

AGENDA

Place Panel

Thursday, 01 September 2022 AT 16:00
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

****A pre meeting for Members to prepare for the Panel will take place 45 minutes before the meeting****

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

Members of the Place Panel

Councillor Bainbridge (Chair), Councillors Allison, Ms Ellis-Williams, Glendinning, Mrs Mitchell, Mitchelson, Sunter, Dr Tickner (Vice Chair)

Substitutes:

Councillors Alcroft, Atkinson, Mrs Birks, Brown, Bomford, Collier, Mrs Finlayson, Glover, Lishman, McKerrell, Morton, Patrick, Pickstone, Robson, Shepherd, Miss Sherriff, Southward, Miss Whalen and Wills.

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

Members are invited to declare any disclosable pecuniary interests, other registrable interests and any interests, relating to any items 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 that Council, at its meeting of 19 July 2002, received and adopted the minutes of the meeting held on 16 June 2022. The Chair will sign the minutes. [Copy minutes in Minute Book Vol 49(1)].

The Chair will move the minutes of the meeting held on 21 July 2022 as a correct record. The only part of the minutes that may be discussed is their accuracy.

(Copy minutes herewith).

A.1 CALL-IN OF DECISIONS

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

A.2 QUARTER 1 PERFORMANCE REPORT 2022/23

**11 -
34**

| | |
|--------------|--|
| Portfolio: | Finance, Governance and Resources |
| Directorate: | Community Services |
| Officer: | Steven O'Keeffe, Policy and Communications Manager |
| Report: | PC.22/22 herewith |

Background:

The Policy and Communications Manager to submit a report containing the Quarter 1 2022/23 performance against current Service Standards and an update on the delivery of the Carlisle Plan 2021-23 actions. Performance against the Panel's 2022/23 Key Performance Indicators are also included.

Why is this item on the agenda?

Monitoring of performance.

What is the Panel being asked to do?

1. Scrutinise the performance of the Council with a view to seeking continuous improvement in how the Council delivers its priorities.
2. Note the closure of the Carlisle Plan Key Action 12: Developing the new Cumbria Waste Strategy. The Strategy is a County Council led strategy that will be overtaken by Local Government Reorganisation.

A.3 ECONOMIC STRATEGY ACTION PLAN UPDATE

**35 -
50**

| | |
|--------------|---------------------------------------|
| Portfolio: | Economy, Enterprise and Housing |
| Directorate: | Economic Development |
| Officer: | Steven Robinson, Head of Regeneration |
| Report: | ED.21/22 herewith |

Background:

The Corporate Director of Economic Development to submit a report providing an update on the progress of the delivery of the Carlisle Economic Strategy Action Plan and the Town Deal and Future High Streets Fund regeneration programmes.

Why is this item on the agenda?

Item included in the Panel's Work Programme.

What is the Panel being asked to do?

1. Note the progress and provide feedback on the delivery of the Carlisle Economic Strategy Action Plan as set out in Section 2.
2. Note the progress and provide feedback on the delivery of the Town Deal and Future High Streets Fund regeneration programmes as set out in Sections 3 and 4.
3. Note the emerging risks to the delivery of the Action Plan and regeneration programmes as set out in Section 5.

A.4 OVERVIEW REPORT

51 -
56

| | |
|--------------|--|
| Portfolio: | Cross Cutting |
| Directorate: | Cross Cutting |
| Officer: | Rowan Jones, Policy and Scrutiny Officer |
| Report: | OS.21/22 herewith |

Background:

To consider a report providing an overview of matters related to the work of the Place Panel.

Why is this item on the agenda?

The Place Panel operates within a Work Programme which is set for the 2022/23 municipal year. The Programme is reviewed at every meeting so that it can be adjusted to reflect the wishes of the Panel and to take into account items relevant to this Panel on the latest Notice of Executive Key Decisions.

What is the Panel being asked to do?

- Note the items (within Panel remit) on the most recent Notice of Executive Key Decisions
- Discuss the Work Programme and prioritise as necessary.

PART B

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

-NIL-

Enquiries, requests for reports, background papers etc to:
democraticservices@carlisle.gov.uk



Place Panel

Date: Thursday, 21 July 2022

Time: 16:08

Venue: Flensburg Room

Present: Councillor Trevor Allison, Councillor James Bainbridge, Councillor Ms Jo Ellis-Williams (until 17:38), Councillor Mrs Anne Glendinning, Councillor Mrs Linda Mitchell, Councillor Michael Mitchelson, Councillor Peter Sunter, Councillor Dr Les Tickner

Also Present: Councillor Mallinson - Leader
Councillor Ellis - Finance, Governance and Resources Portfolio Holder
Councillor Christian - Environment and Transport Portfolio Holder
Councillor Mrs Bowman - Economy, Enterprise and Housing Portfolio Holder

Officers: Corporate Director of Economic Development
Policy and Communications Manager
Overview and Scrutiny Officer

PLP.10/22 APOLOGIES FOR ABSENCE

No apologies for absence were submitted.

PLP.11/22 DECLARATIONS OF INTEREST

There were no declarations of interest submitted.

PLP.12/22 PUBLIC AND PRESS

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

PLP.13/22 MINUTES OF PREVIOUS MEETINGS

RESOLVED - The minutes of the meeting held on 16 June 2022 were agreed as a correct record.

PLP.14/22 CALL-IN OF DECISIONS

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

PLP.15/22 LOCAL ENVIRONMENT (CLIMATE CHANGE) STRATEGY UPDATE

The Policy and Communications Manager presented an update on the delivery of the Local Environment (Climate Change) Strategy (PC.09/22).

The Policy and Communications Manager gave a brief overview of the background to the

Strategy and updated the Panel on National policies, strategies and reports. He detailed the Countywide partnership work that was being undertaken and provided an update on the Organisational Actions and selected 'Local Actions'.

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

- Who represented Carlisle City Council on the Local Authority Climate Change Policy Group and were minutes of the meetings available to Members?

The Policy and Communications Manager reported that he was the Council representative on the Group; he agreed to circulate the last set of minutes to the Panel.

- Did the projected 8% reduction on the Council's Scope 3 (Leisure) emissions account for the Turkish Baths being open or closed?

The Policy and Communications Manager explained that the base line information was 2018/19 data, the 8% estimate was based on the pools being a single site operation. The Borderlands Project or Council decisions had not yet been factored into the calculations, a renewed base line would be produced next year, as result the Council's Scope 3 emissions projections would be recalculated.

The Environment and Transport Portfolio Holder clarified that a facility remaining on site would be an increase in the emissions which would be against Council policies.

The Corporate Director of Economic Development added that the facility would be subject to other legislation such as Building Control and it was likely a heating system review would be required. The impact on emissions would need to be included in the business case for any proposals for the Turkish Baths.

A Member commented that it was irrelevant whether the emissions were in the Council Scope or not, there would still be an increase in emissions. She asked if would be possible to calculate the emissions from the Turkish Baths.

The Policy and Communications Manager agreed to provide a written response.

- Who used the two e-bikes which had been purchased?

The Policy and Communications Manager explained that the e-bikes were located at Bousteads Grassing for the purpose of short site to site journeys. Individuals were required to pass a health and safety test before using them. It was hoped that the e-bikes would help change attitude to travel and that change would be embedded in Council operations. In response to a further question the Policy and Communications Manager reported that individuals using the e-bikes had appropriate outdoor wear for all weather use.

In discussing cycling in Carlisle, Members felt that there had to be an acknowledgement that cycling was not an option for everyone and alternative methods of transport, outside of car use, could be expensive especially for families travelling together. Work had to be undertaken with bus companies to reduce costs and increase travel options.

The Leader commented that there needed to be the same focus on cycle and pedestrian ways as there was for roads. Pathways and cycle paths needed to be better maintained to encourage more use.

- A Member asked for further information on the Heat Network Zone Pilot and highlighted the

high density terraced houses where the project could work.

The Policy and Communications Manager responded that the Pilot was at the work shop stage and further information was not available yet.

The Environment and Transport Portfolio Holder give an overview of how the system worked in other countries and the possibilities for Carlisle.

- The report included government policies relevant to Local Authorities, there was some concern regarding the ambitions in the document and the impact that they would have on local authorities.

- Where would data regarding the emissions from the annual fire show be included in the summary of local authority territorial greenhouse gas emissions estimates and were those readings available?

The Policy and Communications Manager clarified that the the greenhouse data was a new data set and covered the entire public sector not just Carlisle City Council.

- A Member highlighted agricultural emissions and detailed a new feed process which could significantly reduced the emissions.

The Environment and Transport Portfolio Holder acknowledged that work was needed to address the emissions and discussions were taking place with Zero Carbon Cumbria Partnership (ZCCP) who were looking at this issue.

The Panel discussed the global impact of changes to agriculture and the future impact of decisions being taken now. Current global issues and decisions taken some time ago were reducing availability of some produce, the impact was either very expensive produce or no produce at all.

- The report was very complex, Members felt that more work should be done to simplify the information and engage with the public to help them reduce their own carbon footprint.

The Policy and Communications Manager responded that the community engagement information was crafted for public use and understanding. Individual's carbon footprint information was a different message, the Council needed to enable as well as inform.

- How was engagement with businesses taking place and what were the results?

The Corporate Director of Economic Development explained that legislation was used to engage with bigger businesses and the Council liaised with larger organisations to develop their own strategies. She agreed that more could be done to encourage individuals and work was being carried out on the Communications Strategy to better engage with the public.

- How were the young people chosen to be representatives on the ZCCP?

The Policy and Communications Manager agreed to gather further information from the ZCCP.

- Had a decision been taken on the replacement of the cremator?

The Environment and Transport Portfolio Holder responded that a decision had not yet been taken. The cremator replacement would be subject to the usual tender process, the impact on emissions would be part of that work.

- The two main sources of the Council's carbon footprint were leisure and diesel. A Member suggested that changes to the Council's fleet, routes, frequencies and times could result in some big reductions in the carbon footprint.

The Environment and Transport Holder agreed that fleet changes would make a big impact. Options had not been readily available for large vehicles, however, this was changing at a rapid pace. Fleet replacement work and discussions had already begun.

- The electric car charging points were mainly in Carlisle, Brampton and Dalston, there was a need for the charging points in rural locations.

The Corporate Director of Economic Development highlighted the issues with regard to electric supply in rural areas. It was a challenge to introduce car charging points as the electric infrastructure did not support the power required. She informed the Panel of the energy masterplan which was a strategic document looking at energy issues in the district.

RESOLVED - 1) That the Local Environment (Climate Change) Strategy Update (PC.09/22) be received;

2) That the Policy and Communications Manager provide the following written information to the Panel:

- the last set of Local Authority Climate Policy Group minutes
- the calculated emissions for the Victoria Health Suite
- how the ZCCP appointed a representative of Cumbria's young people to the Partnership

PLP.16/22 ST CUTHBERT'S GARDEN VILLAGE – DELIVERY VEHICLE BUSINESS CASE PROGRESS REPORT

The Corporate Director of Economic Development presented an update on the progress made in preparing the Delivery Vehicle Business Case scheduled to be submitted to government in Summer of 2023 to support the long term delivery of St Cuthbert's Garden Village. (ED.12/22).

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

- How would the most qualified, enthusiastic and bold board members be found?

The Corporate Director of Economic Development explained that there had been a lot of interest in the project and it was hoped that the same calibre of individuals that had been involved already in the project would be found for the board.

- The Panel congratulated officers on their hard work in securing the significant funding to date.
- What agreements were required from the Shadow Authority to progress with the project?

The Corporate Director of Economic Development confirmed that the work detailed in the report did not require Shadow Authority approval. She informed the Panel that she was due to give a presentation on the matter to the Shadow Authority Executive.

- A Member felt strongly that public leadership was required to ensure the project kept its momentum and delivered the overall vision to the required quality.

The Corporate Director of Economic Development stated that local authorities across the country had different approaches to garden villages. She felt it should be a genuine partnership

between the public and private sectors. It was vital that the foundation was right to maintain the quality of the place and design over a 30 - 40 year period.

- How could the public see the progress that was being made?

The Corporate Director of Economic Development highlighted the Masterplan, Supplementary Planning Documents and the evidence based Local Plan which were already in place. It was important that the first stages set the bar at the right level to attract the organisations and businesses needed to make the project successful.

- Was the Garden Village project on target and how would the Local Government Reorganisation impact the progress?

The Corporate Director of Economic Development confirmed that the project was on target. In terms of the change to the authority, it would be a very difficult to decision to stop the project now, funding has been secured and work was taking place to source master developers. In response to a further questions the Corporate Director assured the Panel that it was normal practice for multi national developers to be interested in projects such as the garden village.

RESOLVED - That the St Cuthbert's Garden Village - Delivery Vehicle Business Case Progress report (ED.12/22) be received.

PLP.17/22 REAL ESTATE INVESTMENT & INFRASTRUCTURE FORUM (UKREiIF)

UPDATE

The Corporate Director of Economic Development set out the outcomes following the Council's attendance at the Real Estate Investment and Infrastructure Forum (UKREiIF) held between 16 and 18 May 2022 (ED.15/22).

The Corporate Director of Economic Development reported that the event had been the first of its kind that the City Council had attended. Although it had been very hard work it had been successful resulting in many meetings and discussions. The event had been an opportunity to showcase Carlisle and learn from other areas.

The Economy, Enterprise and Housing Portfolio Holder agreed that the event had been hard work but had been an excellent opportunity for Carlisle. She stated that the commitment that the team had put into the event had been exceptional.

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

- The Panel congratulated the Corporate Director of Economic Development and her team for their exceptional work.

- Carlisle had an ageing population and it was vital that people were encouraged to stay in Carlisle or come to live and work in Carlisle. Carlisle needed a diverse population to keep growing and supporting the economy and lifestyle.

The Corporate Director of Economic Development agreed and stated that the ultimate objective was raising the profile of Carlisle so people would live and work here. One of the outcomes of the event had been the opportunity for the organisers of the event to host a smaller event in the new Chamber at the Civic Centre, which had been successful.

The Economy, Enterprise and Housing Portfolio Holder highlighted the job opportunities that

would come from the Garden Village and why it was important to attract those with the necessary skill set into Carlisle.

The Corporate Director confirmed that a place had been booked at the 2023 event. She explained that any expressions of interest that were submitted at the event had been logged into the system and they were added to relevant consultation contact list.

RESOLVED - That the Real Estate Investment and Infrastructure Forum (UKREiiF) Update be welcomed (ED.15/22)

PLP.18/22 OVERVIEW REPORT

The Overview and Scrutiny Officer presented report OS.19/22 providing an overview of matters related to the Place Panel's work.

The Overview and Scrutiny Officer reported that resolutions 2 and 4 from previous meetings had been completed.

The Panel discussed their recent site visit to Talkin Tarn and the opportunities that they saw in the facilities. The Panel requested an officer report on the future management arrangements at Talkin Tarn be added to their work programme. The report should include suggestions for improvements and opportunities along with the feasibility of the suggestions.

The Finance, Governance and Resources Portfolio Holder commented that there had been restrictions on the way income could be spent at the Tarn, those restrictions would be suspended and substantial improvements would take place at the Tarn before the end of the year.

The Chair reported that the Chair of the People Panel had formally requested that operational housing matters such as access to affordable housing; homelessness; housing benefit and relationships with registered providers / social landlords and Cumbria Choice be transferred into the remit of the People Panel.

The Panel discussed the options and agreed that the Chair of the Place Panel and the Chair of the People Panel, along with the Overview and Scrutiny Officer, meet to discuss the matter and report back to the Panels at their next meeting.

A Member asked that an update on Junction 44 be added to the work programme.

RESOLVED - 1) That the Overview Report incorporating Key Decision items relevant to the Place Panel be noted (OS.19/22).

2) That the following matters be added to the Panel's work programme:

- Talkin Tarn Future Management Arrangements
- Update on Junction 44

3) That the Chair of the Place Panel meet with the Chair of the People Panel and the Overview and Scrutiny Officer to discuss the most appropriate location of operational housing matters within the Scrutiny remits.

The Meeting ended at: 18:05



Carlisle City Council

Report to Place Scrutiny Panel ^{Item A.2}

Report details

Meeting Date: 1st September 2022
 Portfolio: Finance, Governance and Resources
 Key Decision: No
 Policy and Budget Framework: Yes
 Public / Private: Public

Title: QUARTER 1 PERFORMANCE REPORT 2022/23
 Report of: Policy and Communications Manager
 Report Number: PC 22/22

Purpose / Summary:

This report contains the Quarter 1 2022/23 performance against the current Service Standards and an update on the delivery of the Carlisle Plan 2021-23 actions as defined in the Plan. Performance against the Panel's 2022/23 Key Performance Indicators (KPIs) are included as a dashboard.

Recommendations:

1. Scrutinise the performance of the City Council with a view to seeking continuous improvement in how the Council delivers its priorities.
2. Note the closure of Carlisle Plan Key Action 12: Developing the new Cumbria Waste Strategy. The Strategy is a County Council led strategy that will be overtaken by LGR (further detail below).

Tracking

| | |
|------------|---|
| Executive: | 26 th September 2022 |
| Scrutiny: | People – 25 th August 2022 Place – 1 st September 2022 |
| Council: | N/A |

1. Background

1.1 This report contains the Quarter 1 2022/23 performance against the Service Standards and a summary of the Carlisle Plan 2021-23 actions as defined in the Plan. The Panel's Key Performance Indicators (KPIs) are also included as an appended dashboard.

1.2 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. The following pages contain the Council's performance against the Service Standards for this Panel.

1.3 The measures are predominately lagging indicators (looking back at performance) and cover a range of services. Some indicators naturally lend themselves to having a specific target, or a national target, whilst with others the aim is to continually improve year-on-year compared to past performance. Regularly monitoring the Council's performance helps to drive continuous improvement and protects against any financial or organisational issues by flagging up indicators that are off target. The measures can also be used for a variety of other purposes including: to evaluate, control, budget, motivate, promote, celebrate and learn. Performance management in this form, through performance reporting, is just one aspect of the Council's wider performance framework.

1.4 The current position of the projects and programmes of the Carlisle Plan are presented in Section 3. Normally, only actions within the remit of the Panel are included in this report. However, as this is the first Panel, all actions are included this time for information. 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.

1.5 Summary of KPIs and Service Standards:

Service Standards – 1 'red', 0 'amber' and 5 'green'

KPIs – 3 'red', 2 'amber', 10 'green'

Summary of Exceptions (RED)

| Measure | Target | Performance |
|---|--------|--|
| SS08: Proportion of official local authority searches completed on time | 85% | 76.7% Throughout the Spring/Summer, the delay was primarily due to some external partners taking longer to return information to us than usual. |

| | | |
|--|-------|------------------------------------|
| CSe14: Actual car parking revenue as a percentage of car parking expenditure | 86.6% | 61.6% Revenue £50k under target |
| CSe22: Actual city centre pedestrianised zone revenue as a percentage of city centre expenditure | 91.5% | 77% Revenue down on target |
| ED03b: Building Control to decide 100% of all applications within the statutory period of 5 weeks or 2 calendar months (with the consent of the applicant) | 100% | 93% |

2. Proposals

None

3. Risks

None

4. Consultation

The report was reviewed by relevant senior management and will be considered at the other Scrutiny Panel.

5. Conclusion and reasons for recommendations

The Panel are asked to scrutinise the Performance Report prior to it being submitted to Executive.

6. Contribution to the Carlisle Plan Priorities

Detail in the report.

Contact details:

Contact Officer: Gary Oliver

Ext: 7430

Appendices attached to report:

- Performance Dashboard

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- None

Corporate Implications:

Legal - This report raises no explicit legal issues.

Property Services - This report raises no explicit property issues

Finance - This report raises no explicit financial issues

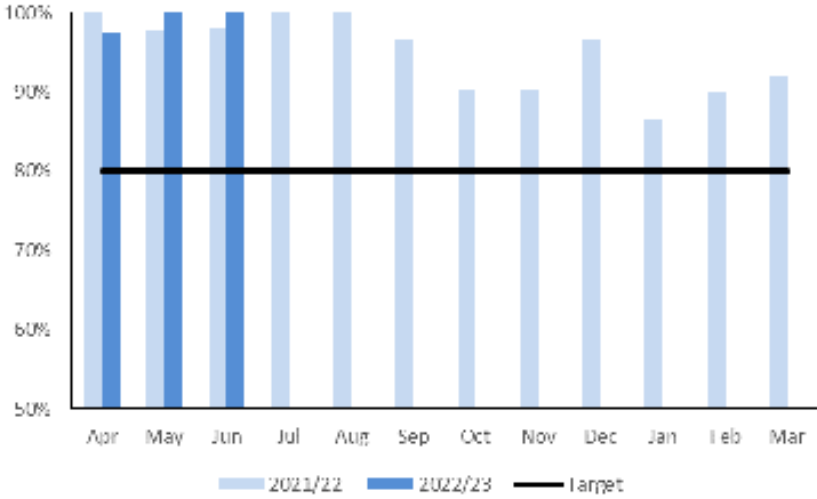
Equality - This report raises no explicit issues relating to the Public Sector Equality Duty.

Information Governance- This report raises no explicit issues relating to Information Governance.

Section 1: Service Standards 2022/23

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Five further measures were introduced from Quarter 2 2017/18 and all are reviewed during Quarter 3 each year as part of the service planning process. Service Standards are the measures judged to be the most important to our customers, therefore, the most likely to influence the overall satisfaction with how the Council performs. The following pages contains the Council's performance against the Service Standards within the Panel's remit.

SS01: Percentage of Household Planning Applications processed within eight weeks

| Service Standard | 2022/23 Q1 | Performance by Month | Further Information | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|---|---------------------|-------------|-------------|------------|-----|-----|----|----|-----|----|-----|----|-----|----|-----|----|-----|-----|-----|----|-----|-----|-----|----|-----|----|----|----|-----|----|----|----|-----|----|----|----|-----|----|----|----|-----|----|----|----|-----|----|----|----|-----|----|----|----|---|
| <p>80% (Nationally set target)</p> | <p>99.1%</p> <p>(2021/22 Q1: 98.6%)</p> |  <table border="1"> <caption>Performance by Month Data</caption> <thead> <tr> <th>Month</th> <th>2021/22 (%)</th> <th>2022/23 (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>100</td><td>98</td><td>80</td></tr> <tr><td>May</td><td>98</td><td>100</td><td>80</td></tr> <tr><td>Jun</td><td>98</td><td>100</td><td>80</td></tr> <tr><td>Jul</td><td>100</td><td>100</td><td>80</td></tr> <tr><td>Aug</td><td>100</td><td>100</td><td>80</td></tr> <tr><td>Sep</td><td>98</td><td>98</td><td>80</td></tr> <tr><td>Oct</td><td>90</td><td>90</td><td>80</td></tr> <tr><td>Nov</td><td>90</td><td>90</td><td>80</td></tr> <tr><td>Dec</td><td>98</td><td>98</td><td>80</td></tr> <tr><td>Jan</td><td>88</td><td>88</td><td>80</td></tr> <tr><td>Feb</td><td>90</td><td>90</td><td>80</td></tr> <tr><td>Mar</td><td>92</td><td>92</td><td>80</td></tr> </tbody> </table> | Month | 2021/22 (%) | 2022/23 (%) | Target (%) | Apr | 100 | 98 | 80 | May | 98 | 100 | 80 | Jun | 98 | 100 | 80 | Jul | 100 | 100 | 80 | Aug | 100 | 100 | 80 | Sep | 98 | 98 | 80 | Oct | 90 | 90 | 80 | Nov | 90 | 90 | 80 | Dec | 98 | 98 | 80 | Jan | 88 | 88 | 80 | Feb | 90 | 90 | 80 | Mar | 92 | 92 | 80 | <p>107 household planning applications were processed in the quarter.</p> |
| | Month | | 2021/22 (%) | 2022/23 (%) | Target (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Apr | | 100 | 98 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| May | 98 | 100 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun | 98 | 100 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul | 100 | 100 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Aug | 100 | 100 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep | 98 | 98 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct | 90 | 90 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nov | 90 | 90 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec | 98 | 98 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jan | 88 | 88 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Feb | 90 | 90 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar | 92 | 92 | 80 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>On target?</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>✓</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

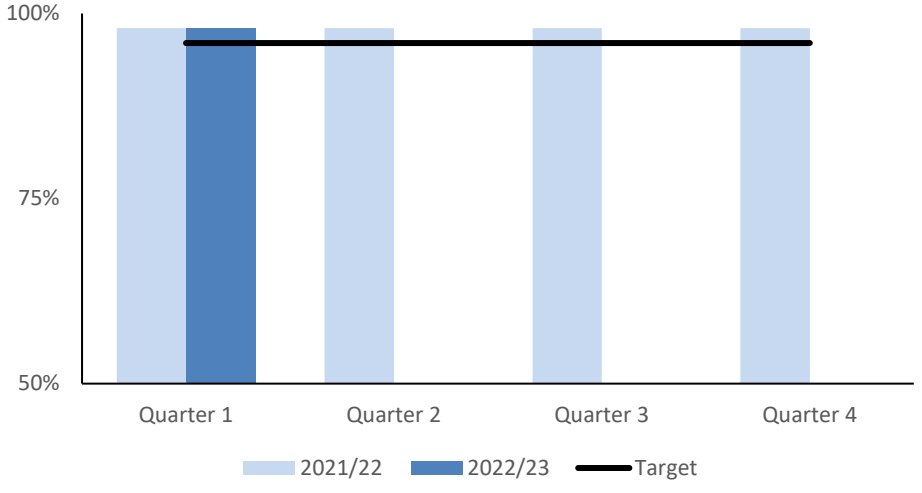
SS02: Proportion of waste or recycling collections missed (valid)

| Service Standard | 2022/23 Q1 | Performance by Month | Further Information | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|------------------------------|---|---------------------|---------|---------|--------|-----|---|---|----|-----|----|----|----|-----|----|----|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|---|
| 40 missed collections per 100,000 (Industry standard) | 9.5 (2021/22 Q1: 9.9) | <table border="1"> <caption>Performance by Month Data</caption> <thead> <tr> <th>Month</th> <th>2021/22</th> <th>2022/23</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>9</td><td>8</td><td>40</td></tr> <tr><td>May</td><td>13</td><td>10</td><td>40</td></tr> <tr><td>Jun</td><td>10</td><td>10</td><td>40</td></tr> <tr><td>Jul</td><td>17</td><td>-</td><td>40</td></tr> <tr><td>Aug</td><td>13</td><td>-</td><td>40</td></tr> <tr><td>Sep</td><td>31</td><td>-</td><td>40</td></tr> <tr><td>Oct</td><td>19</td><td>-</td><td>40</td></tr> <tr><td>Nov</td><td>18</td><td>-</td><td>40</td></tr> <tr><td>Dec</td><td>16</td><td>-</td><td>40</td></tr> <tr><td>Jan</td><td>20</td><td>-</td><td>40</td></tr> <tr><td>Feb</td><td>18</td><td>-</td><td>40</td></tr> <tr><td>Mar</td><td>14</td><td>-</td><td>40</td></tr> </tbody> </table> | Month | 2021/22 | 2022/23 | Target | Apr | 9 | 8 | 40 | May | 13 | 10 | 40 | Jun | 10 | 10 | 40 | Jul | 17 | - | 40 | Aug | 13 | - | 40 | Sep | 31 | - | 40 | Oct | 19 | - | 40 | Nov | 18 | - | 40 | Dec | 16 | - | 40 | Jan | 20 | - | 40 | Feb | 18 | - | 40 | Mar | 14 | - | 40 | Around one million collections have been made with 94 missed (99.99% success rate). |
| | Month | | 2021/22 | 2022/23 | Target | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Apr | | 9 | 8 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| May | 13 | 10 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun | 10 | 10 | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul | 17 | - | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Aug | 13 | - | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep | 31 | - | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct | 19 | - | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nov | 18 | - | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec | 16 | - | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jan | 20 | - | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Feb | 18 | - | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar | 14 | - | 40 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| On target? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

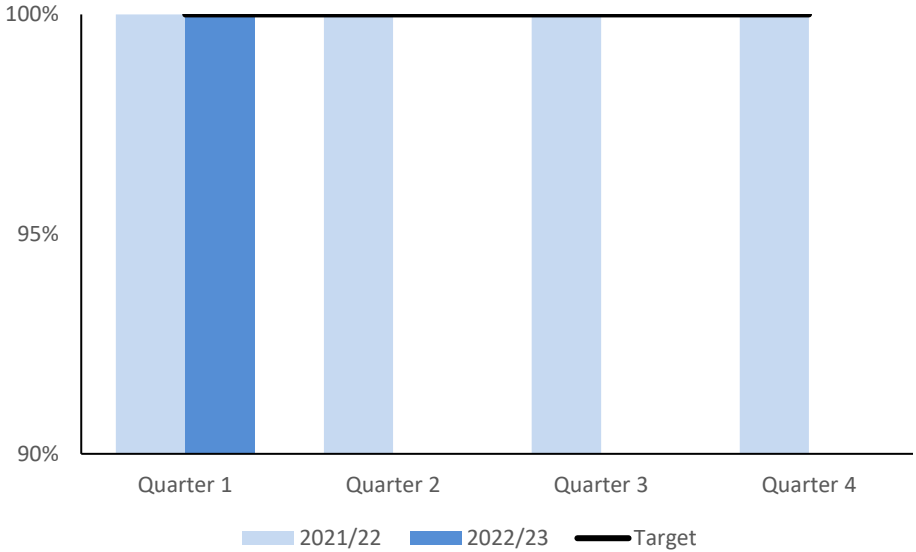

SS03: Percentage of household waste sent for recycling (including bring sites) **now including Household Waste and Recycling Centres at Bousteads Grassing and Brampton**

| Service Standard | 2022/23 Q1 | Performance by Month | Further Information | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|--|---------------------|-------------|-------------|-----|----|----|-----|----|----|-----|----|----|-----|----|----|-----|----|----|-----|----|----|-----|----|----|-----|----|----|-----|----|----|-----|----|----|-----|----|----|-----|----|----|--|
| <p>Target to be confirmed (local and national targets under consideration)</p> | <p>57.9%</p> <p>(2021/22 Q1: 57.8%)</p> | <table border="1"> <caption>Performance by Month Data</caption> <thead> <tr> <th>Month</th> <th>2021/22 (%)</th> <th>2022/23 (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>55</td><td>55</td></tr> <tr><td>May</td><td>55</td><td>56</td></tr> <tr><td>Jun</td><td>60</td><td>60</td></tr> <tr><td>Jul</td><td>58</td><td>58</td></tr> <tr><td>Aug</td><td>57</td><td>57</td></tr> <tr><td>Sep</td><td>55</td><td>55</td></tr> <tr><td>Oct</td><td>53</td><td>53</td></tr> <tr><td>Nov</td><td>52</td><td>52</td></tr> <tr><td>Dec</td><td>46</td><td>46</td></tr> <tr><td>Jan</td><td>46</td><td>46</td></tr> <tr><td>Feb</td><td>47</td><td>47</td></tr> <tr><td>Mar</td><td>53</td><td>53</td></tr> </tbody> </table> | Month | 2021/22 (%) | 2022/23 (%) | Apr | 55 | 55 | May | 55 | 56 | Jun | 60 | 60 | Jul | 58 | 58 | Aug | 57 | 57 | Sep | 55 | 55 | Oct | 53 | 53 | Nov | 52 | 52 | Dec | 46 | 46 | Jan | 46 | 46 | Feb | 47 | 47 | Mar | 53 | 53 | <p>The Interim Joint Municipal Waste Management Strategy for Cumbria has not been formally signed off given the current uncertainty of LGR and the many unknown impacts arising from the Government's Waste and Resources Strategy (Environment Act 2021). The Strategy is led by the County Council as the designated Waste Disposal Authority.</p> |
| | Month | | 2021/22 (%) | 2022/23 (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Apr | | 55 | 55 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| May | 55 | 56 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun | 60 | 60 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul | 58 | 58 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Aug | 57 | 57 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep | 55 | 55 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct | 53 | 53 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nov | 52 | 52 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec | 46 | 46 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jan | 46 | 46 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Feb | 47 | 47 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar | 53 | 53 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>On target?</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

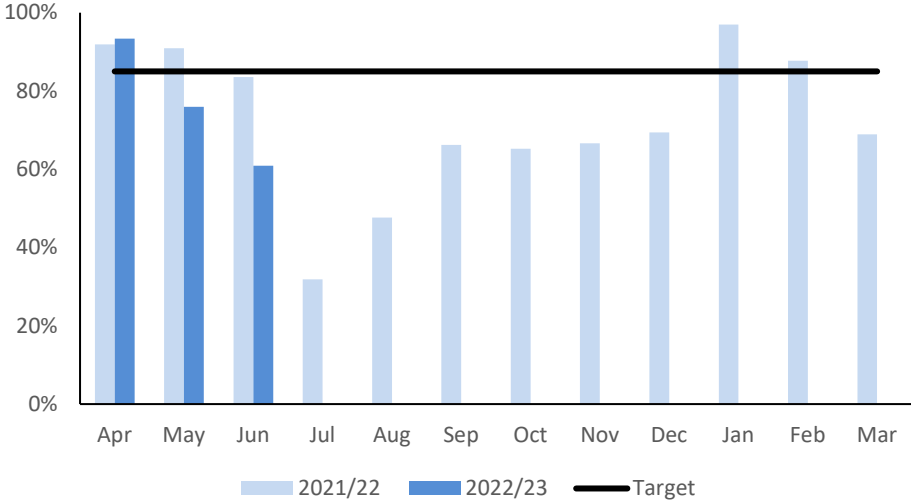
SS06: Proportion of food businesses that are broadly compliant or better with food safety legislation

| Service Standard | Rolling figure to end of 2022/23 Q1 | Performance by Quarter | Further Information | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------------------|---|---------------------|-------------|-------------|------------|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|---|
| <p>Our work with local food businesses should ensure that 96% are at least broadly compliant.</p> | <p>98%</p> |  <p>The chart displays performance by quarter for two financial years: 2021/22 and 2022/23. The y-axis represents the percentage of compliance, ranging from 50% to 100%. The x-axis lists Quarter 1, Quarter 2, Quarter 3, and Quarter 4. A horizontal black line indicates the target at approximately 96%. For 2021/22, performance is consistently at the target level across all quarters. For 2022/23, performance is slightly above the target in Quarter 1 and Quarter 2, but falls below the target in Quarter 3 and Quarter 4.</p> <table border="1"> <caption>Performance by Quarter Data</caption> <thead> <tr> <th>Quarter</th> <th>2021/22 (%)</th> <th>2022/23 (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Quarter 1</td> <td>96</td> <td>98</td> <td>96</td> </tr> <tr> <td>Quarter 2</td> <td>96</td> <td>98</td> <td>96</td> </tr> <tr> <td>Quarter 3</td> <td>96</td> <td>94</td> <td>96</td> </tr> <tr> <td>Quarter 4</td> <td>96</td> <td>94</td> <td>96</td> </tr> </tbody> </table> | Quarter | 2021/22 (%) | 2022/23 (%) | Target (%) | Quarter 1 | 96 | 98 | 96 | Quarter 2 | 96 | 98 | 96 | Quarter 3 | 96 | 94 | 96 | Quarter 4 | 96 | 94 | 96 | <p>Approximately 200 premises are usually inspected each quarter. All premises are usually inspected at least once every eighteen months.</p> |
| | Quarter | | 2021/22 (%) | 2022/23 (%) | Target (%) | | | | | | | | | | | | | | | | | | |
| | Quarter 1 | | 96 | 98 | 96 | | | | | | | | | | | | | | | | | | |
| Quarter 2 | 96 | 98 | 96 | | | | | | | | | | | | | | | | | | | | |
| Quarter 3 | 96 | 94 | 96 | | | | | | | | | | | | | | | | | | | | |
| Quarter 4 | 96 | 94 | 96 | | | | | | | | | | | | | | | | | | | | |
| <p>On target?</p> | | | | | | | | | | | | | | | | | | | | | | | |
| <p>✓</p> | | | | | | | | | | | | | | | | | | | | | | | |

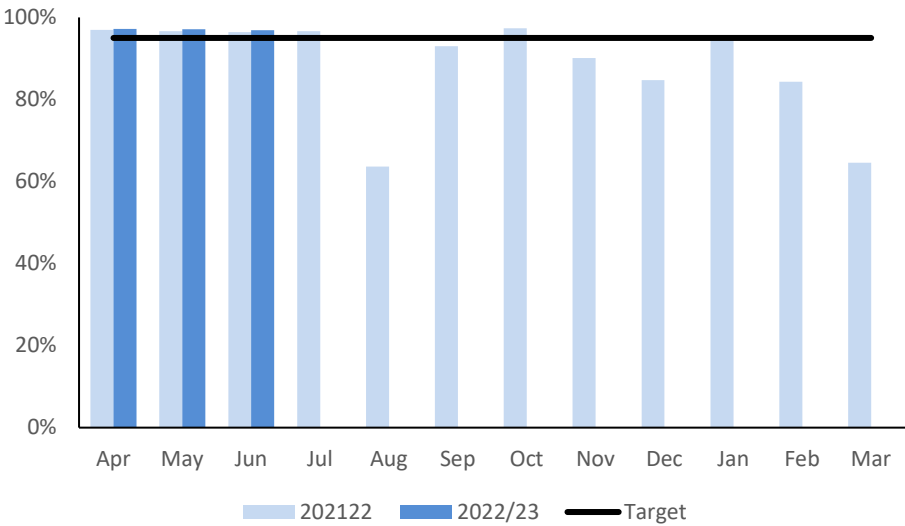
SS07: Proportion of non-contentious licence applications completed on time

| Service Standard | 2022/23 Q1 | Performance by Quarter | Further Information | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|---|---------------------|-----------|-----------|-----------|-----------|---------|------|------|------|------|---------|------|---|---|---|--------|------|------|------|------|--|
| 100% of non-contentious licence applications should be completed within 10 working days | 100% (2021/22 Q1: 100%) |  <table border="1" data-bbox="792 379 1704 932"> <caption>Performance by Quarter Data</caption> <thead> <tr> <th>Year</th> <th>Quarter 1</th> <th>Quarter 2</th> <th>Quarter 3</th> <th>Quarter 4</th> </tr> </thead> <tbody> <tr> <td>2021/22</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2022/23</td> <td>100%</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Target</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table> | Year | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | 2021/22 | 100% | 100% | 100% | 100% | 2022/23 | 100% | - | - | - | Target | 100% | 100% | 100% | 100% | 184 out of 184 applications completed on time. |
| | Year | | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | | | | | | | | | | | | | | | | |
| | 2021/22 | | 100% | 100% | 100% | 100% | | | | | | | | | | | | | | | | | |
| 2022/23 | 100% | - | - | - | | | | | | | | | | | | | | | | | | | |
| Target | 100% | 100% | 100% | 100% | | | | | | | | | | | | | | | | | | | |
| On target? | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | | | | | |

SS08: Proportion of official local authority searches completed on time

| Service Standard | 2022/23 Q1 | Performance by Month | Further Information |
|---|----------------------------------|--|---|
| 85% of official local authority searches should be completed within 10 working days | 76.7% (2021/22 Q1: 85.5%) |  <p>The chart displays the percentage of searches completed on time by month. The y-axis ranges from 0% to 100%. A horizontal target line is set at 85.5%. For 2021/22 (light blue bars), performance is: Apr (92%), May (90%), Jun (83%), Jul (31%), Aug (47%), Sep (66%), Oct (65%), Nov (66%), Dec (69%), Jan (96%), Feb (87%), Mar (68%). For 2022/23 (dark blue bars), performance is: Apr (93%), May (75%), Jun (60%).</p> | Throughout the Spring/Summer, the delay was primarily due to some external partners taking longer to return information to us than usual. |
| | On target? | | |
| | ✘ | | |

SS09: Proportion of new waste and recycling bins, bags and containers delivered on time (within 10 working days)

| Service Standard | 2022/23 Q1 | Performance by Month | Further Information | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------------------------------|------------|---|---------------------|-------------|-------------|------------|-----|----|----|----|-----|----|----|----|-----|----|----|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|-----|----|---|----|--|
| 95% delivered within 10 working days | 96.9% |  <p>The chart displays monthly performance percentages for two periods: 2021/22 (light blue bars) and 2022/23 (dark blue bars). A horizontal black line represents the 95% target. The 2022/23 data for the first three months (Apr, May, Jun) shows performance levels of approximately 96%, 97%, and 97% respectively, all of which are above the 95% target. The 2021/22 data shows higher performance in most months, peaking at nearly 100% in October, but with a notable dip in August to around 65%.</p> <table border="1"> <caption>Monthly Performance Data</caption> <thead> <tr> <th>Month</th> <th>2021/22 (%)</th> <th>2022/23 (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>96</td><td>96</td><td>95</td></tr> <tr><td>May</td><td>97</td><td>97</td><td>95</td></tr> <tr><td>Jun</td><td>97</td><td>97</td><td>95</td></tr> <tr><td>Jul</td><td>96</td><td>-</td><td>95</td></tr> <tr><td>Aug</td><td>65</td><td>-</td><td>95</td></tr> <tr><td>Sep</td><td>93</td><td>-</td><td>95</td></tr> <tr><td>Oct</td><td>97</td><td>-</td><td>95</td></tr> <tr><td>Nov</td><td>90</td><td>-</td><td>95</td></tr> <tr><td>Dec</td><td>85</td><td>-</td><td>95</td></tr> <tr><td>Jan</td><td>94</td><td>-</td><td>95</td></tr> <tr><td>Feb</td><td>84</td><td>-</td><td>95</td></tr> <tr><td>Mar</td><td>65</td><td>-</td><td>95</td></tr> </tbody> </table> | Month | 2021/22 (%) | 2022/23 (%) | Target (%) | Apr | 96 | 96 | 95 | May | 97 | 97 | 95 | Jun | 97 | 97 | 95 | Jul | 96 | - | 95 | Aug | 65 | - | 95 | Sep | 93 | - | 95 | Oct | 97 | - | 95 | Nov | 90 | - | 95 | Dec | 85 | - | 95 | Jan | 94 | - | 95 | Feb | 84 | - | 95 | Mar | 65 | - | 95 | |
| | Month | | 2021/22 (%) | 2022/23 (%) | Target (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Apr | | 96 | 96 | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| May | 97 | 97 | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun | 97 | 97 | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul | 96 | - | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Aug | 65 | - | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep | 93 | - | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct | 97 | - | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nov | 90 | - | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec | 85 | - | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jan | 94 | - | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Feb | 84 | - | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar | 65 | - | 95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| On target? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ✓ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Section 2: Key Performance Indicators (KPIs)

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 were developed. The measures are predominately lagging indicators (looking back at performance) and cover a range of internal and external facing services. Some indicators naturally lend themselves to having a target or may have a national target set whilst with others, the aim is to improve year-on-year. Regularly monitoring the Council's performance helps to drive continuous improvement and protects against any financial or organisational issues by flagging up indicators that are off target. The KPIs can also be used for a variety of other purposes including: to evaluate, control, budget, motivate, promote, celebrate and learn. Performance management in this form is just one aspect of the Council's wider performance framework.

The KPIs are attached as a dashboard at the end of this report.

Throughout 2021/22, a link to the online customer satisfaction survey was available on the Council's website and promoted via social media. The following table is a summary of the results. When confidence levels for this year and last are taken into account, all satisfaction levels are broadly similar apart from overall satisfaction levels which have improved. The results of the most recent LGA survey are also included and Carlisle is in line with the national average.

| Question | Sample size | Proportion who answered Very Satisfied/Satisfied for satisfaction questions or Improved/Stayed the Same for change questions | Confidence Interval at 95% Confidence Level | 2020/21 Performance | LGA Survey |
|--|--------------------|---|--|----------------------------|-------------------|
| Overall satisfaction with how well Carlisle City Council is running things | 555 | 86.5% | 4.2% | 72.6% | 68% |
| Satisfaction with Carlisle's street cleanliness | 550 | 74.5% | 4.2% | 73.2% | 68% |
| Perception of changes to customer's neighbourhood street cleanliness over last three years | 548 | 77.4% | 4.2% | 75.5% | N/A |
| Satisfaction with the Council's Waste and Recycling Collection Service | 523 | 81.2% | 4.3% | 76.4% | 80% |
| Perception of changes to the Waste and Recycling Service over the last three years | 519 | 85.6% | 4.3% | 77.8% | N/A |
| Satisfaction with the Council's parks and open spaces | 501 | 80.6% | 4.4% | 73.8% | 81% |
| Perception of changes to the parks and open spaces over the last three years | 500 | 75.6% | 4.4% | 73.5% | N/A |
| Satisfaction with the Council's leisure facilities | 464 | 66.8% | 4.5% | 61.8% | 61% |
| Perception of changes to the leisure facilities over the last three years | 461 | 67.6% | 4.6% | 63.0% | N/A |
| Satisfaction with Council-run events | 488 | 93.6% | 4.4% | 92.3% | N/A |
| Perception of changes to Council-run events over the last three years | 488 | 96.7% | 4.4% | 94.4% | N/A |
| Satisfaction with the Old Fire Station | N/A | N/A | N/A | N/A | N/A |

Section 3: Carlisle Plan 2021-23 Actions

The new Carlisle Plan covers the period 2021 to 2023 and was adopted by Council on 14th September 2021 following a period of public consultation. The following table provides an update on the delivery of the actions in the plan.

| Key Action | Project Activity |
|--|---|
| 1 Delivering the Borderlands Inclusive Growth Deal | <p>Carlisle Railway Station</p> <ul style="list-style-type: none"> • Business case approved by MHCLG and Borderlands funding of £20m confirmed. • Royal Institute of British Architects (RIBA) Stage 3 Design/Cost plan produced. • D&B Contractors appointed for Stage 1 works to the front and rear of the Station <p>Citadels</p> <ul style="list-style-type: none"> • Business case approved by MHCLG and Borderlands of £50m confirmed. • RIBA Stage 3 Design/Cost plan produced. • Design & Build Contractors appointed. • Planning application has been submitted to Carlisle City Council (CaCC). • CaCC land transfers in the process of being completed. • Compulsory Purchase Order works initiated for acquisition of head lease interest on English St. |
| 2 Delivering St Cuthbert's Garden Village | <p>We continue to make good progress with St Cuthbert's with the majority of the technical commissions needed to inform the next stage of the Local Plan on track to report in August. These are informing the scenario testing stage to inform the early phases of delivery alongside the supporting infrastructure requirements. The project team for the St Cuthbert's Design Code Pathfinder is assembled and is working to deliver the first stage works as per the programme.</p> <p>In May 2022, we appointed specialist legal and financial advisors Shape Pritchard and 31Ten who will complete the first stage</p> |

| Key Action | Project Activity |
|---|--|
| | <p>options appraisal for the most appropriate delivery vehicle to support the longer-term delivery of St Cuthbert's. This will allow us to progress the submission of the formal business case to Government in May 2023.</p> <p>Utility diversions are now underway as part of the Carlisle Southern Link Road with Homes England now confirming a funding extension for the project until September. This will allow the County Council to progress with the re-procurement of the construction contract.</p> |
| <p>3 Delivering the Future High Street Fund (FHSF), Towns Fund, Town Deal Accelerated Fund, and related regeneration projects</p> | <ul style="list-style-type: none"> • 'Tullie House Phase 2 Plans agreed at Council. Properties and FHSF funding to be passported to Tullie House to deliver project. • Specialists to support the Council with the design work for the Market Square project have been appointed to progress designs for the space. Stakeholder and public engagement is planned during the summer to inform the design options. • Specialists have been appointed to undertake structural surveys of the Central Plaza site who will then produce a design specification for the stabilisation of the retaining walls of the site along West Walls and Victoria Viaduct to prepare the site for redevelopment. |
| <p>4 Building on success through new economic opportunities</p> | <p>Rural Strategy</p> <ul style="list-style-type: none"> • The Council is progressing the development a rural strategy for the district working jointly with Eden District Council. • This will involve developing a strong evidence base for Carlisle, which is developed in line and supported by strong stakeholder engagement – and the creation of a Rural Strategy with clear issues / opportunities identified and recommended actions <p>Proactively position Carlisle for future investment</p> <ul style="list-style-type: none"> • The Council attended the UK Real Estate Investment and Infrastructure Forum (UKREiIF) held in Leeds 17-19 May 2022 |

| Key Action | Project Activity |
|---|---|
| | <ul style="list-style-type: none"> • The event brought together the public sector alongside Government, investors, funders, developers and housebuilders. • Attendance at the event enabled the Council to showcase the scale of development and future investment opportunities in Carlisle to national and international investors, developers and occupiers. |
| <p>5 Delivering the Phase VII World Health Organisation Healthy City Plan</p> | <p>Queen’s Platinum Jubilee ‘Community & Hope’ – Bitts Park, Sunday, 5th June</p> <p>The Healthy City Team worked with partners to deliver a community celebration to mark the Queen’s Platinum Jubilee. We were joined by just under 20 different community organisations ranging from the likes of Carlisle College, Multicultural Cumbria, Carlisle Cathedral, Active Cumbria and many more. The event was attended by over 5,000 people. We were delighted to welcome the Lord Lt for Cumbria alongside the Mayor of Carlisle.</p> <ul style="list-style-type: none"> • Welcome to Carlisle - Refugee events held at Tribe Carlisle <p>On June 19th and July 17th, the first ‘Welcome to Carlisle’ events at Tribe in Bitts Park were held. The main aim was to create a friendly environment to invite refugees but also to make the whole community to feel welcome and create opportunities for people to mix and socialise. This was delivered in partnership with Carlisle Refugee Action Group (CRAG) and Anti Racism Cumbria, Multi-Cultural Carlisle, Carlisle College, the Police & M Unit also attended.</p> |
| <p>6 Delivering The Sands Centre Redevelopment project</p> | <p>As at 19/7/22:</p> <p>We are in week 85 of 98 of the construction project.</p> <ul style="list-style-type: none"> • There are an average of 90 personnel working on site and a further 20 – 30 staff or consultants working off site • The main infrastructure work associated with the building is now complete. |

| Key Action | Project Activity |
|---|---|
| | <ul style="list-style-type: none"> • The external envelope of the main building is also now complete – with the last few panels fitted to the outside of the building within the last month. • The focus is now on the final fix mechanical and electrical installations and finishes including testing and commissioning. • The tiling and movable floors are now in place swimming pool and changing village areas with a view to beginning to fill the pool at the end of this week. • Work has also been ongoing in the installation and fit out of the reception, bars and street areas inside the building. • The remaining areas of significant activity is the planning and programming of the removal of the Portakabins off site, re-joining the two halves of the building, • We are now approximately four to five weeks behind programme for sectional completion as all the float built into the programme to deal with COVID, and other contingency events has now been exhausted. We have also been receiving an increase in the number claims or risks which may have a time and cost implication for the project team to manage and mitigate. Measures have been put in place to mitigate the risk as far as possible for the contract completion date. |
| 7 Support the delivery of partnership plans | <p>National Lottery funded Place Standard programme:</p> <p>We continue to work on Phase 1 of project delivery plan and includes: mapping, establishing community contacts, scoping, modelling, meeting key partners, gathering data, health data and socio-economic data from a variety of sources, looking at methods of delivery, facilitation and exploring evaluation options.</p> <p>Develop and deliver an application to the National Lottery Partnership Fund:</p> |

| Key Action | Project Activity |
|------------|--|
| | <p>Further redevelopment work took place using a squad working methodology to capture new opportunities/impacts of LGR. This work has been collated and added to a full application to the National Lottery in early Summer 2022. Feedback is currently being sought from the National Lottery before submission</p> <p>Carlisle Partnership Executive's most recent meeting was held virtually on 6th June. Partners expressed how interesting and helpful the meeting had been. Key highlights included:</p> <ul style="list-style-type: none"> • Elevator pitch from All Together Cumbria • Spotlight from University of Cumbria in the Carlisle Medical School and Centre for Digital Transformation • Borderlands Community Place Plan update (and Place Standard) – discussions around how partners can support and the development of a stakeholder session • System infrastructure business (covering roles and responsibilities, governance, Shared Prosperity Fund, Partnership Strategy) • LGR update – updates and a Q&A on Cumberland • Task based activity: Cumberland Area Partnership Mapping – to explore and support partnership working across the new authority area. • Date of next meeting 5th September 2022 <p>The Partnership executive and team have also been:</p> <ul style="list-style-type: none"> • Supporting emergency response – covid and extreme heat work • Support vaccination work and a potential new site for the autumn • Developing and sharing partnership e-newsletters – we continue to receive emails asking to be added to the full forum or to share partner information |

| Key Action | Project Activity |
|--|--|
| | <ul style="list-style-type: none"> • Supporting the Shared Prosperity Fund (SPF) work with the Regeneration team and proposals for the development of a SPF Cumberland Partnership • Working with the University of Cumbria, Ayuntamiento de Madrid, Lancaster City Council and the Lake District National Park Partnership on Partnership Research and learning. • Working with the College to explore learning opportunities for an apprentice post – an offer has been made and it is anticipated the apprentice will start in late summer / early autumn. <p>Collaborative Funding Model Pilot</p> <p>A revised bid has been submitted to the National Lottery Fund (tNLF) for comment ahead of going back to the panel which should be within the next two weeks. A bid was also submitted to the UKSPF fund to support key objectives of the fund over the next 3 years of its delivery.</p> |
| 8 Delivering the Homelessness Prevention and Rough Sleepers Strategy | <p>A strategic board and operational multi-partnership subgroup have been established since the launch of the Strategy and continue to monitor and oversee performance against the action plan.</p> <p>Year one actions (2021/22) have all been successfully achieved; year two priority actions are currently on track (at the end of Q1).</p> |
| 9 Delivering the private sector housing standards to include a range of grants, advice, support and regulation | <p>During the first quarter empty property activity was limited due to staff and resource capacity, a new Officer is now in post. In the first quarter we have received 27 request for housing advice/complaints, this resulted in 1 inspection, we have also undertaken 26 licensed HMO Inspections in new and existing licensed Houses in Multiple Occupation (HMO).</p> |

| Key Action | Project Activity |
|------------|---|
| | <p>During the period, 16 enforcement notices have been issued for matters relating to poor housing conditions management and documentation requests.</p> <p>During Quarter 1 there have been a higher-than-average number of referrals for disabled facility grants, with 107. Homelife have also seen increased activity due to the launch of the warmer and sustainable homes projects with 321 referrals, 84 of those referrals are related to the discretionary housing delivery, such as hospital discharge, safe and warmer homes under the Housing Assistance Policy. The sustainable home referrals making up the larger percentage of activity into Homelife. In the period there has been 95 grant approvals under the Housing Assistance Policy grant schemes and 271 case completions in the quarter. A large percentage of those closures are related to case management due to staff changes which has seen a surge in better data management. The figures will therefore include cases that should have been closed in previous periods. The actual completions in the period are significantly less, in the Housing and Pollution Team were the core Disabled Adaptation delivery takes place, there were 29 completions in the period.</p> <p>As reported in the last quarter report, there are back logs in the system, due to supply chain and contractor availability. The biggest blockage to delivery is our main adaption type which is level access shower adaptations. There are currently 105 individuals in the system awaiting a bathroom adaptation. A priority point system is being used to manage the adaptation waiting list to ensure those most in need receive their adaptation in a timely manner. There are no issues at present with stairlift adaptations, these are being turn around very quickly from application to installation averaging under a month in most cases.</p> |

| Key Action | Project Activity |
|--|---|
| 10 Delivering the Local Environment (Climate Change) Strategy | <p>An update on progress has been taken to Place Scrutiny (July 2022) covering the following action plan topics:</p> <ul style="list-style-type: none"> National policies, strategies and reports Countywide partnership work Update on action plan and baseline Update on organisational actions (assets & finance) Update on local actions (Local Plan, Housing, Movement, general round-up) Communications and engagement. |
| 11 Delivering the Green Spaces Strategy and supporting the delivery of the Local Cycling and Walking Infrastructure Plan (LCWIP) | <p>The Local Cycling and Walking Infrastructure Plan (LCWIP) for Carlisle was formally launched on 8th July after extensive consultation between the County and City councils together with local organisations and community groups. The LCWIP, which is a requirement in order for councils to qualify for government funding, prioritises cycling and walking routes at a local level and at shorter distances, connecting residents with the places they may wish to go. Investment in the network will ensure these routes are safe, direct and attractive for people to use for active travel as a realistic alternative to motor transport.</p> <p>Hammonds Pond Infrastructure Improvements</p> <p>Improvement works to park infrastructure at Hammond’s Pond have been completed. The £230,000 project funded from S106 contributions involved resurfacing poor quality paths; constructing a new path to allow safe pedestrian access to the Western side of the park; replacing four end of life timber foot bridges with new steel examples; and replacing collapsing sections of bank edge around the pond with new materials which are more environmentally friendly. A small number of additional minor works will be completed during the summer.</p> <p>Conservation grassland</p> |

| Key Action | Project Activity |
|------------|---|
| | <p>Carlisle City Council has carried out further changes to grass cutting regimes in green spaces to better manage grassland habitat for wildlife. Over the Spring / Summer of 2022, a total of seven green spaces will be targeted to reduce the frequency of mowing, from regular cutting, to cutting the grass once a year in September and removing the grass cuttings. Eight hectares of conservation grassland will be created for the benefit of pollinators and other wildlife. This will be in addition to the 17 hectares of hay meadows, diverse woodland, and wet grassland that has already been carried out in the Swifts. These projects will provide essential habitat for pollinating insects and will also offer feeding and nesting opportunities for a wide range of bird and mammal species. Interpretation Boards and signage will be erected over the Summer informing local residents why the grass is not being cut and explain the benefits to wildlife.</p> <p>Active Spaces</p> <ul style="list-style-type: none"> • £32,000 has been invested in the replacement safety surfacing in Bitts Park Play Area, with works to resurface approximately half the site being completed in early June. The existing surface had become worn due to the heavy usage the site has received since opening in 2016 • Work commenced in mid-June to install new outdoor fitness equipment costing £35,000 at Hammond’s Pond. The new equipment, consisting of an exercise bike, wheelchair accessible arm bike and a fitness rig, will be in the area previously occupied by a football kick wall and seating • Dale End Field multi-use games area has been completely renovated with new fencing, a teen shelter, lighting upgrades and some resurfacing. The multi-use games area was constructed in 2004 and has been extremely well used since. Works to upgrade the area were completed in May and cost approximately £41,000. |

| Key Action | Project Activity |
|--|---|
| <p>12 Developing the new Cumbria Waste Strategy</p> | <p>No further updates from the previous quarter below.</p> <p>It is requested that this action is closed as it is a County Council led strategy that will be overtaken by LGR.</p> <p>A draft interim Joint Municipal Waste Management Strategy has been prepared and shared for comment by all seven councils. The interim 'holding' document remains under review and will be updated as necessary to reflect any changes arising from LGR, and, as and when, more detail emerges from the Government's Waste and Resources Strategy for example in relation to food waste and recycling collections.</p> |
| <p>13 Supporting the delivery of the Carlisle Cultural Framework</p> | <p>The Council has continued to support the development of Carlisle Culture. During this last period the group has continued to meet and work on the delivery of the Cultural Framework.</p> <p>Recent activity has focused on the use and development of city centre retail space for cultural purposes.</p> |



Place Scrutiny Panel Performance Dashboard

Quarter 1 2022/23

| Key | |
|-----|--|
| ↓ | Performance is deteriorating (compared to same period last year) |
| ↑ | Performance is improving (compared to same period last year) |
| → | No change in performance (compared to same period last year) |
| ✘ | Off target |
| ▲ | Close to target (within 5%) |
| ✓ | On target |

| On Target? | New Code | Measure | Performance Q1 2022/23 | Performance Q1 2021/22 | Trend | Target | Comments |
|------------|----------|---|------------------------|------------------------|-------|-----------|--|
| ✓ | CSe04 | Revenue gained from household waste recycling collected | £ 328,135 | £ 219,682 | ↑ | £ 120,759 | |
| N/A | CSe10a | Number of Fixed Penalty Notices issued for fly tipping | 7 | 2 | ↑ | Info only | |
| N/A | CSe10b | Number of Fixed Penalty Notices issued for littering | 24 | 33 | ↓ | Info only | Including 'Littering from a Vehicle' |
| N/A | CSe10c | Number of Fixed Penalty Notices issued for dog fouling | 1 | 2 | ↓ | Info only | |
| N/A | CSe10d | Number of Fixed Penalty Notices issued for abandoned vehicles | 2 | 0 | ↑ | Info only | |
| N/A | CSe11a | Number of counts/reports of fly tipping | 194 | 307 | ↓ | Info only | |
| N/A | CSe11b | Number of counts/reports of littering | 11 | 51 | ↓ | Info only | |
| N/A | CSe11c | Number of counts/reports of dog fouling | 25 | 30 | ↓ | Info only | |
| N/A | CSe11d | Number of counts/reports of graffiti | 0 | 5 | ↓ | Info only | |
| N/A | CSe11e | Number of counts/reports of abandoned vehicles | 122 | 99 | ↑ | Info only | |
| ▲ | CSe12a | Proportion of acts of fly tipping responded to in full within 5 working days | 98.2% | 96.1% | ↑ | 100% | |
| ✓ | CSe12c | Proportion of abandoned vehicles initially investigated within 5 working days | 100% | 100% | → | 100% | |
| ✘ | CSe14 | Actual car parking revenue as a percentage of car parking expenditure | 61.6% | 64.6% | ↓ | 76.6% | Revenue £50k under target |
| ✘ | CSe22 | Actual city centre revenue as a percentage of city centre expenditure | 77.0% | 55.1% | ↑ | 91.5% | Revenue £6k under target. |
| ✓ | CSe25 | Actual Talkin Tarn revenue as a percentage of Talkin Tarn expenditure | 105.4% | 127.8% | ↓ | 91.3% | |
| ✘ | ED03b | Building Control to decide 100% of all applications within the statutory period of 5 weeks or 2 calendar months (with the consent of the applicant) | 93% | 100% | ↓ | 100% | |
| ✓ | ED05 | Proportion of major planning applications completed in 13 weeks or within agreed time extension | 100.0% | 66.7% | ↑ | 60% | |
| ✓ | ED06 | Proportion of minor planning applications completed in 8 weeks or within agreed time extension | 90.8% | 96.5% | ↓ | 80% | |
| ✓ | ED07 | Proportion of 'other' planning applications completed in 8 weeks or within agreed time extension | 86.9% | 89.4% | ↓ | 80% | |
| ✓ | ED11 | % of valid full plan applications determined or checked by Building Control within 5 working days | 54.0% | 35.0% | ↑ | 25% | |
| ✓ | ED12 | % of valid full plan applications determined or checked by Building Control within 15 working days | 100% | 100% | → | 95% | |
| ✓ | ED13 | % of site inspections carried out by Building Control on the date agreed | 100% | 99.6% | ↑ | 99% | |
| ✓ | GR505 | Proportion of Temporary Event Notices licences processed within 1 working day. | 100% | 100% | → | 100% | |
| ▲ | GR506 | Proportion of public health service requests (pest control, noise, smells, house conditions) responded to within the target response times. | 86% | 91% | ↓ | 90% | |
| N/A | GR510 | Proportion of food hygiene inspections completed as scheduled | N/A | N/A | N/A | 90% | The FSA inspection plan restarts on the 1st July |

Report details

Meeting Date: 1 September 2022
 Portfolio: Economy, Enterprise and Housing
 Key Decision: No
 Policy and Budget Framework: No
 Public / Private: Public

Title: Economic Strategy Action Plan Update
 Report of: Corporate Director of Economic Development
 Report Number: ED.21/22

Purpose / Summary:

This report provides Members of the Place Scrutiny Panel with an update on the progress of the delivery of the Carlisle Economic Strategy Action Plan and the Town Deal and Future High Streets Fund regeneration programmes.

Recommendations:

Members of the Place Scrutiny Panel are asked to:

1. Note the progress and provide feedback on the delivery of the Carlisle Economic Strategy Action Plan, set out in Section 2 of this report.
2. Note the progress and provide feedback on the delivery of the Town Deal and Future High Streets Fund regeneration programmes, set out in Sections 3 and 4 of this report.
3. Note the emerging risks to delivery of the Action Plan and regeneration programmes set out Section 5 of this report.

Tracking

| | |
|------------|------------------|
| Executive: | |
| Scrutiny: | 1 September 2022 |
| Council: | |

1. Background

- 1.1 Carlisle has been successful in securing over £200m of government funding to deliver housing, infrastructure, and regeneration projects (see Table 1). The City Council is the Lead Authority for several programmes and projects of a value in excess of £30m, which includes the Borderlands Inclusive Growth Deal, St. Cuthbert's Garden Village, the Future High Street Fund and Town Deal.

| Table 1: Carlisle Programmes and Projects | | | |
|--|-----------------|-----------------------|--|
| Programme | Duration | Lead Authority | Projects |
| Town Deal | 2021 - 2026 | Carlisle CC | <ul style="list-style-type: none"> - Southern Gateway - Carlisle Business Exchange - Digital and Community Learning Hub - Carlisle Market Hall - Tullie House Welcome and Entrance - Start with the Park - Lighting up Carlisle |
| Town Deal Capital Accelerated Fund | 2021 - 2023 | Carlisle CC | <ul style="list-style-type: none"> - Caldew Riverside remediation - Tribe – Bitts Park |
| Future High Street Fund | 2021 - 2024 | Carlisle CC | <ul style="list-style-type: none"> - Devonshire Street - Market Square - Central Plaza - 6-24 Castle Street |
| Projects | Duration | Lead Authority | |
| Carlisle Station Gateway (Borderlands) | 2021 – 2026 | Cumbria CC | |
| Citadels (Borderlands) | 2021 – 2027 | University of Cumbria | |
| Longtown Place Plan (Borderlands) | 2022 – 2025 | Carlisle CC | |
| St Cuthbert's Garden Village | 2015 - 2040 | Carlisle CC | |
| Carlisle Southern Link Road | 2022 - 2025 | Cumbria CC | |

- 1.2 The inception and development of these programmes and projects have all been influenced by the strategic economic development framework of the Council, particularly the Local Plan, which was adopted in 2016 and the Economic Strategy that was recently updated in 2021.
- 1.3 The updated Economic Strategy includes a monitoring and evaluation framework has been developed to ensure that the strategy is delivered. Regular monitoring will also support reflection on where challenges still lie, supporting amends to activities,

refocussing energies and ensuring the Strategy remains 'live' and flexible to respond to a changing context.

- 1.4 The monitoring and evaluation framework states that updates will be taken to the relevant Scrutiny Panel showing progress on the delivery of the key actions / interventions set out in the Action Plan.

2. Economic Strategy Update

2.1 The development of the Carlisle Economic Strategy was very much evidence-led to ensure that it responded to local challenges and opportunities. The Strategy also considered existing relevant economic development strategies developed on a wider geographical scale including the Borderlands Inclusive Growth Deal and the Cumbria Local Industrial Strategy. On a more local level the Strategy was informed by the Carlisle Town Investment Plan, that set out the framework for the Town Deal, and also the COVID-19 economic impact study in terms of the emergent challenge of driving the recovery and renewal of the local economy following the pandemic.

2.2 The overarching objective of the Strategy is to drive growth – both population and employment. In order to achieve this, there are five key building blocks:

- Housing offer – quality, mix and affordability
- Business space – quality / flexible that caters for a broad range of sectors
- Connectivity – excellent / reliable digital and transport infrastructure
- Environment – high quality built / natural environment
- City Centre – a vibrant city centre that provides range of uses / experience

2.3 In order to achieve this growth agenda and meet our climate change obligations, growth - and the five key building blocks - must be delivered in a way that is clean, inclusive and sustainable. These three key cross-cutting themes form 'golden threads' through the Strategy.

2.4 Drawing on the evidence of needs, challenges assets and opportunities, the six key priorities were identified

- 1: Driving housing and population growth

To increase its role as the Capital of the Borderlands, and to ensure Carlisle maintains its labour force, Carlisle needs to grow its population through housing led growth.

- 2: Grow our target employment sectors and level up our skills base and productivity

To boost the local economy, make Carlisle a more attractive place investment and ultimately, Carlisle, in line with the wider Borderlands region, needs to address its skills and productivity deficit.

- 3: Increasing city centre vibrancy

For Carlisle to be an attractive place to live, work and visit, the city centre needs to perform well as the local hub for cultural, leisure and economic activity.

- 4: Enhancing digital and transport connectivity

Carlisle needs to improve both transport and digital connectivity, ensuring its local communities are not left behind, and that we as a city achieve sustainable growth.

- 5: Supporting rural development and innovation

Committed to ensuring our growth agenda is as inclusive as possible, we will ensure that our activities benefit our rural communities, making up around 30% of our population.

- 6: Promoting Carlisle as a place to live, work and visit

In order support regeneration initiatives and maximise opportunities for inward investment Carlisle must be promoted as a place to live, work, visit and invest – capitalising on the position as the city of the Borderlands region.

2.5 The progress on the delivery of the key actions and interventions set out in the Strategy and Action Plan are set out in Table 2 below.

| Table 2: Progress on delivery of the key actions / interventions set out in the Action Plan | | | |
|--|--|--------------------|---|
| Obj. | Action | Council Led | Status |
| 1 | Production a Local Plan for St Cuthbert's Garden Village | Y | <p>Regulation 18 draft of the Local Plan was consulted on in December 2020/Jan 2021. The following evidence bases are being undertaken and nearing completion. The Plan will then move to a Regulation 19 consultation in 2023:</p> <ul style="list-style-type: none"> • Socio-economic study • Technical assessment works • Playing pitch strategy • Green and blue infrastructure delivery strategy • Infrastructure development plan • Viability assessment • SA/HRA • Delivery strategy |
| 1 | Review of the Carlisle Local Plan | Y | The adopted Carlisle District Local Plan 2015-2030 (CDLP) has undergone a policy and sites review as it is more than five years since the plan's adoption. A review statement will be published on the CDLP web pages in the Autumn. Once LGR is complete the new Cumberland Council will need to progress a district-wide Local Plan. |
| 1 | Remediation of the Caldew Riverside site | Y | <p>A remediation and development plan for the site is emerging - which advocates a phased approach, concentrating on the northern portion of the site initially.</p> <p>The regeneration team are working with Homes England who have prioritised the site and are keen to enable delivery and support the masterplanning process and also infrastructure delivery. A Strategic Outline Business Case (SOBC) has been prepared and we are awaiting a decision to progress to Outline Business Case (OBC).</p> |
| 1 | Development and delivery of the first phase of 'Start with the Park' | Y | The Start with the Park (SWTP) Town Deal project is critical to the delivery of green infrastructure in the central part of St Cuthbert's Garden Village in Durdar. The business case was approved in Spring this year. Consultants have been appointed to progress purchase of the land from the two landowners. Planning application for change of use to be submitted in August 2022. |

| Table 2: Progress on delivery of the key actions / interventions set out in the Action Plan | | | |
|--|---|--------------------|---|
| Obj. | Action | Council Led | Status |
| 2 | Supporting the redevelopment of the Citadels site | N | <p>The business case has been approved with £50m Borderlands Growth Deal funding allocated to the project.</p> <p>The planning application for the scheme was approved by Development Control Committee on 5 August 2022.</p> <p>Land assembly work is being progressed to enable site to be handed over to the appointed contractor, with work to begin on site in late 2023.</p> <p>The Town Deal business case has been approved for the Southern Gateway project that will deliver improvements to the section of English Street that run between the Citadels. Cumbria County Council are the current delivery body for the project and are now moving into the detailed design stage.</p> |
| 2 | Supporting the delivery of a Business Innovation Hub in the City Centre | N | <p>The Town Deal business case has been approved that releases the funding allocated to the delivery of this project.</p> <p>This project forms an integral part of the Citadels redevelopment scheme and the creation of a new campus and HQ for the University of Cumbria, with work to begin on site in late 2023.</p> |
| 2 | Supporting the delivery of Digital and Community Learning Hub | N | <p>The Town Deal business case has been approved that releases the funding allocated to the delivery of this project.</p> <p>Cumbria County Council are the current delivery body for the project and are now moving into the detailed design stage.</p> |
| 2 | Facilitating the growth of Kingmoor Park | Y | <p>The planning application for the new DPD logistics depot was approved by Development Control Committee on 5 August 2022.</p> <p>The regeneration and planning teams are working with Kingmoor Park to progress the masterplan to unlock additional land.</p> |
| 3 | Creation of a new events space at the Greenmarket / Market Square | Y | <p>The Council has secured Future High Streets Fund funding to deliver this project.</p> <p>A public consultation was undertaken between 11 - 25 July 2022 to better understand the issues and opportunities for the space. This will inform the next stage of detailed design work that will generate options by September 2022.</p> |
| 3 | Repurposing 6-24 Castle Street | Y | <p>The Council has secured Future High Streets Fund funding to deliver this project. Tullie House Phase 2 Plans were agreed at Council.</p> |

| Table 2: Progress on delivery of the key actions / interventions set out in the Action Plan | | | |
|--|---|--------------------|---|
| Obj. | Action | Council Led | Status |
| | | | Properties and FHSF funding to be passported to Tullie House to deliver project. |
| 3 | Pedestrian enhancement of Devonshire Street | Y | The Council has secured Future High Streets Fund funding to deliver this project. Grant funding agreement has been put in place for Cumbria County Council to deliver the project. |
| 3 | Redevelopment of the Sands Centre | Y | The construction phase of the Sands Centre redevelopment is still on target to be completed in October 2022. A separate contract for the repair and re-surfacing of the car park and the adjacent site at Swifts bank car park is currently at the design brief stage and has a target date for starting work on site in January 2023. |
| 3 | Improvements to the Market Hall | Y | Town Deal funding has been secured in principle to make improvements to the indoor market hall. Design work and costing continue to be progressed and the Council is working towards a submission of the business case by the end of December 2022. |
| 3 | Redevelopment of the Central Plaza site | Y | Site investigations have been completed including structural engineering to determine preferred options for site stabilisation. These will allow for detailed costings to be put forward for the site stabilisation. Economic appraisal review has been undertaken to demonstrates value for money in line with the FHSF programme for the site stabilisation only option as the preferred way forward. |
| 4 | Supporting the delivery of Carlisle Station Gateway project | N | The business case has been approved with £20m Borderlands Growth Deal funding allocated to the project. The transfer of city council owned land required for the delivery of the project has been approved. Cumbria County Council are the current delivery body for the project and are working with the appointed Design and Build contractors on final scheme for planning permission. |
| 4 | Supporting the delivery of the Southern Link Road project | N | Site enabling works were concluded in June 2022. The City Council is supporting County Council negotiations with Homes England around revised funding arrangements. |
| 4 | Supporting the production of a Carlisle Local Cycling and Walking Infrastructure Plan (LCWIP) | N | The Carlisle Local Cycling and Walking Infrastructure Plan (LCWIP) has been produced and approved. |

| Table 2: Progress on delivery of the key actions / interventions set out in the Action Plan | | | |
|--|--|--------------------|---|
| Obj. | Action | Council Led | Status |
| | | | Cumbria County Council are now developing schemes for the various sections of the route through the city. LCWIP improvements are being included as part of the scope of key projects such as Carlisle Station (Borderlands) and Southern Gateway (Town Deal) |
| 4 | Supporting the development and delivery of the Borderlands Digital Programme | N | The Borderlands Digital Vouchers Scheme was launched in June 2020 providing a 'top-up' to the BDUK gigabit voucher scheme for residents and businesses in Cumbria and Northumberland. The 'top-up' scheme was closed in March 2022. To date 1,793 vouchers have been awarded worth £3.54m. |
| 5 | Produce a Place Plan for Longtown | Y | Work on the production of a Place Plan for Longtown has commenced, which will outline the 10–20-year vision for Longtown as well as outline projects that are eligible for the up to £3 million in Borderlands funding. Starting in June 2022, a series of five community workshops have been held to co-design the Longtown Place Plan. The next stage will be a Stakeholder Forum that is scheduled for October 2022. |
| 5 | Produce a Rural Strategy | Y | Work on the production of a Rural Strategy for Carlisle has commenced, which will outline the 10–15-year action plan. Evidence base gathering is currently underway and interviews with key stakeholders are being conducted. An in-person workshop with members is scheduled for September / October to review the evidence base work and provide a steer to the finalisation of the strategy and action plan documents. |
| 5 | Secure investment in the western route of Hadrian's Wall | Y | An Expression of Interest (EOI) for projects to support the development of new and/or improved Hadrian's Wall visitor attraction projects has been launched through the Borderland Growth Deal. Approximately £9m of Borderlands funding is available. The City Council will be submitting an EOI for this funding. |
| 5 | Support the development of Natural Capital Innovation Zone | N | Work on this Borderlands-funded initiative is still in the very early stages. City Council officers are supporting the initial scoping exercise that is being led by Northumberland County Council. |

| Table 2: Progress on delivery of the key actions / interventions set out in the Action Plan | | | |
|--|--|--------------------|---|
| Obj. | Action | Council Led | Status |
| 6 | Produce an updated investment prospectus for Carlisle | Y | An updated investment prospectus 'Invest in Carlisle' was produced for Council's attendance at the UK Real Estate Investment and Infrastructure Forum (UKREiif) in May 2022. |
| 6 | Develop a marketing strategy for the City | Y | Officers in the Economic Development and Policy and Communications Teams have developed the 'Invest in Carlisle' brand, which includes a marketing prospectus and a website. Further work will be undertaken to develop and strengthen this brand – ready for attendance at the UKREiif in May 2023. |
| 6 | Capitalise on the opportunities presented by the England's Originals consortia | Y | England's Historic Cities consortia held a forward strategy meeting on Thursday 17 March 2022. The Discover England Funded project 'England Originals' 2021 stakeholder report was discussed and later published in May 2022. The detailed and costed England Originals action plan 2022/23 agreed by the Consortia was agreed and will ensure delivery of legacy activity to support domestic as well as international trade recovery of the visitor economy. Delivery is now underway with activity to be carried out across all our Historic cities as part of the cross marketing plan, alongside the strategic trade engagement activity. Discover Carlisle are leading on the cross marketing for Carlisle |
| 6 | Support and strengthen the Carlisle Ambassadors network | Y | The Carlisle Ambassador initiative continued to grow its membership during 2020/21 reaching 320 in August 2021. The programme for 2022/23 saw the return of face to face themed events, the first two held in March and July and a third planned for September 2022. Events have continued to be fully booked and membership numbers have grown to 370. In addition to our own thriving Ambassador network, projects such as promoting Carlisle at events outside of the City such as Lakes Hospitality Show and UKREiif in Leeds are supported by Ambassadors. Our local Ambassador programme has attracted the attention of place led organisations nationally and Carlisle Ambassadors have set up a peer networking group to share best practice. |

3. Carlisle Town Deal Update

- 3.1 In March 2021 Carlisle received a Heads of Terms agreement of £19.7 million from the government for its Town Deal, following submission of the Town Investment Plan in October 2020. In May 2021 the Town Deal Board agreed a £19.7 million programme based on seven projects, which was confirmed by in July 2021.
- 3.2 An overview of each project and the allocated Town Deal funding is detailed in the Table below:

| Project name | Delivery Organisation | Project outline | Town Deal Funding |
|------------------------------------|-------------------------|---|-------------------|
| Start with the Park | Carlisle City Council | The project will deliver the 'Greenway' a connective, multi-modal green travel route connecting the key settlements of SCGV with Carlisle City Centre and providing a high-quality leisure and recreation facilities. | £2,000,000 |
| Southern Gateway | Cumbria County Council | The project will deliver investments in active and sustainable travel and public realm to better connect key developments in the Southern Gateway area of the city centre (including the Railway Station and the Citadels) and to connect St. Cuthbert's Garden Village with the City Centre. | £6,600,000 |
| Tullie House Welcome & Entrance | Tullie House Trust | Part of a wider programme of investment at Tullie House Museum, the project will connect the Museum to the surrounding streetscape, increasing its visibility by providing a clear and contemporary point of arrival for visitors. | £918,000 |
| Lighting Up Carlisle | Carlisle City Council | The project will deliver investment in digital lighting equipment to activate key heritage buildings in the city centre support an expanded and transformed events programme. | £620,000 |
| Digital and Community Learning Hub | Cumbria County Council | The project will deliver a refurbished City Centre Library to create an accessible digital skills and community learning hub, and installation of digital equipment and training materials in 13 community venues. | £2,350,000 |
| Carlisle Business Exchange Centre | (University of Cumbria) | Part of a wider development scheme to bring a new University campus on the grade I listed Citadels site, this project will create a purpose built hyper fast digitally enabled business interaction and accommodation | £4,000,000 |

| | | | |
|----------------------|-----------------------|--|--------------------|
| | | space, linked to the University of Cumbria's flagship campus development. | |
| Carlisle Market Hall | Carlisle City Council | The project will deliver improvements to the infrastructure and internal structure of the Market Hall to improve the experience for shoppers and visitors and exploring options to create a food court and events space. | £3,015,000 |
| Programme Management | Carlisle City Council | Programme management to support the delivery of the Town Deal in terms of project assurance, contracting, monitoring and evaluation. | £197,000 |
| | | | £19,700,000 |

- 3.3 The Heads of Terms document set out a period of twelve months for the development and submission of the business cases to Government. Six of the seven project business cases were submitted to the Department for Levelling Up, Housing and Communities (DLUHC) for approval on 24 March 2022. These projects were
- Start with the Park
 - Carlisle Southern Gateway
 - Tullie House Welcome and Entrance
 - Lighting up Carlisle
 - Digital and Community Learning Hub
 - Carlisle Business Exchange Centre
- 3.4 The Council agreed an extension of time with the DLUHC for the seventh and final project, Carlisle Market Hall, until December 2022, to enable additional project development work to be undertaken and the business case to be completed.
- 3.5 The DLUHC has confirmed that the six business cases have passed through their review process and are now approved. The allocation for Year 1 of the project funding is in the process of being released to the Council to allow the implementation of the Town Deal projects to proceed. The DLUHC have advised that each following year's funding will be delivered based on progress.
- 3.6 This decision formally triggers the Council's Town Deal programme management / accountable body function – in terms of enabling the release of the allocated funding to allow project delivery.
- 3.7 The next stage in the process is for the six approved projects and their associated budgets to be added to the Council's capital programme. This will allow the allocated funding to be released and consequently, enable contracting and grant funding agreements to be drawn up for the projects to be delivered by external third parties. A report has been approved by the Executive on the 25 July 2022 to recommend to

Council that the budgets to be added to the capital programme. This decision will be taken on 13 September.

- 3.8 A condition of receiving Towns Fund funding will be providing regular feedback on progress, to allow for monitoring and evaluation of projects. At least every six months the Council will be required to provide government with a comprehensive set of data relating to each Town Deal project, including both total and forecast spend and output metrics. These requirements will be reflected in the grant funding agreements.
- 3.9 The next steps for the Town Deal programme are to:
- Add the approved Town Deal projects to the Council's capital programme
 - Begin discussions with delivery partners regarding grant funding agreements, starting with the agreement of heads of terms.
 - Agree the monitoring and evaluation framework that will be embedded into the grant funding agreements
 - Continue to develop the business case for the Market Hall project

4. Future High Street Fund Update

- 4.1 The vision is to create a distinctive, coherent and inclusive city centre that will improve the perception of Carlisle, increase social value, and ultimately improve economic performance through greater resident and visitor footfall and demand. The strength of the historic and cultural offer already embedded within the city will be enhanced securing a vibrant legacy from the investment.
- 4.2 The primary strategic objectives of the Carlisle FHSF are as follows:
- a. Renewing Carlisle city centre as a place to live, work and visit.
 - b. Reactivating Carlisle's Historic Quarter.
 - c. Catalysing Carlisle's leisure and night-time economy.
- 4.3 Four projects are funded by the £9.1m award that will be delivered by 31 March 2024. The projects are entering delivery stage with those directly contributing to the Economic Strategy's key priorities covered in Table 2.
- a. Reimagining Market Square (Green Market / Old Town Hall)
Market Square is the most substantial public space in the city centre, spanning 6,000 square metres. This significant space could be better utilised and become more of a focal point for residents and visitors alike. Public Consultation was held in July 2022 on challenges and opportunities. The results of the consultation are informing the design phase of the project.
 - b. Repurposing 6-24 Castle Street

The listed buildings of 6-24 Castle Street are currently vacant, the freehold possession of the properties has been transferred to Tullie House Trust and a grant funding agreement agreed for Tullie House to repurpose the properties and deliver the FHSF project. The Council will be the accountable body for this project.

c. Preparing Central Plaza site for redevelopment

The Central Plaza development site has historically presented a complex opportunity from a physical, legal (ownership reverted to the Crown Estate) and delivery perspective. These complexities have prevented redevelopment schemes from progressing past concept stage due to financial viability issues. FHSF funding will be used to stabilise the site and prepare the site for redevelopment, thus reducing the viability gap.

d. Pedestrian enhancement of Devonshire Street

Reducing the carriageway on Devonshire Street could provide excess space for pedestrians and businesses to spill into, which would encourage activity and dwelling time in the street. A grant funding agreement has been put in place for Cumbria County Council to deliver this project. The Council will be the accountable body for this project.

4.4 Programme monitoring and reporting systems are in place in line with the FHSF requirements.

5. Risks

5.1 The following risks have been identified in relation to delivery of the Economic Strategy and the regeneration programme:

| Risk | Consequence | Mitigation |
|--|--|--|
| Local government reorganisations will impact on decision-making processes | Delays in the delivery of the programmes / projects, potential change control required and likely cost escalation. | Close collaborative working between the 2-tier authority during LGR |
| Disruption to supply chain due to impacts of Brexit and COVID pandemic causes delays to projects due to staff and material shortages or increasing costs | Escalation of delivery costs meaning that allocated budgets are under pressure, putting projects at risk. | Monitor availability / price of material via live projects. Value engineering where necessary to reduce costs. |

| | | |
|--|--|--|
| Programme and procurement allocation too short | Delays in the delivery of the programmes / projects, potential change control required and likely cost escalation. | Realistic programme and subsequent procurement timescales to be included in the procurement strategy |
|--|--|--|

6. Conclusion and reasons for recommendations

- 6.1 This report outlines that good progress continue to be made on the delivery of the Carlisle Economic Strategy Action Plan and the Town Deal and Future High Streets Fund regeneration programmes.
- 6.2 There are a number of key risks to delivery, the most pertinent being local government reorganisation and cost inflation affecting capital projects. Appropriate mitigation is in place to manage these risks at their current status, but these will need to kept under review and monitored for further escalation.
- 6.3 On these bases, Members of the Place Scrutiny Panel are asked to:
 - Note the progress and provide feedback on the delivery of the Carlisle Economic Strategy Action Plan, set out in Section 2 of this report.
 - Note the progress and provide feedback on the delivery of the Town Deal and Future High Streets Fund regeneration programmes, set out in Sections 3 and 4 of this report.
 - Note the emerging risks to delivery of the Action Plan and regeneration programmes set out Section 5 of this report.

7. Contribution to the Carlisle Plan Priorities

7.1 The Economic Strategy and the Town Deal and Future High Streets Fund regeneration programmes will support the delivery of the vision set out in the Carlisle Plan, which is to enable Carlisle to grow and prosper as the capital of the Borderlands region. It also contributes directly to the priority of delivering inclusive and sustainable economic growth, by making Carlisle a more attractive place for investment, improving skills and driving key sector development.

Contact details:

Contact Officer:
Steven Robinson

Ext: 7535

Appendices attached to report:

-

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- None

Corporate Implications:

Legal – The Economic Strategy is one of the policies reserved to full Council. This report is an update on delivery and, therefore, does not have any direct legal implications.

Property Services – A number of the projects have property implications that will be considered as the projects develop and, where necessary, referred back to Members for approval.

Finance – The Council supports the activities to underpin the Economic Strategy through investment in base budgets to fund the Economic Development team which then allows it to look towards inward investment opportunities and receipt of significant grant funding opportunities. Additional funding has been provided to support a Programme Management Team to help deliver the outcomes of the Economic Strategy. External funding such as Towns Deal, Future High Street Fund, Garden Village and Borderlands Growth Deal will all help the Council to achieve the priorities outlined in the Strategy and further complement the funding the Council already provides.

Equality – None

Information Governance - There are no Information Governance implications with this report.

Meeting Date: 01/09/2022
 Portfolio: Cross-cutting
 Key Decision:
 Policy and Budget Framework No
 Public / Private Public

Title: Overview Report
 Report of: Policy and Scrutiny Officer
 Report Number: OS.21/22

Purpose / Summary:

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

Recommendations:

Members are asked to:

- Note the items within Panel remit on the most recent Notice of Key Executive Decisions.
- Note the current work programme, work planning activity and comment on the programme, in particular on items for the next Panel meeting.

Tracking

| | |
|------------|-----------------------|
| Executive: | Not applicable |
| Scrutiny: | Place 01/09/22 |
| Council: | Not applicable |

1. Notice of Key Decisions

1.1. The most recent Notice of Key Executive Decisions was published on 29 July 2022. This was circulated to all Members and is available on the CMIS section of the Council's webpages. The following items fall within the remit of this Panel:

Items that are included in the Panel's work programme:

- None

Items that are not included in the Panel's work programme:

- None

2. References from the Executive

2.1. None

3. Progress on resolutions from previous meetings

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

| | Meeting date | Minute reference | Action | Status |
|---|---------------------|-------------------------|--|--|
| 1 | 17/06/21 | EGSP 37/21 | 3) That the Cycling and Walking Infrastructure Plan be circulated to Panel Members when it became available. | Pending Draft plans are on County Council website: Cycling and walking in Cumbria Cumbria County Council |
| 2 | 20/01/22 | EGSP 07/22 | 2) That the Head of Regeneration circulate a written response to the Panel detailing which of the items listed under the outputs and outcomes of the England's Historic Cities Consortium programme of projects related to Carlisle. | Complete |
| 3 | 16/06/22 | PLP.09/22 | 2) That the Policy and Communications Manager provide written information to the Panel on: i) the dates, times and methods of data collection for the stakeholder and public consultation events on the Market Square project; ii) the known risk to the funding of the Carlisle Southern Link Road and its impact on the St Cuthbert's Garden Village project | Pending |

| | | | | |
|---|----------|-----------|---|----------|
| 4 | 21/07/22 | PLP.15/22 | 2) That the Policy and Communications Manager provide the following written information to the Panel: - the last set of Local Authority Climate Policy Group minutes - the calculated emissions for the Victoria Health Suite - how the ZCCP appointed a representative of Cumbria's young people to the Partnership | Pending |
| 5 | 21/07/22 | PLP.18/22 | 2) That the following matters be added to the Panel's work programme: - Talkin Tarn Future Management Arrangements - Update on Junction 44 | Complete |
| 6 | 21/07/22 | PLP.18/22 | 3) That the Chair of the Place Panel meet with the Chair of the People Panel and the Overview and Scrutiny Officer to discuss the most appropriate location of operational housing matters within the Scrutiny remit. | Complete |

4. Changes to Place and People Scrutiny Panel Remits

- 4.1 Place Scrutiny Panel made a recommendation at their meeting of 21st July 2022 that the Chairs of Place and People Panel should meet to discuss changing the remit of some housing issues. This meeting has taken place and the Chairs agreed that the following items would move from the remit of Place Panel to People Panel:
- Homelessness (strategy, hostels, prevention)
 - Housing – empty properties, standards and improvements
 - Housing advice and support

4.2 It is anticipated that this move will assist a planned People Panel Task and Finish Group that will consider cost of living issues to take a more holistic view of the matter and to make more effective recommendations.

5. Contribution to the Carlisle Plan Priorities

5.1. The scrutiny of Carlisle Plan items that fall within the remit of this Panel contribute to ongoing policy development.

Contact Officer: Rowan Jones

Ext: 7257

Appendices
attached to report:

1. Draft Scrutiny Panel Work Programme 2022-23

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS:

LEGAL –

PROPERTY SERVICES -

FINANCE –

EQUALITY – This report raises no explicit issues relating to the public sector Equality Duty

INFORMATION GOVERNANCE –

APPENDIX 1: Draft Scrutiny Panel Work Programme 2022-23

| Date | Title | Lead Officer |
|------------|---|----------------------------|
| 16/06/2022 | End of Year Performance Report 2021/22 | Steven O'Keeffe |
| | Riverside - regeneration of existing stock | Jane Meek/ Rowan Jones |
| | Cumbria Choice - accessibility of platform and performance of Allocations Policy | Gareth Torrens |
| | Homelessness - update on delivery of Strategy and Action Plan | Tammie Rhodes |
| 07/07/2022 | Talkin Tarn Management Arrangements - Site Visit | Jon May |
| 21/07/2022 | Local Environment (Climate Change) Strategy - delivery update | Steven O'Keeffe |
| | St Cuthberts Garden Village - Delivery Vehicle preparatory report | Neil Cole |
| | Feedback from attendance at Real Estate Investment & Infrastructure Forum (UKREiiF) | Jane Meek |
| 01/09/2022 | Performance Report Q1 2022/23 | Steven O'Keeffe |
| | Economic Strategy Action Plan - performance monitoring (include update on Towns Deal and Future High Street Fund) | Steve Robinson |
| 13/10/2022 | Flood Risk Management - Carlisle schemes update | Jane Meek/ EA (Pete Miles) |
| | St Cuthberts Garden Village - Delivery Vehicle Options Appraisal (subject to external report completion) | Neil Cole |
| | Rural Strategy | Jane Meek |
| | Events - update on planned activities and major events | Paul Walker |
| 01/12/2022 | Local Air Quality Action Plan | Scott Burns |
| | Tullie House Business Plan - Part B item | Darren Crossley |
| | Shared Prosperity Fund - commitment and spend of funding | Jane Meek |
| | Talkin Tarn Future Management Arrangements | Luke Leathers |
| | Performance Report Q2 2022/23 | Steven O'Keeffe |
| 19/01/2023 | Economic Strategy Action Plan - performance monitoring (include update on Towns Deal and Future High Street Fund) | Steve Robinson |
| | Cumbria Choice - update | Gareth Torrens |
| | Junction 44 update | Mark Walshe |
| | LEP - Partner Update - LGR preparedness. | Jane Meek |
| 02/03/2023 | Performance Report Q3 2022/23 | Steven O'Keeffe |
| | Scrutiny Annual Report | Rowan Jones |

