



Economic Growth Scrutiny Panel

Agenda

Thursday, 07 September 2017 AT 10:00
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

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

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

Members of the Economic Growth Overview and Scrutiny Panel

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

Substitutes:

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

PART A
To be considered when the Public and Press are present

Apologies for Absence

To receive apologies for absence and notification of substitutions.

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

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

Public and Press

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

Minutes of Previous Meeting

5 - 16

To approve the minutes of the meeting held on 27 July 2017.

(Copy Minutes attached)

A.1 CALL-IN OF DECISIONS

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

A.2 OVERVIEW REPORT AND WORK PROGRAMME

17 - 22

Portfolio: Cross Cutting

Directorate: Cross Cutting

Officer: Steven O'keeffe, Policy and Communications Manager

Report: OS.19/17 attached

Background:

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

Why is this item on the agenda?

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

What is the Panel being asked to do?

Comment on the work programme and prioritise where necessary.

A.3 UPDATE ON RIVERSIDE'S PROPOSALS TO VARY THE STOCK TRANSFER AGREEMENT 23 - 30

Portfolio: Economy, Enterprise and Housing

Directorate: Economic Development

Officer: Jeremy Hewitson, Housing Development Officer

Report: ED.29/17 attached

Background:

The Corporate Director of Economic development to provide the Panel with details of Riverside's response to the priorities identified by the Community Overview and Scrutiny Panel workshop held on 2 March 2017 in respect of Riverside's governance arrangements.

Why is this item on the agenda?

At their meeting on 20 July 2017 the Community Overview and Scrutiny Panel recommended that the Economic Growth Scrutiny Panel add the agreement between Carlisle City Council and Riverside Carlisle to their work programme.

What is the Panel being asked to do?

That the Economic Growth Scrutiny Panel provides constructive feedback on the Riverside proposals to help inform Riverside's written request to the Executive to vary the transfer agreement.

A.4 QUARTER 1 PERFORMANCE REPORT 2017/18

31 - 58

Portfolio: Finance, Governance and Resources

Directorate: Community Services

Officer: Gary Oliver, Policy and Performance Officer

Report: PC.15/17 attached

Background:

The Policy and Performance Officer to submit the fourth quarter performance against current service standards and a summary of the Carlisle Plan 2015-18 actions.

Why is this item on the agenda?

Quarterly performance monitoring report.

What is the Panel being asked to do?

Consider the performance of the City Council presented in the report with a view to seeking continuous improvement in how the Council delivers its priorities.

PART B To be considered in Private

- NIL -

Enquiries, requests for reports, background papers, etc to Democratic Services Officer: Rachel Plant 817039 or rachel.plant@carlisle.gov.uk

A copy of the agenda and reports is available on the Council's website at www.carlisle.gov.uk or at the Civic Centre, Carlisle.

ECONOMIC GROWTH SCRUTINY PANEL

THURSDAY 27 JULY 2017 AT 10.00AM

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

ALSO

PRESENT: Councillor Glover – The Leader
Councillor Mrs Bradley – Economy, Enterprise and Housing Portfolio Holder
Councillor Ms Quilter - Culture, Heritage and Leisure Portfolio Holder
Mr Brown (Environment Agency)
Mr Lawton (Environment Agency)
Mr Kelsall (Carlisle Flood Action Group)
Mr Milne (Carlisle Flood Action Group)

OFFICERS: Deputy Chief Executive
Corporate Director of Economic Development
Investment and Policy Manager
Overview and Scrutiny Officer

EGSP.01/17 APOLOGIES FOR ABSENCE

An apology for absence was submitted on behalf of Councillor Mrs Coleman.

EGSP.02/17 DECLARATIONS OF INTEREST

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

EGSP.03/17 PUBLIC AND PRESS

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

EGSP.04/17 MINUTES OF PREVIOUS MEETINGS

RESOLVED – 1) That the minutes of the meetings held on 20 April 2017 and 15 June 2017 be signed by the Chairman.

With reference to Minute EEOSP.38/17 (Environment and Economy Overview and Scrutiny Panel 15 June 2017) - Kingmoor Park Enterprise Zone – Implementation Update, a Member thanked the Corporate Director of Economic Development for her written response relating to the signing of the Memorandum of Understanding (MoU) having not been signed by the Accountable Body. The Member sought clarification that the written response had indicated as the Department for Communities and Local Government had accepted the MoU, and in legal terms the document was deemed to have been signed, therefore, the MoU was permissible.

The Corporate Director confirmed that she had undertaken discussions with the relevant bodies on that matter, and that as detailed in the letter the MoU had been accepted by the Department of Communities and Local Government.

In response the Member expressed strong concerns that such a document had been deemed acceptable, it was his view that public bodies ought to be exemplary in their processing of such important documentation. He stated his intention to pursue the matter further with the relevant organisations.

The Member further sought assurance that the necessary due diligence had been undertaken in respect of the Enhanced Capital Allowances. The Chairman considered that the undertaking of due diligence in respect of this matter to be of the utmost importance.

The Corporate Director responded that Boards of both the Enterprise Zone and Local Enterprise Partnership were likely to wish to be assured that due diligence had been properly conducted with respect to the Enhanced Capital Allowances.

EGSP.05/17 OVERVIEW REPORT AND WORK PROGRAMME

The Overview and Scrutiny Officer presented report OS.16/17 which provided an overview of matters relating to the work of the Economic Growth Scrutiny Panel.

The Overview and Scrutiny Officer reported that the most recent Notice of Executive Key Decisions, copies of which had been circulated to all Members, had been published on 30 June 2017. There were no items within the Panel's remit included in the Notice.

Section 3 of the report detailed the changed name and identified the areas which had been lost and gained from the Panel's remit. The changed remits had been implemented to better align the Council's scrutiny function with its senior management structure.

Appendix 1 outlined a number of Work Programme ideas for the Panel in the coming municipal year.

In response to an invitation from the Chairman for a focus on the organisation's service priorities to help guide the Panel's development of its Work Programme, the Corporate Director provided an overview of a number of areas of work within her directorate, she indicated that the St Cuthberts Garden Village project and the Heritage Assets Plan were key areas of work. In addition she noted that the Panel may wish to include the Local Enterprise Partnership and the Borderlands Project into its Work Programme for the coming year.

She commented that it was important that the Panel gave consideration as to how best scrutiny was able to add value to these areas of work.

The Deputy Chief Executive noted that Appendix 2 of the report illustrated a number of different types of scrutiny, he felt that the Panel required a balance of those various types.

In considering the items for Work Programme Ideas for Economic Growth Scrutiny Panel 2017/18, Members raised the following questions and comments:

- Was there an economic development aspect to car parking provision?

The Corporate Director responded that there were two aspects to car parking provision: budget monitoring and service delivery. The delivery of the service was an important part of the functioning of the city and therefore was a consideration in the economic development of the district.

- Were there plans to constitute a Cross Party Member's Working Group to scrutinise the development of the St Cuthberts Garden Village?

The Corporate Director responded that the Garden Village project was a long term and crucial area of work for the Council. She considered that scrutiny of the development of the project and ensuring relevant monies were spent correctly would be key to the overall success of the project.

In terms of governance structures it was anticipated that a Cross Party Working Group would be set up along with a Strategic Board and an Officers' Board, arrangements for which would be made at an appropriate time within the duration of the project.

The Chairman commented that the Cross Party Working Group set up to scrutinise the Local Plan had worked well and that it had fed back to the Panel, he felt that the Panel wished to have continued involvement in this area. He asked how issues such as the Community Infrastructure Levy (CIL) and Supplementary Planning Documents (SPDs) would be progressed and how the Panel was able to be involved in this work.

The Investment and Policy Manager advised that the government was currently considering implementing changes to the operation of CIL, a decision on the matter was anticipated in the Autumn Statement.

In respect of the SPDs consideration needed to be given as to when in the process of the development of the documents scrutiny would be able to add most value to the work, for example, at the drafting stage or following any consultation exercises.

The Corporate Director suggested that the particular timings of reports on those issues be addressed through the Chairman's Briefing process.

The Chairman agreed and requested that those items be added to the Panel's Work Programme.

- Was the Heritage Assets Plan an area which would benefit from scrutiny via a Task and Finish Group?

The Corporate Director responded that the newly appointed Regeneration Officer would be picking up this area of work in the future, it was unlikely that a programme for this area of work would be outlined before 2018. The Corporate Director undertook to follow this matter up.

- How would the various strategies and plans, detailed in Appendix 1, be linked up.

The Corporate Director explained that there were strong linkages and inter-relationships between the documents, with the Economic Strategy being the over-arching document. Once the draft Economic Strategy had been composed identification of the links to the other strategies and plans would be more readily identifiable.

The Deputy Chief Executive proposed that, for the purposes of clarity, the Panel be provided with working definitions of each of the documents. He suggested that the information be circulated via the Scrutiny Officer. The Chairman agreed the proposal and commented that it would be useful for the information to be circulated in good time.

- A Member requested that a monitoring report on Section 106 Agreements be added to the Panel's Work Programme.

The Corporate Director agreed the proposal.

The Deputy Chief Executive commented that the Panel may wish to consider adding education and skills, and housing to its Work Programme.

The Panel undertook a detailed discussion on the importance of education and skills to the economic development of the city and its previous scrutiny of the subject. It was agreed that these items be included in the Panel's Work Programme for the year.

A Member proposed that the Chairman and Scrutiny Officer liaise to develop the Panel's Work Programme in light of the comments made above, and present a developed programme to the next meeting of the Panel.

RESOLVED – 1) That the Overview Report incorporating the Work Programme and Key Decision items relevant to this Panel (OS.16/17) be noted.

2) That Chairman liaise with the Overview and Scrutiny Officer to develop the Panel's Work Programme in light of the Panel's comments detailed above, and that a further draft work programme be submitted for consideration to the Panel's meeting of 7 September 2017.

3) That the Overview and Scrutiny Officer circulate a list of working definition of the plans and strategies detailed in the Panel's Work Programme.

EGSP.06/17 FUTURE FLOOD RISK MANAGEMENT

The Chairman welcomed Mr Brown, (Environment Agency), Mr Lawton (Environment Agency), Mr Kelsall (Carlisle Flood Action Group), Mr Milne (Carlisle Flood Action Group).

Mr Brown submitted the report Future Flood Risk Management and delivered a presentation to the Panel covering: the work undertaken by the Environment Agency (EA) following the December 2015 floods; the process for appraising the flood risk management options; the Business Case process for drawing down available government funding for flood management schemes; the developing options for flood management and the factors included in selecting the most suitable option for dealing with an identified problem; the various types of works (temporary and advanced) likely to be undertaken to install further flood risk alleviation measures along with a prospective timetable for implementation.

Mr Brown informed the Panel that in order to draw down funding from government to install further flood prevention and alleviation measures in the county, the EA was required to submit a Business Plan to government detailing it's proposed projects and measures along with costings. He stressed that, notwithstanding the December 2015 floods, Cumbria was not considered a special case by the government, and the Agency was one of many public bodies from across the country applying for funding, with applications being assessed against a government framework.

Individual flood prevention measures were assessed individually and in combination against four key areas: technical justification; financial justification; social acceptability, and sustainability. Potential projects were longlisted and following the testing process a shortlist was devised which formed the basis of consultation with the public.

In terms of projects in the Carlisle area, consideration was being given to: raising existing defences at key locations; improvements to existing scheme post SPR; Increase conveyance at key pinch points and structures; A689 (western city by-pass), West Coast Main Line Eden (Network Rail), A7 Eden Bridge, West Coast Main Line Caldew Network Rail and Caldew Bridge on the Caldew, and Botcherby Bridge on the Petteril; additional storage at Durrhill Beck, and options around Parham Beck and Gosling Syke. The Agency had publicised these plans at a number of public meetings held in the district in July 2017.

Mr Brown advised the Panel that Carlisle Flood Action Group had submitted a detailed written response to the proposals outlined above which the EA was happy to discuss with the Group in full and consider the points raised.

The Chairman thanked Mr Brown for his presentation.

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

- A Member noted that the government had announced £25 million pound of funding available for flood projects in Carlisle, he asked what main projects had been delivered with this funding, and whether the level of funding was sufficient.

Mr Brown responded that the funds were available and that the monies had been ring-fenced by the Treasury, however, the development and submission of a Business Case for projects was a pre-requisite of drawing down the funding. He added that it was likely that additional funding would be required, both from government and other parties such as private sector bodies directly benefitting from particular projects, such as infrastructure improvements.

In response to a further question from the Chairman regarding the timeline for the submission of Business Cases to government, Mr Brown indicated that it was expected that the Business Case would be submitted in mid to late spring 2018. He noted that previously the EA had indicated submission would occur in November 2016, Mr Brown acknowledged that this target had been overly ambitious.

- How long were the proposed temporary works expected to take to complete, and how were they to be funded?

Mr Brown explained the anticipated timeframe for the implementation of Temporary Works was three years, this was based on the expected timescale for the receipt of funding and an anticipated two year construction period. The funding of Temporary Works was from government grant aid and monies from the Environment Agency's existing budgets.

Another Member expressed concern that the grant funding of Temporary Works may lead to a significantly extension to the delivery time, he asked whether the government had changed its perspective on the provision of flood risk management funding. Given the indicated timescale for the installation of Temporary Works, he asked what flood prevention schemes had been implemented in the city following the December 2015 floods.

Mr Brown responded that he was not aware of a shift in government thinking on the funding of flood prevention measures, he noted that the requirement for the EA to submit Business Case(s) had perhaps not been made clear when funding levels had been announced or in dialogue with the public since.

With respect to works undertaken in the district following the December 2015 floods, Mr Brown advised that two pumping stations (one on the Caldew and one on the Petteril rivers) had been given increased capacity to operate in the event of a future flood. In addition maintenance work had also been undertaken on the rivers Caldew and Petteril which effectively returned the level of flood protection to the city to a similar standard as when the December 2015 floods occurred. Mr Brown stressed that he was not able to guarantee that a further flood event would not affect the city in the future.

In response the Member expressed disappointment that more had not been done to improve the standard of flood protection coverage in the city.

Mr Brown acknowledged the criticism relating to the speed at which flood prevention measures were being implemented, he emphasised the importance of ensuring that the flood prevention measures developed by the EA were appropriate and represented good value for money for the tax-payer.

- How had the government calculated that £25M allocation for the city's flood protection needs, and where those monies were not sufficient how would the funding gap be covered?

Mr Brown responded that the £25M figure had been arrived at very quickly in the aftermath of the December 2015 floods in response to a request from government on the perceived funding requirement. Given that it was likely that additional funding would be required either from government or other parties such as infrastructure providers whose assets may benefit as a result of additional flood defence mechanisms, as well as commercial operations.

- Had options for upstream flood prevention measures been assessed?

Mr Brown informed Members that there were two types of upstream flood protection measures: engineered storage which relied on the installation of man-made structures and, naturalised solutions. A number of upstream solutions had been incorporated into the EA's longlist of potential schemes in the river Eden catchment area. In general, upstream schemes situated in the upper Eden catchment area, whilst offering incremental gains as a result of their slowing the flow of water, were considered to be of low strategic importance to the defence of the city.

Mr Lawton explained that an option being appraised by the EA was an engineered storage measure for the river Caldew which would raise the level of the existing defences.

Mr Brown added that raising existing defences had the potential to increase the level of flood protection afforded to an area, as even a relatively small increase in defence height had the potential to hold back a large volume of water.

- What consideration had the Agency given to financially supporting on-going maintenance of flood defences?

Mr Brown agreed that regular maintenance of structures was an important aspect of flood prevention and this was an area the EA was looking into. Government had recently announced £40M of funding had been made available for flood risk maintenance. He cautioned that the funding was available nationwide and not specific to Cumbria, therefore the amount of monies received were likely to be much less.

- Was the Strategic Flood Partnership now in operation

Mr Brown informed Members that the Partnership had met earlier in the week and that the organisation was looking to increase its community membership.

Mr Kelsall (Carlisle Flood Action Group) stated that 22,000 households in Carlisle had been affected by the December 2015 flood. He was unconvinced of the efficacy of the Business Case approach and questioned whether the level of funding on offer was sufficient. Mr Kelsall was further concerned that, as the funding available was offered nationally, Carlisle would find it difficult to compete against larger urban areas particularly in the south east of the country. He felt it was important that the community were involved both in consultation on proposed flood defence measures to ensure they were appropriate and in the lobbying of government to ensure the necessary funds were drawn down.

- A Member expressed the view that the report submitted to the Panel offered insufficient detail to allow for effective scrutiny of food risk management options in Carlisle, he asked the following questions:
 - What work were the City and County Councils undertaking in relation to flood prevention;
 - Did the Carlisle and District Local Plan 2015-30 encourage development on flood plains;
 - Did the Agency's plans for flood prevention in the city comprise more than the one project detailed in the report;
 - What had been the cost of the survey work undertaken on the rivers Eden and Petteril;
 - Why had further flood protection work not been undertaken on the river Petteril at Botcherby Bridge;
 - Why did the Council not undertake dredging works on the rivers in its capacity as riparian owners of the land;
 - What was the level of take up for the flood warning alert scheme operated by the Agency?

The Corporate Director of Economic Development reminded Members that the authority had consulted both Cumbria County Council and the Environment Agency during the development and adoption of the Local Plan, which had been subject to the Council's democratic processes. The EA had not submitted objections to any of the adopted housing site allocations, and individual applications were determined by the Council's Development Control Committee who were made aware of any comments thereon made by the Agency.

Mr Brown explained that in relation to the Petteril and Botcherby Bridge it was important that Members distinguished between the two different scenarios of a major flood event such as Storm Desmond and smaller scale events. In the case of larger scale flood events the outflow from the river Petteril was of diminished relevance as it was subsumed by the flow from the River Eden. However, he recognised that consideration needed to be given as to how best to manage the river Petteril watercourse when it was in spate.

Regarding riparian rights, Mr Brown indicated that were an organisation with such rights to approach the EA, it would seek to facilitate any proposed works within the context of relevant laws.

Mr Brown undertook to provide details on the level of take up on the flood alert scheme, and for Mr Lawton to liaise with the Member with regard to survey works.

Mr Milne (Carlisle Flood Action Group) commented that it was important that organisations supported the Agency's Business Plans for flood protection measures. He outlined the damage to strategic infrastructure caused by Storm Desmond as a result of all waters within the Eden catchment flowing into Carlisle. Mr Milne proposed that Carlisle Flood Action Group deliver a workshop to the Panel in the early autumn to provide Members with further details to the Group's response to the Environment Agency's proposals.

The Chairman agreed to the holding of a workshop.

Mr Brown added that in relation to critical national infrastructure such as the West Coast Main Line, the government's Business Case model of funding did allow for costs and damages, however, payments were based on a nationally applied formula rather than the actual costs. He reiterated that the EA was talking to many organisations regarding co-working to protect such sites.

RESOLVED – (1) That Mr Brown and Mr Lawton be thanked for their report and presentation.

(2) That a workshop in conjunction with Carlisle Flood Action Group be considered for autumn 2017.

(3) That the Environment Agency and Cumbria County Council be invited to attend a future meeting of the Panel to further update Members on progress.

EGSP.07/17 CARLISLE CITY COUNCIL EMERGING ECONOMIC STRATEGY

The Corporate Director of Economic Development submitted report ED.28/17 Carlisle City Council Emerging Economic Strategy. The Policy and Investment Manager delivered a presentation covering: the activities undertaken thus far in the development of the Strategy including a review of the evidence base, SWOT analysis including key, enabling and aspirational sectors, and critical thinking; emerging strategic priorities including inward investment, inclusive growth, skills and infrastructure; emerging priority actions and next steps.

The Policy and Investment Manager advised that the Economic Plan was a five year strategic plan for the city, it was intended that the strategic priorities would be used as the basis for identifying a number of priority actions which in turn would aid the development of workstreams.

In relation to the economic profile of the city, the Policy and Investment Manager noted the relatively high proportion of Small and Medium Sized Enterprises, manufacturing was another key area for the city equating to seventeen percent of the city's economic output.

A number of key challenges had been identified through the SWOT analysis including: lower than average productivity in the city; an ageing population, and infrastructure in need of improvement. Recruitment was also a difficult issue in a number of sectors, including health, due to the lower wages offered.

Furthermore, in relation to skills, the Local Enterprise Partnership had identified that 109,000 jobs in Cumbria would require filling in the medium term, of which 99,000 were needed to fill existing posts. 41% of job vacancies in Cumbria required a NVQ Level 4 qualification or higher, however, the current average qualification in the district was NVQ Level 3, which indicated work was required to address the disparity.

Increasing the profile of Carlisle at a national level was also recognised as being central in attracting people to live and work in the city. Carlisle Ambassadors had been identified as an important vehicle for promoting the city and the Council would work with the group on this issue.

In considering the report and presentation Members asked the questions and raised the following issues:

- Was the median pay figure detailed in the report calculated against a median cost of living?

The Corporate Director advised that median pay was ordinarily calculated versus inflation which comprised house price, cost of living, she noted that were inflation to increase that created pressure on the median wage.

The Policy and Investment Manager added that although Carlisle was considered to be a sub-regional centre, it was a low wage economy with average pay a fifth lower than the national average.

- What was the impact of the lower than national average wages in Carlisle.

The Corporate Director responded that in terms of attracting people to the area the lower wages available made that work more challenging, conversely, it made the district more attractive to companies seeking to relocate.

- Which of the economic sectors identified in the presentation did education and local government belong to?

The Policy and Investment Manager undertook to provide a written response with the detail. He added that the segmenting of the economy into various sectors and the alignment of particular industries was done at a national level.

The Corporate Director noted that the Aspirational Sector had latent potential to provide opportunities for growth.

- How many people travelled into the district for work purposes?

The Policy and Investment Manager explained that the 5,000 workers per day commuting into the district for work, detailed in the presentation, was a net figure derived from the sum of those travelling out and those travelling into the district.

With reference to the St Cuthberts Garden Village, a Member questioned what impact the project would have on the economic development of the city, if those who lived in the Garden Village worked outside the district.

The Policy and Investment Manager considered that overall, where people resided in the district but were employed outside, an economic benefit would be generated due to wages being input into the district's economy.

- When was feedback from the public engagement activities expected to be drawn together?

The Corporate Director explained that there had been a small amount of slippage against the original timetable for the development of the Strategy. Stakeholder workshops had originally been planned for August, however, those events had been rescheduled until September as it was felt that attendance was likely to be higher outwith the summer holiday period.

A Member commented that he felt the report and presentation had amounted to a useful update, however, he considered that Emerging SWOT Analysis of Carlisle's Economy produced in Appendix 1 of the report lacked validity without being linked to data from the evidence base. Referring to the report recommendation the Member commented that whilst he felt able to note the progress to date, he did not consider that the report contained sufficient detail for Members to be able to scrutinise the emerging key themes and priorities.

Another Member commented that whilst the emerging strategic priorities seemed sound, he was also disappointed with regard to the lack of data within the report, he asked that the next steps in the development of the Strategy be detailed including plans to engage the Panel.

The Corporate Director acknowledged Members' concerns and explained that when the report to the Panel had been originally timetabled for the meeting it was anticipated that the Regeneris "Identification of Future Growth Opportunities in Carlisle" report would have been submitted to the Council. However, the Regeneris report had not been received in time for the necessary fact checking work to be carried out and for the data to be incorporated into the report.

The Corporate Director undertook to circulate the Regeneris report to the Panel, once the fact checking work had been completed, she anticipated that the draft Strategy would be available in autumn 2017. Additionally, she suggested that a special meeting of the Panel be convened to enable Members to give in-depth consideration to draft Strategy.

EGSP.08/17 STANDING ORDERS

It was noted that the meeting had been in progress for 3 hours and it was moved, seconded and RESOLVED that Council Procedure Rule 9, in relation to the duration of meetings be suspended in order that the meeting could continue over the time limit of 3 hours.

The Economy, Enterprise and Housing Portfolio Holder noted that the team working on the development of the Economic Strategy were also working on other large projects such as the St. Cuthberts Garden Village project, Supplementary Planning Documents, and the Community Infrastructure Levy. She thanked Members for their forbearance in relation to the development of the Strategy and supported the proposal for the Panel to undertake a session dedicated to the scrutiny of the draft Strategy.

RESOLVED – (1) That report ED.28/17 be noted and that the Policy and Investment Manager be thanked for his presentation.

(2) That upon the completion of the necessary fact checking work, the Corporate Director of Economic Development circulate the Regeneris report "Identification of Future Growth Opportunities in Carlisle" to Members of the Panel.

(3) That a session dedicated to the scrutiny of the draft Economic Strategy be arranged for autumn 2017.

(4) That the Policy and Investment Manager provide a written response detailing the sector categorisations of education and local government.

(The meeting ended at 13:05)

Economic Growth Scrutiny Panel

Agenda
Item:

A.2

Meeting Date: 7th September 2017

Portfolio: Cross Cutting

Key Decision: No

Within Policy and
Budget Framework

Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME

Report of: Overview and Scrutiny Officer

Report Number: OS 19/17

Summary:

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

Recommendations:

Members are asked to:

- Comment on the work programme and prioritise where necessary

Contact Officer: Dave Taylor

Ext: 0781 785 8167

Appendices attached to report: 1. Economic Growth Scrutiny Panel Work Programme 2017/18

1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 28th July 2017. This was circulated to all Members. The following items fall within the remit of this Panel:

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

None.

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

None

2. References from the Executive

There are no references from the Executive.

3. Work Programme

The Panel's current work programme is attached at **Appendix 1**. As Members can see, there remains quite a lot of uncertainty in the timing of many items in the work programme. If senior officers are in attendance, it may be useful to try and establish some dates for some of these items.

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

Appendix 1

Appendix 1

Issue		Type of Scrutiny					Comments/status	Meeting Dates								
	Performance Management	Key decision Item/ Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring										
								15 Jun 17	27 Jul 17	07 Sep 17	19 Oct 17	30 Nov 17	18 Jan 18	01 Mar 18	05 Apr 18	
Contact Officer																
CURRENT MEETING -7 th September 2017																
Relationship with Riverside Jane Meek				✓			Feedback from issues raised at Workshop in February 2017			✓						
Performance Monitoring Reports Gary Oliver	✓						Monitoring of performance relevant to the remit of Panel	✓		✓		✓		✓		
TASK AND FINISH GROUPS																
FUTURE ITEMS																
Garden Village Project Garry Legg			✓				Scrutiny involvement to be determined				TBC					

Issue Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development Scrutiny of Partnership/ External Agency	Budget	Monitoring	15 Jun 17		27 Jul 17	07 Sep 17	19 Oct 17	30 Nov 17	18 Jan 18	01 Mar 18	05 Apr 18	
Car Parking Gavin Capstick			✓				Update on car parking including income vs target income and overall policy background				TBC				
Section 106 Monitoring Report Garry Legg						✓	Panel requested regular reports at July 2017 meeting				TBC				
Portland Square and Chatsworth Square Conservation Area Appraisal and Management Plan Garry Legg			✓				Following details provided to the Chair, decision to be taken as to whether to bring these items to a Panel meeting				?				
Other Key Planning Documents (SPDs) Garry Legg			✓				Various documents, including Affordable Housing SPD, Brownfield register, Dalston Neighbourhood Plan				TBC				
Tourist Information Centre Gavin Capstick						✓	Business Plan and Marketing Plan				TBC				
Housing Strategy Jeremy Hewitson			✓				To consider the new Housing Strategy				TBC				
Borderlands Report Jane Meek			✓				Possible agenda item to consider next steps for Borderlands					TBC			

Issue Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring									
								15 Jun 17	27 Jul 17	07 Sep 17	19 Oct 17	30 Nov 17	18 Jan 18	01 Mar 18	05 Apr 18
Future Flood Risk Management Jane Meek				✓			Andy Brown (Environment Agency) and Doug Coyle (County Council) to report on the options. All Members of the two other O&S Panels invited. Second session to involve community groups.		✓		TBC				
Economic Strategy Jane Meek			✓				Draft Economic Strategy to be considered. Possible Task and Finish Group work on some elements		✓		TBC				
Budget 2018/19 Alison Taylor					✓		Scrutiny of Budget proposals within the remit of the Panel					✓			
Heritage Asset Plan			✓				Selected by Panel as area of interest. Work likely to be early 2018. Possible Task and Finish Group approach.						TBC		
Economic Growth SMT Sub-Group Jane Meek			✓				Bi-annual update for Panel on work of SMT Sub-group to assist Panel with work programme planning				?				
Local Enterprise Partnership Jane Meek				✓			Annual scrutiny of the Partnership						TBC		
Education and Skills				✓			Panel selected this area for scrutiny. Possible involvement of UoC in discussing this matter								

Issue Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		15 Jun 17	27 Jul 17	07 Sep 17	19 Oct 17	30 Nov 17	18 Jan 18	01 Mar 18	05 Apr 18
Riverside Housing Association Jeremy Hewitson				✓			Annual scrutiny of Partner						TBC		
Flood Update Report Darren Crossley				✓		✓	Final comprehensive report					TBC			
Regeneration Strategy Jane Meek			✓				Selected by Panel. Likely to be in early 2018 as the Regeneration Officer started at the Council in Summer 2017						TBC		
Tourism Strategy			✓				Selected by Panel.								
Community Infrastructure Levy Garry Legg			✓				Selected by Panel. Awaiting clarification from central Government					TBC			
Enterprise Zone Jane Meek						✓	Update in June 2017. Panel selected for further updates	✓				TBC			
Scrutiny Annual Report Dave Taylor							Draft report for comment before Chairs Group approval								✓
COMPLETED ITEMS															

Report to Economic Growth Scrutiny Panel

Agenda
Item:

A.3

Meeting Date: 7 September 2017
Portfolio: Economy, Enterprise and Housing
Key Decision: No
Within Policy and Budget Framework: No
Public / Private: Public

Title: Update on Riverside's Proposals to Vary the Stock Transfer Agreement
Report of: Corporate Director of Economic Services
Report Number: ED 29/17

Purpose / Summary:

To provide Members of the Panel with details of Riverside's response to the priorities identified at the Community Overview and Scrutiny Panel workshop on 2 March 2017, in respect of Riverside's governance arrangements. Riverside will need to formally request Executive approval to vary the stock transfer agreement.

Recommendations:

That the Economic Growth Scrutiny Panel provides constructive feedback on the Riverside proposals to help inform Riverside's written request to Executive to vary the transfer agreement.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

1. BACKGROUND

- 1.1** The Council's housing stock was transferred to the Riverside Group through a *Large Scale Voluntary Transfer (LSVT)* in December 2002. Following stock transfer the subsidiary was originally known as Carlisle Housing Association, but since then, there have been a number of organisational changes - becoming Riverside Carlisle, Riverside Cumbria, and most recently Riverside North Region.
- 1.2** A Community Overview & Scrutiny Panel (COSP) workshop was held on 2 March 2017 to discuss the Council's future joint working arrangements with Riverside, with the invitation extended to all Councillors. The meeting was arranged following proposals by the former Director of Riverside Cumbria to dissolve the Divisional Board, which includes representation from City Councillors. Matters relating to housing strategy and housing support now fall within the remit of the Economic Growth Scrutiny Panel).
- 1.3** It is understood that Riverside's rationale for wishing to change the existing structure was prompted by a national re-organisation within the Riverside Group, which involved a move from a Divisional to a Regional structure, with Riverside Cumbria (formerly a Division) now subsumed within the North Region.

2. LEGAL UPDATE

- 2.1** A report was distributed at the 2 March 2017 COSP workshop by the Corporate Director of Governance and Regulatory Services (attached to this report as *Appendix 1*). In summary, the Corporate Director's report confirms that Riverside cannot contractually dissolve the Divisional Board without the Council's agreement. Any alternative arrangement proposed by Riverside to replace the Divisional Board would require the approval of the Council.

3. COUNCIL PRIORITIES

- 3.1** The Members present at the 2 March COSP Workshop considered the following requirements should be integral to any revised arrangement with Riverside to replace the Divisional Board:-
- Any new arrangement should be covered by a legal agreement
 - The new Board (or alternative structure) should have genuine influence – Riverside's national Board should discuss strategic plans for Carlisle with local

representatives (it wasn't acceptable for Councillors to find out about changes affecting Carlisle from the local press)

- A strong relationship between the Council and Riverside was required, with regular joint meetings including Riverside's Regional Director
- Local representation was important
- Transparency/ clarity was needed re Riverside complaints procedure – local Board could investigate complaints
- It would be helpful if Riverside had a designated member of staff who could act as a Councillor Liaison Officer, and also a generic e-mail address for Councillor enquiries
- Regular updates from Riverside's Regional Director at COSP
- Appropriate structures were needed to disseminate information – also necessary to look at this within the Council.

4. RIVERSIDE RESPONSE

4.1 It was agreed that the Corporate Director of Economic Development would feedback the Council's position to Riverside's Director for the North Region to help inform Riverside's proposals for any revised structure to replace the Divisional Board.

4.2 The table below sets out the response received from Riverside on 21 June 2017, and also includes comments on those proposals provided by Officers.

COSP Working Group Priorities		Riverside Proposals	Comments
1.	Any new arrangement should be covered by a legal agreement	Riverside agree to a Deed of Variation to the existing stock transfer agreement, which Riverside will ask their solicitors to draft once the key points are agreed.	Will require approval from the Council's Legal Services team.
2.	The new Board (or alternative structure) should have genuine influence, and Riverside's national Board should discuss strategic plans for Carlisle with local representatives	Proposal to establish a 'Regional Liaison Group' with the Regional Director or Riverside and Carlisle CC officers and elected Members to meet on an agreed frequency and with an agreed agenda and terms of reference. Riverside also undertake to consult Carlisle City Council on	The proposed Regional Liaison Group would provide a regular meeting structure and agreed terms of reference. This is a positive step as Councillors have

		any significant changes in services to residents in Carlisle and consider any representations made by them in response.	previously complained about finding out about local changes affecting Carlisle in the local media.
3.	A strong relationship between the Council and Riverside was required, with regular joint meetings including Riverside's Regional Director	See point 2 (above).	Regular joint meetings, enhancing a two-way information exchange would help to build stronger relationships.
4.	Local representation was important	<p>Riverside will maintain a tenants' scrutiny panel or other arrangement for the same purpose locally to ensure that Carlisle residents can scrutinise and influence services.</p> <p>Riverside will make reasonable efforts to recruit residents in Carlisle to get involved in customer involvement opportunities – Riverside will engage with involved customers on any changes in services.</p>	COSP have previously stressed the importance they place on tenant involvement and participation, so this represents a welcome commitment from Riverside.
5.	Transparency/ clarity was needed re Riverside complaints procedure – local Board could investigate complaints	Riverside are keen to work with the Council to address and resolve any issues raised by customers or local Councillors. Riverside will supply them with a copy of the Group's complaints policy and keep people updated.	Transparency is essential in addressing complaints in a clear and open manner.
6.	It would be helpful if Riverside had a designated member of staff who could act as a Councillor Liaison Officer, and also a generic e-mail address	Riverside will designate a named officer and deputy to receive enquiries from Council Members.	This proposal would be beneficial in respect of Councillor enquiries to Riverside regarding complaints.

	for Councillor enquiries		
7.	Regular updates from Riverside's Regional Director at COSP	The Regional Director will attend COSP regularly.	Regular attendance at COSP will help to keep the Panel up to date with the latest developments relating to Riverside and the Housing Association sector.
8.	Appropriate structures were needed to disseminate information – also necessary to look at this within the Council	Riverside are happy to agree arrangements to ensure communications reach the right people.	It is important that an appropriate information sharing protocol is in place so that the appropriate people in both organisations are kept informed.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

5.1 Riverside will need to formally write to the Council with a proposal to vary the stock transfer agreement. The proposal will then go to Executive for approval. Riverside's proposal will be informed by the outcomes of the 2 March 2017 COSP workshop, followed up by input from the new Economic Growth Scrutiny Panel.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

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

Contact Officer: Jeremy Hewitson

Ext: 7519

Appendices attached to report: *Appendix 1: Report provided for COSP workshop on 2 March 2017 by the Corporate Director of Governance and Regulatory Services*

CORPORATE IMPLICATIONS/RISKS:

Community Services -

Corporate Support and Resources –

Economic Development –

Governance and Regulatory Services – At the time of the last variation, i.e. when Carlisle Housing Association became part of the Riverside Organisation, the Council was concerned that on amalgamation, the independence of the management of the Carlisle Stock would not remain. In order to preserve this independence, Members agreed to a legal requirement in the agreement between the Parties to replicate the existing CHA Board structure which would then be known as the 'Local Divisional Board'. It was felt that the establishment of such a Board would address the Council's concerns on securing local control. Appendix 1 sets out the aforementioned Board and also explains the other obligation to which Riverside are subject.

Appendix 1 – Report of Corporate Director of Governance and Regulatory Services

Community Overview & Scrutiny Panel – Riverside Housing Association Workshop

2 March 2017

Large Legal Agreement covering many aspects. This note covers some pertinent points as regards issues where we will have to form a view in the near future.

As Members are aware, Carlisle Housing Association came into existence when the City Council, following a vote of tenants, formed the Association from what was its Housing Department. The Association and its relationship with the Council were enshrined in a contract (December 2009). In March 2009, the Council, at the request of CHA and Riverside, agreed to vary the original contract to amalgamate those two organisations. In approving the change, the Council sought and received certain assurances. Hereinafter, the amalgamated organisation will be referred to as “RC” representing Riverside Carlisle.

1. Divisional Board

- a. At the time, quite rightly, the Council was concerned that, upon amalgamation, the independence of the Carlisle Stock would not remain. In order to safeguard this, it was agreed that there would be a legal obligation on RC to have a Carlisle Divisional Board (“the Board”).
- b. The Board had to be comprised of equal numbers of:
 - i. Nominees of Carlisle City Council
 - ii. Residents of housing stock owned or managed by RC and
 - iii. Independent Persons
 - iv. Together with the divisional director and up to one other employee of the Riverside Group as nominated by their Board.
- c. The delegated authority of the Board is to ensure the development, monitoring and accountability of the services to residents of the RC housing stock shall be led by the Board, such things to be substantially in accordance with terms set out in the contract (the contract contains a terms of reference for the Board.).
- d. In addition to any other monitoring role of the Board, it shall receive regular reports on the rental income and receipts arising from its housing stock and upon expenditure on the management, maintenance, repair, modernisation, improvement and any other expenses reasonably relating to such housing stock.
- e. The Riverside Group are required to ensure that RC is serviced by one or more employees of sufficient seniority and responsibility to act effectively as local champion.
- f. **Importantly:** any changes to the above may only be made by RC with the consent of the Council, such consent not to be unreasonably withheld or delayed.

2. Use of Income and Receipts

- a. To use income and receipts from the sale of its (local) property for the management, maintenance, repair, modernisation and improvement of its other (local) property. On request they must provide accounts.

3. Open Space and Amenity Land

- a. To keep and maintain it in good order. This extends to private roads, drains etc.

4. Assured Tenant's Charter

- a. They must observe and in all respects comply with the standards of service and rights for tenants as set out in the Assured Tenant's Charter published from time to time by the Housing Corporation.

5. Tenants' Representation

- a. RC had to adopt a framework for tenant involvement based on the Council's compact and for so long as it's properly constituted and representative of the views of tenants and residents to continue to recognise Tenants' and Residents' associations previously recognised by the Council (including the Tenants' Advisory Group) and to provide a reasonable level of financial and other support to assist them in representing views.
- b. To develop the setting up of a Tenant Management Organisation.

6. Partnership Working

- a. To work in partnership with the City Council by joining the City Vision Partnership (or any future strategic framework) which will include supporting and developing initiatives, but not exclusively, relating to social exclusion, community safety, community planning, improvement energy efficiency, health partnerships, sustainable environment and employment.
- b. RC to assist the Council in meeting the needs of the increasingly older population, including retaining and developing careline service to support vulnerable individuals in their homes.

7. Right to Nominate

- a. The Council has the ability to nominate persons pursuant to our homelessness duty. This is done through Choice Based Lettings.

8. Emergency Centres

- a. RC has assisted with the operation of these but this is in the process of changing.

NB: This document is a summary briefing note giving a general overview for this working group.

Mark Lambert – Director of Governance

Report to Economic Growth Scrutiny Panel

Agenda
Item:

A.4

Meeting Date: 7 September 2017
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: QUARTER 1 PERFORMANCE REPORT 2017/18
Report of: Policy and Communications Manager
Report Number: PC 15-17

Purpose / Summary:

This report contains the 1st quarter performance by exception against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Proposed new Service Standards and Key Performance Indicators (KPIs) are also included.

Recommendations:

1. Consider the performance of the City Council presented in the report with a view to seeking continuous improvement in how the Council delivers its priorities.
2. Consider the new Service Standards and KPIs in the report with a view to providing a more holistic view of the Council's performance.

Tracking

Executive:	25/9/17
Overview and Scrutiny:	Health and Wellbeing Scrutiny Panel 31/8/17 Economic Growth Scrutiny Panel 7/9/17 Business and Transformation Scrutiny Panel 14/9/17
Council:	N/A

1. BACKGROUND

This report contains the 1st quarter performance by exception against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Proposed new Service Standards and Key Performance Indicators (KPIs) are also included.

Service Standards were introduced at the beginning of 2012/13 to provide a standard in service that our customers can expect. The measures are based on timeliness, accuracy and quality of the service. Details of the current standards are in the table in **Section 1**, only the standard relevant to this Panel are included in this report. A set of proposed new Service Standards and Key Performance Indicators (KPI) are presented in **Section 2**.

The Carlisle Plan actions are reported in a new template, designed to provide more detail on the delivery of the actions, only actions within the remit of the Panel are included in this report. The intention is to give the Panel a brief overview of the current position without duplicating the more detailed reporting that takes place within the Scrutiny agendas and Portfolio Holder reports. The updates against the actions in the Carlisle Plan are presented in **Section 3**.

2. PROPOSALS

1. The existing Service Standards are maintained with new standards being introduced, these will be reported by exception once a baseline and threshold or target has been set.
2. New Key Performance Indicators will be introduced and reported by exception once a baseline and threshold or target has been set.

3. CONSULTATION

The report was reviewed by Directorate Management Teams in August, by the Senior Management Team on 14 August 2017 and will be considered at the other Scrutiny Panels.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

1. The Panel are asked to comment on the Quarter 1 Performance Report and new measures prior to it being submitted to Executive.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

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

**Appendices
attached to report:
None**

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

- **None**

CORPORATE IMPLICATIONS/RISKS:

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

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

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

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

Section 1: 2017/18 Service Standards

Percentage of Household Planning Applications processed within eight weeks – Quarter 1 on target

Section 2: Service Standards and Key Performance Indicators Review

Background

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT, O&S and JMT. An initial set of four Service Standards were added to in 2015/16 with one additional standard, creating the current set of five Service Standards (two for this Panel):

SS02 Number of missed waste or recycling collections

SS03 Percentage of household waste sent for recycling

These are currently reported to SMT and by exception at Overview and Scrutiny and Executive.

Purpose

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

Service Standards are not the only set of measures used to interrogate the performance of the Council. Alongside the review of Service Standards a set of Key Performance Indicators, derived from the links between the service plans and Budget Resolution are also proposed.

Review

SMT agreed to a review of Service Standards to assist the delivery of service objectives as part of the Performance Management Audit May 2017. This fitted with the requirements of O&S Members at the Performance Management workshops in June. We would recommend that a two-tier approach is maintained.

1. Service Standards are the measures that are judged to be the most influential.
2. A set of Key Performance Indicators, directly linked to service objectives and aligned to measure the success of service plan objectives.

Service Standard Criteria

The following criteria has been applied to a long list of potential measures to create a shortlist of proposed new service standards:

1. A service directly used by our customers (residents, visitors and businesses)
2. Notable media or social media interest in the service
3. A high volume of customers use the service
4. The service has a significant revenue budget
5. High quality data is accessible to report on the new measure on a quarterly cycle

Proposed New Service Standards

It is proposed that five additional service standards will also be reported at DMTs and SMT and by exception at Overview and Scrutiny and Executive. They will also be published on the Council's website.

None of the new service standards are within the remit of this Panel.

Proposed New Key Performance Indicators (KPIs)

The following criteria has been applied to the remaining long list of measures to create a shortlist of potential KPIs:

1. Data available or easily collected.
2. Measure linked to service plan objective and Budget Resolution.

These would be reported at DMTs and SMT and, where appropriate, by exception at Overview and Scrutiny and Executive. Where exceptions are identified, consideration will be given for further work with the Service Manager for improvement actions.

The following list is a short list following discussions at DMT and other feedback. Once agreed, further work will be needed to refine the definitions and set targets, particularly where a response within a set number of working days is the performance indicator.

The agreed KPIs will form the basis for service-level performance dashboards, enabling service managers and directors to monitor the delivery of their service plans and provide Members with a more holistic view of the Council's performance.

Code	Name
CS14	Net carparking revenue
CS16	User satisfaction with new Discover Carlisle website
CS17	Carlisle visitor satisfaction
CS22	City Centre revenue
CS33	Number of and value of successful grants brought into the Council
ED01	To carry out 100% of site inspections within 24 hours of requests.
ED02	To respond to incidents involving dangerous building and dangerous structures (including 24hour emergency call for out of hour calls if an officer is available)
ED03	To check 90% of all full plans applications within 14 days of receipt and decide 100% of all applications within the statutory time period of 5 weeks or 2 calendar months.
ED04	To carry out 100% of all inspection requests within 24 working hours.
ED05	60% major applications determined within 13 weeks
ED06	65% minor applications determined within 8 weeks
ED07	80% other applications determined within 8 weeks
ED08	Ensure that all TPOs are confirmed within 6 months
ED09	Determine all hedgerow removal notifications within 6 weeks
ED10	Determine all Tree Preservation Order (TPO) applications within statutory time period of 8 weeks

Section 3: Carlisle Plan Nov 16 – Mar 18 Delivery [EGOSP Actions]

The following actions relevant to this Panel are complete and will be removed from future reports:

- Complete the Durranshill Industrial Estate infrastructure improvements
- Complete the capital improvements to the public realm along Castle Way
- Deliver the Heritage Cities Visit Britain Project to provide an augmented reality Roman themed experience in Bitts Park

Updates are provided in the following tables for the actions relevant to this Panel:

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

Business Property & Infrastructure:

OUTCOME	<u>1. Complete the Durranshill Industrial Estate infrastructure improvements</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Complete the Durranshill Industrial Estate infrastructure improvements
Measurable – What are the standards and or parameters?	
Achievable – Is it feasible?	
Realistic – Resources available	
Time Bound – Start/end dates	End date: Nov 2016
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	COMPLETE
Emerging issues / risks to the project	None

OUTCOME	<u>2. Promote City Centre redevelopment projects</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP / BTOSP
Specific – What is the task	Promote development opportunities for City Centre property assets at Caldew Riverside and English Street, with Cumbria County Council
Measurable – What are the standards and or parameters?	Produce a report setting out the alternatives and preferred options for the delivery of these city centre development opportunities.
Achievable – Is it feasible?	Yes
Realistic – Resources available	The technical and complex nature of the work will necessitate the engagement of external consultants drawing on the awarded LGF funding
Time Bound – Start/end dates	The report will be completed within the current financial year. Work will commence mid Q2 2017 with a final draft expected by the end of Q3 2017.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Discussions with the County Council and other interested parties are continuing regarding the redevelopment potential of these sites. The preferred consultant has been appointed to produce the delivery options report. Council officers have met with the Heritage Lottery Fund regarding potential funding opportunities
Emerging issues / risks to the project	

OUTCOME	<u>3. Support the delivery of a Carlisle Enterprise Zone at Kingmoor Park</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Support the delivery of a Carlisle Enterprise Zone at Kingmoor Park
Measurable – What are the standards and or parameters?	Accelerate growth in business and jobs at this strategic site.
Achievable – Is it feasible?	Enhanced promotion of specific opportunities and Carlisle/Cumbria to inward investment
Realistic – Resources available	Partnership governance arrangements in place.
Time Bound – Start/end dates	Zone effective from 1 st April 2016 and ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Partnership MOU agreed 31 st May 2017 Implementation Plan submitted to Government 31 May 2017 Business Rate Relief Guidance approved 31 May 2017
Emerging issues / risks to the project	

OUTCOME	<u>4. Support the development of Carlisle Airport as a regional gateway</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Support the development of Carlisle Airport as a regional gateway
Measurable – What are the standards and or parameters?	Airport offer expands to include increased freight and in addition passenger services
Achievable – Is it feasible?	Through Economic Development Planning and Building Control Services professional advice and support.
Realistic – Resources available	Planning/Building Control advice
Time Bound – Start/end dates	Ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Recently received an application for variation of conditions to enable construction of Stobart Rail and Terminal Facilities, changes to the apron circulation area and landscaping.
Emerging issues / risks to the project	

Strategy & Planning:

OUTCOME	<u>5. Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan
Measurable – What are the standards and or parameters?	Development of project pipeline; alignment of priorities and projects with Cumbria LEP Strategic Economic plan to ensure they are supported by the LEP and/or attract funding.
Achievable – Is it feasible?	Through engagement with the LEP and TOG
Realistic – Resources available	Corporate Director/Senior Officer time
Time Bound – Start/end dates	Ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Continued close partnership working on: Kingmoor Park Enterprise Zone St Cuthbert's Garden Village Growth enabling transport improvements
Emerging issues / risks to the project	

OUTCOME	<u>6. Progress the Borderlands Initiative</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Progress the Borderlands Initiative
Measurable – What are the standards and or parameters?	Innovative and long term partnership to create a mechanism for leveraging additional public and private sector investment and resources to drive sustainable and inclusive growth across the Borderlands.
Achievable – Is it feasible?	Co-ordinated approach to: Support regional economic development Invest in infrastructure Attract additional private sector investment as to how will success be measured
Realistic – Resources available	Corporate Director and Economic Development Officer
Time Bound – Start/end dates	Ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	<p>Borderlands Framework: <i>‘A Framework for Unlocking our Potential’ has received partner signoff.</i></p> <p><i>Work is progressing to engage with key stakeholders, including UK & Scottish Government to move the framework forward.</i></p> <p><i>Additionally, the Borderlands Growth Deal was mentioned in the Conservative Party Manifesto – ‘Building on the City and Growth deals we have signed across Scotland, we will bring forward a Borderlands Growth Deal, including all councils on both sides of the border, to help secure prosperity in southern Scotland’</i></p> <p>Proposals currently being prepared to submit a bid to Government for funding to support projects and about to finalise the appointment of a Project Officer to support this work.</p>
Emerging issues / risks to the project	

OUTCOME	<u>7. Infrastructure Delivery Plan</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Maintain an up to date Infrastructure Delivery Plan and develop proposals to address identified issues
Measurable – What are the standards and or parameters?	Progress and issues to be reported through the statutory Authority Monitoring Report.
Achievable – Is it feasible?	Ongoing dialogue with infrastructure providers.
Realistic – Resources available	Can be delivered within existing staff resource and budget allocation.
Time Bound – Start/end dates	Comprehensive update critical to development of masterplan and delivery strategy for St. Cuthbert's Garden Village.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	<ul style="list-style-type: none"> • Discussion with infrastructure providers ongoing in the form of continuous dialogue, including recent meeting with United Utilities. • Need for viability and infrastructure task and finish group identified as part of St. Cuthbert's Garden Village governance / project management structure. Work ongoing on terms of reference and membership.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

OUTCOME	<u>8. Develop a Carlisle South Masterplan covering housing, urban design, employment land, transport and infrastructure</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Develop a Masterplan for St. Cuthbert's Garden Village covering housing, urban design, employment land, transport and infrastructure
Measurable – What are the standards and or parameters?	Masterplan will be incorporated into a Development Plan Document (DPD) which will require approval by Council.
Achievable – Is it feasible?	Production of DPD governed by Government Regulations, with policy and guidance also set out nationally.
Realistic – Resources available	The project is detailed in the Council's approved Local Development Scheme (LDS). An adequate allocation has followed through the process of the MTFP. Additional funding to accelerate delivery and enhance quality has been forthcoming through inclusion in the Government's Locally Led Garden Villages Programme.
Time Bound – Start/end dates	Mandate forthcoming from LDS which was approved in July 2016. Inclusion in Garden Village programme confirmed on 2nd January 2017. Anticipated adoption date of DPD April 2020.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Executive approval forthcoming on 8th May for project governance structures, draw down of MTFP allocation; indicative spending profile including grant received and permission to commence public engagement. Appointment of Hyas Associates to provide advisory support on progressing project. Receipt of final 'Landscape & Townscape' Appraisal for the area.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

OUTCOME	<u>9. Work with the Environment Agency and partners on future plans</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Work with the Environment Agency and partners on future flood risk management plans
Measurable – What are the standards and or parameters?	Agreement of flood risk management plans and delivery thereafter of defined temporary and permanent improvements and activities.
Achievable – Is it feasible?	City Council are a key stakeholder but do not have direct control reflecting EA are the lead on developing Flood Risk Management Plans.
Realistic – Resources available	Business cases needed to draw down previously allocated Government funding.
Time Bound – Start/end dates	Flood Risk Management Plans to be agreed by close of 2017. Delivery of subsequent interventions likely required with in current parliamentary cycle i.e. 2022.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Long list of appraisal options developed by EA and shared with local community groups and overview and scrutiny. To be shortlisted for late Autumn. Corporate Director is a member of the new Cumbria Strategic Flood Partnership.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

Skills Development:

OUTCOME	<u>10. Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy
Measurable – What are the standards and or parameters?	Successes in relation to skills improvements and better alignment with key sectors is yet to be determined and will be defined through the emerging Economic Strategy.
Achievable – Is it feasible?	The emerging Economic Strategy will contribute significantly towards the achievement of this objective through the exploration of the requirements of key sectors operating and expanding within the area and the alignment of these requirements with the education offer of local education providers.
Realistic – Resources available	Whilst the delivery of the skills plan will be challenging, the emerging Economic Strategy will continue to support its delivery and may, in some cases, enhance this through targeted sector work to establish the skills requirements of key sectors.
Time Bound – Start/end dates	The emerging Economic Strategy is anticipated to be adopted early 2018.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	The scope of the emerging Economic Strategy was presented to EGOSP, JMT and SMT. There is ongoing dialogue with key stakeholders to establish priorities and actions to ensure growth in the economy, of which skills is a key consideration. An initial draft report was also received from Regeneris consulting, investigating the key sectors of Carlisle's economy with the greatest potential for growth. Ensuring the right skills are available for these key sectors will be vital.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

Working with business:

OUTCOME	<u>11. Proactively develop business support through supporting the Growth Hub</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Proactively develop business support through supporting the Growth Hub
Measurable – What are the standards and or parameters?	Actions and activities undertaken to support businesses will be defined through the emerging Economic Strategy. This will include supporting the activities of the Growth Hub. Success of business support will be measured through annual review of the Economic Strategy actions (once adopted).
Achievable – Is it feasible?	The emerging Economic Strategy will contribute significantly towards the achievement of this objective through the exploration of the requirements of businesses and therefore linking requirements with targeted support, including through the Growth Hub.
Realistic – Resources available	Whilst the delivery of business support is often challenging due to limited resources, the emerging Economic Strategy will provide some tangible actions linked to business support, including supporting the Growth Hub.
Time Bound – Start/end dates	The emerging Economic Strategy is anticipated to be adopted early 2018.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	The scope of the emerging Economic Strategy was presented to EGOSP, JMT and SMT. There is ongoing dialogue with key stakeholders to establish priorities and actions to ensure growth in the economy, of which business support is a key consideration. An initial draft report was also received from Regeneris consulting, investigating the key sectors of Carlisle's economy with the greatest potential for growth. Ensuring the right business support is available for these key sectors will be vital.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

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

City Centre Public Realm:

OUTCOME	<u>23. Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage
Measurable – What are the standards and or parameters?	Installation of new fingerpost signage, interpretation boards and gateway signage
Achievable – Is it feasible?	Yes
Realistic – Resources available	Can be progressed to completion within existing staff capacity and allocated budget
Time Bound – Start/end dates	Commencement 2015 Completion <ul style="list-style-type: none"> • Fingerpost signage and interpretation boards - December 2017 • Gateway Signage - ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Design/Artwork for fingerpost signage and interpretation boards is complete with preferred installation locations identified. Programme for installation currently being agreed.
Emerging issues / risks to the project	The Gateway Signage aspect of the project has been deferred pending a wider review that will incorporate existing highways signage, undertaken in partnership with the County Council. The risk to the delivery of this element of this priority objective is that it becomes enmeshed in the programming of the County Council.

OUTCOME	<u>24. Complete the capital improvements to the public realm along Castle Way</u>
SMT OWNER	Darren Crossley
O+S Panel	EGOSP
Specific – What is the task	Complete the capital improvements to the public realm along Castle Way
Measurable – What are the standards and or parameters?	<ol style="list-style-type: none"> 1) By the opening of the new crossing and completion of repaving works on Castle Way footway. 2) The carrying out of a Safety Audit to verify that the crossing is operating safely before control of the crossing becomes the responsibility of the County Council.
Achievable – Is it feasible?	A contract has been awarded to implement the scheme, work started March 2017, crossing opened for use 14 th July 2017, safety audit carried out with results awaited. Re-paving works due to be carried out in August 2017.
Realistic – Resources available	Work commenced in March 2017. Crossing works are complete and became operational on 14 th July 2017. Repaving works due for completion August 2017.
Time Bound – Start/end dates	Work started March 2017. Completion due August 2017.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Construction works substantially complete. Excavation works to install cable ducting took longer than expected due to having to unexpectedly dig into existing concrete.
Emerging issues / risks to the project	Result of Safety Audit awaited to see if any issues are identified that may affect safe operation of the crossing. Any major issues may require remedial action.

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

Housing Strategy:

OUTCOME	<u>30. and 31. Prepare and publish an updated Housing Strategy and Develop and implement a Housing Delivery Action Plan</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Preparation and adoption of an up to date Housing Strategy inclusive of a housing delivery action plan, informed by appropriate stakeholder consultation and engagement as an integral part of the process.
Measurable – What are the standards and or parameters?	Housing Strategy adopted by Council
Achievable – Is it feasible?	Yes
Realistic – Resources available	Can be progressed within existing staff capacity and base budgets
Time Bound – Start/end dates	Commenced Spring 2017 - Adoption late 2017
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Draft produced but requires further refinement. Target is for revised draft to go to SMT in September for approval to proceed to Exec/ EGOSP/ Council, and external consultation.
Emerging issues / risks to the project	Slight delay due to need for further redrafting to ensure the Housing Strategy is fit for purpose.

Housing Quality/Access:

OUTCOME	<u>37. Work with landowners, developers, and partner agencies (e.g. HCA) to accelerate the delivery of sites</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Work with landowners, developers, and partner agencies (e.g. HCA) to accelerate the delivery of sites
Measurable – What are the standards and or parameters?	Number of Net New Homes Per Annum - Performance measured against Local Plan housing target and anticipated rates of delivery in housing trajectory.
Achievable – Is it feasible?	Whilst out with the direct control of the Council, there are a number of actions the Council can and is taking to support the realisation of this objective. These actions including potentially new activities will be detailed and coordinated through the Housing Strategy which is under development.
Realistic – Resources available	Can be delivered within existing staff resource and budget allocation. Need for additional resources will be flagged, if necessary, through the development of the housing strategy and consequently pursued through the MTFP process.
Time Bound – Start/end dates	Ongoing.
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	<ul style="list-style-type: none"> • Preparation of a draft Promotional Housing Prospectus, which is subject to ongoing refinement in order to finalise. • New Housing Strategy inclusive of a programme of activities linked to the objective of accelerating delivery being developed.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting existing risks continue to be managed.

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

Tourism:

OUTCOME	<u>38. Redevelop the Discover Carlisle website</u>
SMT OWNER	Darren Crossley
O+S Panel	EGOSP
Specific – What is the task	Redevelop the Discover Carlisle (DC) website
Measurable – What are the standards and or parameters?	Delivery of a new functional and in-house managed DC website.
Achievable – Is it feasible?	Yes in-house project management team has been established and is progressing the work.
Realistic – Resources available	Yes – resources are being drawn from existing staff.
Time Bound – Start/end dates	Start Feb 2017 / End Dec 2017
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Dummy site is live and permanent content is being sourced and refined.
Emerging issues / risks to the project	None

OUTCOME	<u>40. Deliver the Heritage Cities Visit Britain Project to provide an augmented reality Roman themed experience in Bitts Park</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Deliver the Heritage Cities Visit Britain Project to provide an augmented reality Roman themed experience in Bitts Park
Measurable – What are the standards and or parameters?	Creation of an England's Heritage Cities Microwebsite and individual Apps for each of the 12 member cities
Achievable – Is it feasible?	Project and financial plans signed off. Project governance and Accountable Body status established, partner agreements in place
Realistic – Resources available	Visit England / Visit Britain Discover England Funding Round 1 in place including partner match funding
Time Bound – Start/end dates	Completed
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Project completed in April 2017. Testing of Carlisle App identified some technical glitches which have been corrected. Marketing and promotion of the project outputs at a range of Tourism industry events ongoing. Evaluation underway.
Emerging issues / risks to the project	

Business Growth:

OUTCOME	<u>41. Work with Carlisle Ambassadors to raise the profile of Carlisle through business engagement.</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Work with Carlisle Ambassadors to raise the profile of Carlisle through business engagement.
Measurable – What are the standards and or parameters?	Membership numbers increase, Ambassadors are engaged in activities which promote Carlisle and the Carlisle offer
Achievable – Is it feasible?	Delivery of quarterly Carlisle Ambassador meetings themed around economic priorities.
Realistic – Resources available	External marketing and relationship managed support procured, Corporate Director and Officer support for support, direction and project management
Time Bound – Start/end dates	Established 2013 and ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Two Carlisle Ambassador meetings delivered both with circa 170 in attendance (oversubscribed). Marketing workshop delivered to engage marketeers in sharing information and using CA and Carlisle Story in promoting Carlisle. Project workshop delivered to establish a new mechanism for CA to manage the process of CA endorsed projects. Model to include CA Panel of mentors to support project development and encourage delivery which meets with agreed CA project criteria.
Emerging issues / risks to the project	

OUTCOME	<u>42. Encourage Carlisle Ambassadors to engage partners in promoting the Carlisle story/offer</u>
SMT OWNER	Jane Meek
O+S Panel	EGOSP
Specific – What is the task	Encourage Carlisle Ambassadors to engage partners in promoting the Carlisle story/offer
Measurable – What are the standards and or parameters?	Media statistics: Circulation figures, On line views Website / YouTube, Facebook, Twitter, LinkedIn, Blogs etc. Increased sharing of Carlisle success stories by Carlisle Ambassadors in their sector and CA support for joint promotional opportunities such as Northern Powerhouse or GP Recruitment
Achievable – Is it feasible?	Engagement through Carlisle Ambassador Initiative and Marketing Sub Group
Realistic – Resources available	External marketing and relationship managed support procured, Marketing Sub Group of Carlisle Ambassadors to be implemented
Time Bound – Start/end dates	Ongoing
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Report to Scrutiny setting out progress. Marketing workshop delivered to engage marketeers in sharing information and using CA and Carlisle Story in promoting Carlisle. Agreed method for increased sharing of Carlisle good news stories. Project workshop to refresh CA endorsed project activity to ensure that outcomes promote the Carlisle Story and offer.
Emerging issues / risks to the project	

OUTCOME	<u>43. Deliver the Cumbrian "Better Business for All Programme" in 2017 through the Cumbria Public Protection Group</u>
SMT OWNER	Mark Lambert
O+S Panel	EGOSP
Specific – What is the task	Deliver the Cumbrian "Better Business for All Programme" in 2017 through the Cumbria Public Protection Group
Measurable – What are the standards and or parameters?	
Achievable – Is it feasible?	
Realistic – Resources available	
Time Bound – Start/end dates	End: March 2018
Progress in Quarter 1 2017/18 against project plan / key milestones achieved	Copeland have taken the lead on this and progress has been slow. Further discussions are required regarding the process of surveying business's needs.
Emerging issues / risks to the project	