land Strategy and hardship policy.</p> <p>Work with the Planning Department to ensure housing and other developments only take place on land suitable for use</p> <p>Respond to enquiries regarding possible land contamination</p>	

<ul style="list-style-type: none"> • Healthier lives • Clean and safe Neighbourhoods 	Noise and Nuisance			
	Revise strategies for dealing with noise nuisances	Attendance at East and West PSG.	Review the procedure for domestic noise investigations in light of the Antisocial Behaviour Crime and Policing Act 2014. Contribute to webcam open forum for noise.	
	Private Water Supplies			
	Sample and assess 100% of private water supplies in accordance with the DWI Technical Manual.	100%	100%	
	Pest Control	Raised awareness of the service via posters, media releases and leaflets.	Review service in light of reduced staffing.	
	Seagull Control	1. Leaflet Produced 2. Premises where	Review areas identified and Notices.	

Environmental Health Service Plan 2014 to 2015

		roosting was a concern identified and 34 written to. 6 Abatement Notices Served 3. Press releases	Promote proofing and good house keeping.	
	Licensed Premises			
	Review the web information on application for licences.		Deliver the report on the Further amendments to be made re new Mobile Homes Act 2013 and the Mobile Homes site rules Regulations 2014 (come into force on 4/2/14)	
	Dog Warden			
		Charging review completed.	Review 2 nd offence fees and use of Dogs off Lead Control Orders. Benchmarking and Tender process.	
	Cumbria Environmental Protection Technical Working Group.	Full Contribution and attendance at meetings and development of Action Plan.	Action planning, emerging Issues peer review and regional consistency.	

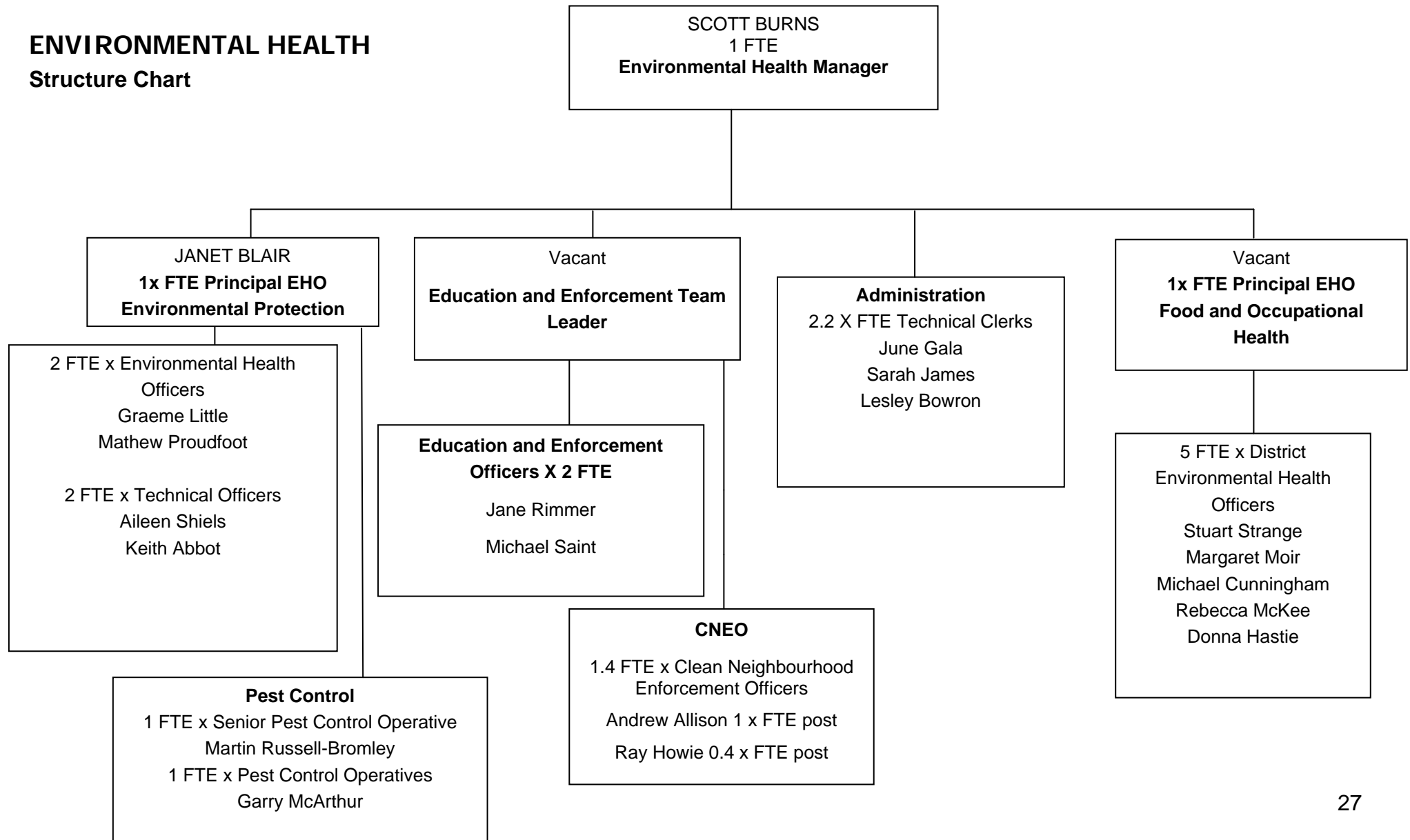
Education and Enforcement Teams Enforcement Plan

Activity	Key Action	2013/14 Performance:	Target 2014/15	Progress:
<ul style="list-style-type: none"> • Clean and safe Neighbourhoods • Healthier lives 	Progress the Clean Neighbourhood Enforcement Plan	<p>2013/14 Enforcement Plan produced and followed.</p> <p>FPN's issued 43 dog fouling, 42, littering, 12 dogs off leads, 8 waste receptacles, 8 fly posting, 1 failure to produce a waste transfer note</p> <p>Prosecutions – 2 fly tipping, 1 littering, 8 dog fouling, 5 dogs off leads, 1 waste receptacles,</p>	<p>Reduction in dog fouling incidents and complaints compared to 2011/12 benchmark.</p> <p>JMT report on the 2 year Clean Up Carlisle Initiative.</p>	
	Deliver a Educational Campaign for dog fouling and littering	<p>3,000 primary children delivered educational message plus 420 year 7's, 2 out of the three schools involved</p> <p>250 dogs micro chipped</p>	Produce an Educational Action Plan	

Environmental Health Service Plan 2014 to 2015

	Review and update policies.	Reviewed the procedures for dealing with Graffiti offences. Abandoned Vehicles came into the Team.	Review Control Orders in light of the Antisocial Behaviour Crime and Policing Act 2014.	
	Develop a strategy with partner organisations to tackle environmental crimes.		Attend PSG East and West and CD&ASB – continue to develop partnership working with Riverside and Impact	
	CCTV		Produce working procedures for the revised CCTV System Assist in the transfer to the County Wide CCTV and the City Centre Wi-Fi initiatives.	

ENVIRONMENTAL HEALTH Structure Chart



EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 23 JUNE 2014

EX.57/14 FOOD LAW ENFORCEMENT SERVICE PLAN
(Key Decision – KD.05/14)

Portfolio Environment and Transport

Relevant Overview and Scrutiny Panel Community

Subject Matter

The Deputy Leader, and Environment and Transport Portfolio Holder submitted report LE.02/14 presenting the Food Law Enforcement Service Plan, which set out how the Environmental Health Service would deploy its resources in 2014 to 2015 to improve hygiene standards, prevent food borne diseases and help people live healthier lives.

She explained that the Plan linked to the key priority actions of the Council's Carlisle Plan and also sought to direct resources into achieving the priority outcomes for regulatory services as detailed in the Better Regulation Delivery Office document "Priority Regulatory Outcomes – A New Approach to Refreshing the National Enforcement Priorities for Local Authority Services" (November 2011).

In improving food standards the Environmental Health Service was contributing towards ensuring a safe, healthy and sustainable food chain for the benefit of consumers. Service Plans were an important part of the process to ensure that national priorities and standards were addressed and delivered locally.

The Deputy Leader, and Environment and Transport Portfolio Holder informed Members that, although the Food Standards Agency's Food Law Codes of Practice detailed national food policy, they did afford local authorities flexibility over how to deliver the national food controls. She added that the Plan set out how and at what level official food controls would be provided in accordance with the Codes of Practice.

The Framework Agreement on Official Feed and Food Controls by Local Authorities (2010) recommended that food service plans were approved at the relevant level established for that authority with a view to ensuring local transparency and accountability, and to show the Service's contribution to the authority's Carlisle Plan.

In conclusion the Deputy Leader, and Environment and Transport Portfolio Holder requested that the Executive agree the recommendations as detailed in the report, which course of action was seconded by the Leader.

Summary of options rejected None

DECISION

That the Executive:

1. Agreed the key actions of the Environmental Health Service Plan with respect to Food Safety.
2. Referred the said plans to Council for approval in accordance with the Council's Budget and Policy Framework.

Reasons for Decision

The recommended key actions have been identified following consultation and reflected the resources available to the Environmental Health Service in the financial year 2014 to 2015.

