

AGENDA

Business & Transformation Scrutiny Panel

Thursday, 31 March 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 Business & Transformation Scrutiny Panel

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

Substitutes:

Councillors Mrs Atkinson, Mrs Birks, Brown, Bomford, Collier, Mrs Finlayson, Mrs Glendinning, Glover, Lishman, Meller, Morton, Patrick, Robson, Shepherd, Miss Sherriff, Southward, Sunter, 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

7 - 16

To note that Council, at its meeting on 1 March 2022, received and adopted the minutes of the meetings held on 6 January 2022. The Chair will sign the minutes

[Copy minutes in Minute Book Vol 48(5)].

The Chair will move the minutes of the meeting held on 24 February 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 CORPORATE PROJECT STATUS REPORT

**17 -
28**

Portfolio: Cross Cutting
Directorate: Corporate Support
Officer: Jason Gooding, Town Clerk and Chief Executive
Report: CE.10/22 herewith

Background:

The Town Clerk and Chief Executive to submit an update on the Council's corporate projects.

Why is this item on the agenda?

Monitoring report.

What is the Panel being asked to do?

The Panel is asked to note and comment on the most recent summary of projects and governance arrangements in place.

A.3 CORPORATE RISK REGISTER

**29 -
42**

Portfolio: Finance, Governance and Resources
Directorate: Community Services
Officer: Darren Crossley, Deputy Chief Executive
Report: CS.15/22 herewith

Background:

The Deputy Chief Executive to submit an update on the management of the Council's Corporate Risk Register.

Why is this item on the agenda?

Monitoring Report

What is the Panel being asked to do?

Scrutinise and comment on the current Corporate Risk Register as set out in appendix one.

A.4 SQUAD WORKING

**43 -
52**

Portfolio: Finance, Governance and Resources
Directorate: Community Services
Officer: Darren Crossley, Deputy Chief Executive
Report: CS.18/22 herewith

Background:

The Deputy Chief Executive to submit a report an update on the delivery and use of the Squad working principles and groups within the Council.

Why is this item on the agenda?

To provide the Panel with an update on new methods of working being adopted by the Council.

What is the Panel being asked to do?

Review the progress made on Squad working and seek any further clarification on the principles and practice.

A.5 SCRUTINY ANNUAL REPORT 2021-22

**53 -
58**

Portfolio: Cross Cutting
Directorate: Cross Cutting
Officer: Rowan Jones, Overview and Scrutiny Officer
Report: OS.09/22 herewith

Background:

The Overview and Scrutiny Officer to submit the draft Business and Transformation Scrutiny Panel Section for the Scrutiny Annual Report 2021-22.

Why is this item on the agenda?

Annual report

What is the Panel being asked to do?

- Consider and comment on the attached section of the draft report.
- That Members identify items that may be a priority for Scrutiny in 2022-23.

A.6 OVERVIEW REPORT

**59 -
62**

Portfolio: Cross Cutting
Directorate: Cross Cutting
Officer: Rowan Jones, Overview and Scrutiny Officer
Report: OS.08/22 herewith

Background:

To consider a report providing an overview of matters related to the work of the Business and Transformation Scrutiny Panel.

Why is this item on the agenda?

The Business and Transformation Scrutiny Panel operates within a work plan which has been set for the 2021/22 municipal year. The Plan will be reviewed at every meeting so that it can be adjusted to reflect the wishes of the Panel and take into account items relevant to this Panel in the latest Notice of Executive Key Decisions.

What is the Panel being asked to do?

- Note the items within Panel remit on the most recent Notice of Executive Key Decisions
- Note the current work programme

PART B

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

B.1 ICT SERVICES PROJECT STATUS REPORT

****This report is not for publication by virtue of Paragraph 1 of Part 3 of Schedule 12A to the Local Government Act 1972 as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) .****

Portfolio: Finance, Governance and Resources
Directorate: Corporate Support
Officer: Jason Gooding, Town Clerk and Chief Executive
David Strong, Service Desk Manager
Martine Kelly, Applications and Development Manager
Report: CE.03/22 herewith

Background:

The Town Clerk and Chief Executive to submit an up-to-date snapshot of the current status of the ICT Services projects. Recent project activity; RAG rating; issues and emerging risks; key activities for the next period and requests for change have all been updated.

Why is this item on the agenda?

The Panel requested a three monthly update at their meeting on 1 April 2021 (BTSP.29/21 refers)

What is the Panel being asked to do?

Scrutinise and comment on the most recent summary of these projects, and the actions being taken to support projects with issues. Appendix One is a summary of the standalone IT projects and their current status.

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



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Business & Transformation Scrutiny Panel

Date: Thursday, 24 February 2022

Time: 16:00

Venue: Flensburg Room

Present: Councillor Ruth Alcroft, Councillor Trevor Allison, Councillor James Bainbridge, Councillor Ms Jo Ellis-Williams, Councillor Mrs Linda Mitchell, Councillor Michael Mitchelson, Councillor Dr Les Tickner

Councillor Mrs McKerrell was in attendance as a substitute Member to the vacant seat

Also Present: Councillor J Mallinson, Leader
Councillor G Ellis, Finance, Governance and Resources Portfolio Holder
Councillor N Christian, Environment and Transport Portfolio Holder

Officers: Deputy Chief Executive
Corporate Director of Governance and Regulatory Services
Corporate Director of Finance and Resources
Health and Wellbeing Manager
Head of HR
Head of Property Services
Policy and Performance Officer

BTSP.13/22 APOLOGIES FOR ABSENCE

An apology for absence was submitted on behalf of the Town Clerk and Chief Executive.

BTSP.14/22 DECLARATIONS OF INTEREST

No declarations of interest were submitted.

BTSP.15/22 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.

BTSP.16/22 MINUTES OF PREVIOUS MEETING

RESOLVED - That the minutes of the meeting held on 6 January 2022 were agreed as a correct record.

BTSP.17/22 CALL-IN OF DECISIONS

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

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BTSP.18/22 TALKIN TARN MANAGEMENT ARRANGEMENTS

The Health and Wellbeing Manager presented an overview of the current management arrangements for Talk Tarn Country Park and sought the Panel's views on alternative and/or additional arrangements, that could be explored, to maximise the site's potential in delivering the Council's priorities. (CS.06/22)

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

- A Member asked for clarification with regard to the budget, the Health and Wellbeing Manager reported that the budget expectations had been lower than actually achieved resulting in money being available for investment into the site.

- Talkin Tarn was a considerable size, had there been any consideration given to the installation of a wind turbine on site?

The Health and Wellbeing Manager informed the Panel that there had previously been a small wind turbine on site which produced power locally for one building.

The Deputy Chief Executive highlighted the divisive nature of wind turbines in local communities. He reminded the Panel that decisions for matters such as this would be for the new authority to take.

- A lot of land at the site was given up to grazing, would this continue given the environmental climate emergency?

The Health and Wellbeing Manager responded that the Council had received funding from the Woodland Creation Planning Grant to change some of the land to woodland. Any further changes to land use would need some consideration.

A Member asked that a map of the site be circulated to Members.

The Council was very protective of the site, however, serious consideration should be given to how the site could be made more efficient in the future within the Council's climate change plans.

- The tearoom and kiosk were both very popular, however, there needed to be some work on the opening and closing hours of both. Often in the summer months there was nothing open for refreshments later on in the evening when the Tarn was still quite busy. It was suggested that the kiosk have more flexible opening hours later into the evening.

The Health and Wellbeing Manager responded that it had not been viable to extend the tearoom opening hours, as the number of customers were weather dependent, there had been occasions when the tearoom was staffed and there were no customers. He agreed to investigate the possibility of making the kiosk opening hours more flexible.

- There were some footpaths around the site which had become inaccessible to those with pushchairs or wheelchairs. This had caused people to walk around the issue damaging the surrounding grassed areas. It was suggested that some of the surplus budget could be used to improve some of the infrastructure around the Tarn.

The Health and Wellbeing Manager took on board the comments and agreed to discuss the

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matter with Cumbria County Council.

- A Member suggested that the Tarn could have an outdoor theatre, or glamping and asked if any land could be allocated to affordable housing.

The Panel discussed the possibility of establishing a Task and Finish Group and agreed that a workshop, held at Talk Tarn, would be most beneficial in drawing out ideas and suggestions for the future of site.

RESOLVED - 1) That the Talkin Tarn Management Arrangements report (CS.06/22) be received;

2) That the Health and Wellbeing Manager circulate a site map of Talk Tarn to Members.

3) That a workshop be set up to take place at Talkin Tarn.

3) That the following suggestions be taken into consideration as part of the workshop:

- Extend and vary the opening hours of the kiosk.
- That investment into the infrastructure of the Tarn be undertaken to improve footpaths

BTSP.19/22 SANDS CENTRE PROJECT MONITORING REPORT

The Deputy Chief Executive presented an update on the current progress of the redevelopment of the Sands Centre site (CS.05/22).

The Deputy Chief Executive provided an update on the measures undertaken to manage or adapt the existing proposals to deal with:

- a) Progress with the main contract works
- b) A requirement to update existing infrastructure in the events space to manage public safety systems to meet with current legislation.
- c) Working practices evolving from the management of the risks associated with the COVID - 19 pandemic
- d) Working practices evolving from the management of the Brexit Agreement arrangements

The Deputy Chief Executive reported that the 23 February 2022 saw an important milestone for the project and a small ceremony took place as the first tiles were placed in the pool.

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

-What was the plan for the Blessed Christopher Robinson site once the new facilities were open?

The Deputy Chief Executive reminded the Panel that the Blessed Christopher Robinson site was leased to GLL by the Diocese. Any future plans for the site either with GLL or potentially the College would be a matter for the Diocese.

- What was the timescales for the launch and the pricing structure? Did the Council have any input into the pricing structure to ensure the facilities were available to everyone?

The Deputy Chief Executive explained that there would be an initial soft opening to test the site before the official launch. Any pricing structures and concessions were prepared by GLL and the Council had no influence over them.

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- How would the new facility be promoted?

The Deputy Chief Executive reported that discussions were taking place with GLL regarding promotion. The Health and Wellbeing Manager added that GLL would undertake a 'Festival of Sports' as part of their launch.

- Given the current economic circumstances did the Project Board envisage any additional borrowing requirements?

The Deputy Chief Executive reminded the Panel that the project included a six week 'float' to allow for any extension to the project. The project had a robust early warning system in place which alerted the team to any slippage and it was monitored closely. He did not envisage any additional borrowing requirements.

- A Member raised the issue of the lighting and roof and asked if the work should be undertaken now as part of the redevelopment.

The Deputy Chief Executive clarified what work was required for the roof and explained that it was not necessary at this stage, however, it would remain a risk but not to this project. There would be work undertaken as Phase 2 by the Council in its role as landlord.

- A Member asked for an update on the life safety systems and the Deputy Chief Executive confirmed that the work was progressing. It was vital for the Council to meet its obligation as a landlord to a public building and the work was in the scope of the budget.

RESOLVED - That the Sands Centre Project Monitoring Report (CS.05/22) be received.

BTSP.20/22 SICKNESS ABSENCE QUARTER 3 2021/22

The HR Manager presented the authority's sickness absence levels for the period 1 April to 31 December 2021 and outlined other sickness absence information. (CS.07/22)

The HR Manager reported that the number of days lost per full time equivalent employee equated to 8.9 in the first three quarters of 2021/22 compared to 6.2 for the same period in 2020/21. This uptrend had been seen across many authorities. The report set out the trend for both long term and short term absences, the sickness absence reasons and the work being undertaken to support employees and managers.

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

- Were there plans in place to concentrate on having all Return to Work Interviews carried out within five days now that staff were returning to the building?

The HR Manager responded that the Return to Work Interviews were being carried out regardless of where the employee was working and there would continue to be a focus on undertaking them in a timely manner as it was an important part of the whole process.

- The sickness absence figures showed one Directorate that had a disproportionately high absence rate. A Member commented that the management of the team needed to be addressed.

The Deputy Chief Executive explained that Directorate in question had a significant number of long term sickness in an area that had physical jobs in a variety of roles. It was evident that

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not all absences were work related; there were significant challenges outside of work for staff in the lower paid roles. Managers and staff were positively supported in managing long term absence. There had been changes in the way that absences were managed and managers were more direct about absences especially in instances that were within the Council's control.

- The Panel asked that future reports included the number of employees in each Directorate for comparison.

- What was in place for the Council to support individuals who were absent due to non work related stress / mental health?

The HR Manager detailed the support and signposting that was in place to support individuals. The new Attendance Management Policy was in place to enable all managers to access the information to support their staff.

- Was there any way to measure how effective the wellbeing programme had been?

The Deputy Chief Executive responded that there was information available on the number of people who had accessed the programme, however, it was difficult to gauge the actual outcome and interventions. He agreed to include more detailed information in the next report.

- A Member suggested consideration be given to the introduction of 'personal days' to support those who needed time to deal with stress or mental health issues.

- The Panel asked that the next report focused on mental health along with the monitoring information.

- A Member highlighted the impact interpersonal relationships within the workplace could have on mental health.

The Deputy Chief Executive agreed and outlined the support available to managers to deal with interpersonal issues within teams.

RESOLVED - 1) That the Sickness Absence Report Quarter 3 2021/21 be received;

2) That the Quarter 4 report should focus on mental health, alongside the monitoring information, and should also included:

- the number of employees in each directorate
- details and outcomes from the wellbeing programme

BTSP.21/22 REVENUE BUDGET OVERVIEW AND MONITORING REPORT APRIL TO DECEMBER 2021

The Corporate Director of Finance and Resources presented an overview of the Council's General Fund revenue budgetary position for the period April to December 2021 which was considered by the Executive on 21 February 2022. (RD.70/21)

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

- Who would pay for the Shadow Authority elections on 5 May 2022 and who would pay for

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any Parish Council by elections prior to vesting day?

The Corporate Director of Finance and Resources responded that the Implementation Reserve would be used to pay for the Shadow Authority elections. She agreed to provide a written response with regard to Parish Council by elections.

- Why had the Council not spent all of the Government Covid grants that had to be paid back?

The Corporate Director of Finance and Resources explained that some of the grant were paid up front and were based on the number of people eligible. The Council was very proactive in awarding grants, however, not all those eligible took the grants.

- A Member asked for clarification with regard to the figures in the report referring to the Lanes and asked if the cost of the Lanes exceeded the income would the Council have to pay some of the costs?

The Corporate Director of Finance and Resources clarified the figures and agreed to provide the Panel with a written response regarding costs.

- Referring to the virements processed a Member asked for clarity on the following:
- a) Garage Services underspend and shortfall (recharges)
 - b) Development Control underspend in employee related costs, increase in fees, could this be redirected to support enforcement work?
 - c) Underspend on premises expenditure
 - d) Other Financial Costs

In response the Corporate Director of Finance clarified the following:

- a) The underspend in the Garage Services would show as a small saving in other Directorate budgets
- b) The increase in Development Control fees had been the result of some significant applications. The Corporate Director of Economic Development could reinvest the monies into the service on a non recurring basis.
- c) The underspend on premises expenditure had been the result of not being able to access buildings during Covid. She agreed to provide further details in writing.
- d) The target for salary turnover remained ahead of target due to vacancies. The savings were taken and the corporate savings target would be funded from savings achieved elsewhere in the revenue budget.

RESOLVED - 1) That the Revenue Budget Overview and Monitoring Report: April to December (RD.70/21) be noted;

2) That the Corporate Director of Finance and Resources provide the following written responses:

- who would pay for Parish Council by elections?
- would the Council have to pay costs for the Lanes if they exceeded the income?
- further information on the premises expenditure underspend

BTSP.22/22 CAPITAL BUDGET OVERVIEW AND MONITORING REPORT APRIL TO DECEMBER 2021

The Corporate Director of Finance and Resources presented an overview of the budgetary position of the Council's capital programme for the period April to December 2021 which was

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considered by the Executive on 21 February 2022.

A Member asked how any further increase in the interest rate impacted planned borrowing, the Corporate Director of Finance and Resources outlined the monitoring process that was in place, drawing attention to the impact of longer term borrowing on the new Authority.

RESOLVED - That the Capital Budget Overview and Monitoring Report: April to December 2021 be received.

BTSP.23/22 QUARTER 3 PERFORMANCE REPORT 2021/22

The Policy and Performance Officer submitted the Quarter 3 2021/22 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 2021/22 Key performance Indicators (KPIs) were also included (PC.02/22).

The Policy and Performance Officer drew the Panel's attention to the summary of exceptions and the reasons for those exceptions.

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

- Was SS08: proportion of official local authority searches completed on time subject to seasonal variation?

The Policy and Performance Officer agreed to provide a written response.

- Would the development of the Joint Municipal Waste Management Strategy for Cumbria change due to Local Government Reorganisation (LGR)?

The Deputy Chief Executive explained that dialogue was ongoing. At this stage in the LGR process it was not prudent to begin work on disentangling the contract. There was too much risk in changing the contract immediately but it would be considered in the future by the new authority.

- There was some concern that the increase to the cost of living would create an increase in the number of people applying for benefits. How would the Council deal with a potential increase?

The Corporate Director of Finance and Resources responded that the work load of the team was constantly monitored and additional resources could be diverted to the team from the test and trace team if required.

The Finance, Governance and Resources Portfolio Holder added that the housing benefit claimants were legacy claimants and any new claims would be made through Universal Credit which would not come to the City Council.

RESOLVED - 1) That the Quarter 3 Performance Report 2021/22 (PC.02/22) be noted;

2) That the Policy and Performance Officer provide the Panel with regard to a potential seasonal variation to Service Standard SS08.

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BTSP.24/22 OVERVIEW REPORT

The Overview and Scrutiny Officer submitted report OS.06/22 which provided an overview of matters related to the Business and Transformation Scrutiny Panel.

Referring to the resolutions from previous meetings, the Corporate Director of Finance and Resources reported that BTSP.07/22 (2) had been completed and circulated to Members on 17 January 2022.

RESOLVED - That the Overview Report incorporating the Key Decision items relevant to the Business and Transformation Scrutiny Panel be noted (OS.06/22).

BTSP.25/22 PUBLIC AND PRESS

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

BTSP.26/22 ASSET MANAGEMENT OF KINGSTOWN INDUSTRIAL ESTATE & PARKHOUSE BUSINESS PARK - UPDATE ON PROGRESS

(Public and Press excluded by virtue of paragraph 3)

The Head of Property Services provided an update on progress with the implementation of the business plan for Kingstown Industrial estate and Parkhouse Business Park (GD.10/22)

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

- How did the ground rents compare to other industrial estates across the County?

The Head of Property Services explained that Carlisle was a unique market and it was difficult to compare with sites in nearby areas as Carlisle was the primary market. Other industrial estates used Carlisle as their comparable baseline.

- Did new rent contracts allow for periodic reviews?

The Head of Property Services confirmed that all new leases included a five year review pattern.

- Was it possible to segregate the charges for undertaking the rent reviews?

The Head of Property Services detailed the costings and budget for Chancerygate and explained that the rent reviews were part of the overall work and could not be identified separately.

- Did the Council have in house capability to maintain the work or would Chancerygate be retained?

The Head of Property Services clarified that, although the Council had an excellent team, they

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did not have the expertise or capacity to undertake this work. The Chancerygate contract allowed for a renewal after five years, with an option of a further five years and a maximum of fifteen years. Discussions were currently ongoing with Chancerygate.

In addition the Panel also discussed ongoing planning permission; proposals for existing and new sites and outcomes of some of the rent review. The Panel received an update on the Gateway 44 site and the development of other sites across the City.

RESOLVED - That the Asset Management of Kingstown Industrial Estate and Parkhouse Business Park Update (GD.10/22) be received.

The Meeting ended at: 18:27

Business & Transformation Scrutiny Panel

Item
A.2

Meeting Date: 31.3.2022
Portfolio: CROSS CUTTING
Key Decision: No
Within Policy and
Budget Framework YES
Public / Private Public

Title: CORPORATE PROJECT STATUS REPORT
Report of: TOWN CLERK & CHIEF EXECUTIVE
Report Number: CE 01/22

Purpose / Summary:

The City Council's Transformation Board's role is to ensure that there are effective governance arrangements in place for the projects that the Council undertakes. This report provides an update against corporate projects currently being undertaken in the Council.

The narrative contained within the project status report has been updated to offer Members with an up to date snapshot as to the current status of the City Council's corporate level projects. Recent project activity; RAG rating; issues and emerging risks; key activities for the next period and requests for change have all been updated.

Recommendations:

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

1. BACKGROUND

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

The Corporate Project Status report is hosted on SharePoint and updates to the report are co-ordinated via this platform. The use of this system allows us to access live data; a version history is recorded each time the report is updated; workflows can be configured so that should the status of a project change the Programme Office receive a notification.

2. PROPOSALS

2.1 Project progress in the last six months

A summary of the status of current projects within the Council is detailed in Appendix 1.

This contains a summary of current corporate project status. The majority of Council projects are progressing to schedule. Those that have issues are indicated with an amber rating, indicating that there are some issues which require attention. There are no corporate projects experiencing major issues, which would have required a red rating.

Members are asked to note that two of the corporate projects are reporting an Amber RAG rating, the Sands Centre and the E-Purchasing ledger upgrade. The Sands Centre is the only corporate level project to have escalated in its RAG rating since the last report to Members.

There are no additional projects since this report was last considered by the Business & Transformation Scrutiny Panel.

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

Public Realm Improvements

The project is currently reporting a green RAG status.

Owing to funding secured through the Future High Streets Fund and Town Deal, the planned public realm improvement projects include the Market Square; Devonshire Street; English Street and Botchergate. The business case for the Town Deal projects is now complete and will be submitted to government by the end of March.

E-Purchasing/Ledger Update

This project is reporting an amber RAG status. The project is on hold due to the impact of Local Government Reorganisation (LGR) and its impact on the ability to adequately resource the project. A decision will be taken as to whether this project proceeds given the resource requirements of LGR coupled with the possibility of a new finance system being required for the new authority. Members will be kept informed.

Asset Recovery Programme

This project is progressing and is reporting a green RAG status (compared to an amber RAG status last time this was reported to Members).

A summary of recent project activity as well as key activities for the next period is set out in Appendix One.

The ground floor Civic Centre works are now complete, with work on-going to correct any snags/minor issues.

St Cuthbert's Garden Village

This project is progressing and is reporting a green RAG status. A summary of recent project activity is set out in Appendix One.

Project risks continue to be monitored and reviewed by the Strategic Board and Project Steering Group.

Sands Centre Redevelopment

This project is reporting an amber RAG rating (compared to a green RAG status last time this was reported to Members).

There are ongoing issues being experienced by the project around staffing, availability and increased cost of materials owing to BREXIT.

The Sands Centre project team continues to meet regularly where progress, key activities, emerging issues and the projects risk register are discussed and reviewed. The City Council's Deputy Chief Executive is involved in these meetings and ensures updates are received by the Senior Management Team when required.

One Public Estate

This project is reporting a green RAG status. The key issue facing this project is around putting in place the necessary arrangements required to ensure the efficient release of sustainable grant funding for the on-going Leisure Centre co-location plans across the county. A full summary of recent project activity is set out in Appendix One.

3. CONSULTATION

- 3.1** The Transformation Board will note the version of the Corporate Project Status report at today's scrutiny meeting at its next meeting.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

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

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

The Transformation Board works to ensure quality assurance, alignment to key objectives and sound risk management arrangements in the delivery of the Carlisle Plan.

Contact Officer: Jason Gooding

Ext: 7001

Appendices attached to report: Appendix One: Corporate Project Status report

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

Corporate Programme Board Project status report March 2022

Key to Status

Red Overdue; Significant issues

Amber Some issues

Green On schedule; In progress

	Project Title and Description	Project Manager – to include confirmation project is live	Directorate	Recent project activity for live projects only	RAG status	Issues and Emerging risks	Key activities for next period (Inc. mtgs where project is to be considered)	Requests for change
1	Public Realm Improvements	Steven Robinson	Economic Development	<p>February 2022</p> <p>A package of public realm improvement projects for the city centre area have been developed, designed and costed through the Future Highs Street Fund (FHSF) and Town Deal (TD) programmes</p> <p>Market Square (FHSF) - £2.3m Devonshire Street (FHSF) - £0.5m Southern Gateway - English Street, Botchergate (TD) - £6.6m</p> <p>The business case for the Town Deal project has been completed and will be submitted to government by the end of March.</p> <p>These projects are now moving into the detailed design stage (RIBA2/3)</p>	Green	A register is in place for the project and these continue to be monitored and reviewed.	<ul style="list-style-type: none"> The commencement of the pre-construction work focussing on surveys and design Completion of GFA with Cumbria County Council for delivery. 	None
2	E-Purchasing / Ledger upgrade	Steven Tickner	Finance and Resources	<p>March 2022</p> <p>The project is on hold due to LGR and ability to adequately resource the project to roll out further within the Council. It may not be prudent to implement a wholesale system change at this point due to LGR and prioritise resources towards supporting the requirements to workstreams.</p>	Amber	COVID and increased workloads have meant that officers implementing the system have not been able to progress the delivery of the system.	Decision needed as to whether to proceed with project given resource requirements of LGR and also the move towards LGR and the possibility of a new finance system for the new authority	None
3	Digital Information Services projects	David Strong/ Martine Kelly	Corporate Support	See separate items detailing individual projects	Green			
4	Asset Recovery Programme	Darren Crossley	Community Services	<p>February 2022</p> <p>Civic Centre</p> <ul style="list-style-type: none"> Phase 1 and 2 have now achieved practical completion and work is ongoing to complete any defects on both projects. 	Green	<p>Civic Centre</p> <p>All major construction risks have now been attended to. Minor issues related to disability access from the car park and ongoing AV equipment issues are ongoing.</p>	<p>Civic Centre</p> <p>To attend to the remaining minor issues on site and develop operational arrangements for use of the new facilities.</p>	None

Corporate Programme Board Project status report March 2022

Key to Status

Red Overdue; Significant issues

Amber Some issues

Green On schedule; In progress

	Project Title and Description	Project Manager – to include confirmation project is live	Directorate	Recent project activity for live projects only	RAG status	Issues and Emerging risks	Key activities for next period (Inc. mtgs where project is to be considered)	Requests for change
				<p>- The Council stakeholder group will meet for a final time in mid-March to conclude operational arrangements and any final defect activity.</p>				
5	St Cuthbert's Garden Village - Carlisle South Masterplan	Neil Cole	Economic Development	<p>February 2022 CSLR - early onsite enabling works commenced in February 2022. Business case based on revised cost estimate presented to Homes England/DLUHC in January 2022 and confirmation that decision will be made on 10 March 2022 to allow project to proceed as per current programme. Development Corporation Business Case - Governance structures now in place and Development Corporation Set Up Board now operational. Tendering for the appointment of specialist legal and financial support to prepare the Stage 1 strategic options appraisal commenced February 2022. Landscape Competition – Competition concluded and Gillespies selected as the winning landscape architect. Local Plan - Evidential commissions are now fully underway and will report between July and August '22. Strategic Design SPD commended at the NW Awards for Planning Excellence for Plan Making. Bid to Homes England's Garden Settlements Capacity Fund submitted in December '22. Provisional local plan timetable prepared taking the Plan to adoption. Landowner Engagement - Geldards Law Firm submitted Mines and Minerals Strategy in draft. Landowner Memorandums of Understanding / FAQs now distributed. First</p>		<p>Issues and emerging risk Project risks continue to be monitored and reviewed. A risk register is in place and is actively considered by the Strategic Board and Project Steering Group at their respective meetings. Key risks include: - the lack of viability of new development. Mitigation is being delivered with specialist consultants on-board to assess and ensure viability considerations influence the Local Plan moving forward alongside updating the infrastructure requirements, triggers and costs through the Infrastructure Delivery Plan. - premature development proposals in advance of the Local Plan's adoption. Mitigation includes the adoption of the Strategic Design Supplementary Planning Document. - resources available to the project partly mitigated however by the award of external capacity funding. - An unsound Plan remains a live issue with 2 other garden village plans failing in 2020. Mitigation includes monitoring successful and failed local plans bringing forward garden villages and implement appropriate action as required and securing an early advisory meeting with the Planning Inspectorate to identify and address</p>	<p>Key activities for next period CSLR – pending decision from DLUHC, full contracts will be awarded with full start on site due in May 2022. Development Corporation Business Case - interview /instruction of legal and finance specialists (18 March'22). Finalise and issue tender to appoint advice for preparation of an Investment Strategy. Landscape Competition – negotiations to secure the land remain ongoing and report to Executive (March '22) will seek approval to commence CPO proceedings if they prove necessary. Local Plan - Local Plan timetable to be finalised and approved by Executive as the updated 'Local Development Scheme. Close monitoring of ongoing technical assessments to ensure the Local Plan is 'sound' at examination These will collectively redefine and confirm requirements through a new Infrastructure Delivery Plan alongside an updated viability assessment (incl a 'policy on' scenario testing) to inform the Local Plan viability. Workshop to meet to scope preparation of the Durdar Delivery Strategy scheduled 2 March '22. Landowner Engagement - Further engagement with landowners –</p>	None

Corporate Programme Board Project status report March 2022

Key to Status

Red Overdue; Significant issues

Amber Some issues

Green On schedule; In progress

	Project Title and Description	Project Manager – to include confirmation project is live	Directorate	Recent project activity for live projects only	RAG status	Issues and Emerging risks	Key activities for next period (Inc. mtgs where project is to be considered)	Requests for change
				meeting of “Agents Sounding Board” met in January ‘22. Informal discussions with landowners remain ongoing.		potential issues prior to advancing to the Regulation 19 Stage.	particularly those with smaller holdings but in areas identified for essential infrastructure/early delivery phases following Delivery Workshops.	
6	Sands Centre Redevelopment	Darren Crossley	Community Services	<p>March 2022</p> <p>a. The site establishment, cleaning staff and welfare arrangements have been maintained at enhanced levels to accommodate an increase in the workforce whilst providing sufficient working space, ablution facilities and cleaning regimes to manage the risk of the transmission of COVID-19 within the site workforce, deliveries, and visitors to site. The site is working to SOP version 8 standard of Construction industry COVID guidance. This facility will be retained for the remainder of the site works to mitigate any future risk.</p> <p>b. The Environment Agency work to the flood gates at the Sands and Swifts Bank have now been completed.</p> <p>c. The tanks for the two swimming pools are complete and have passed the water retaining test. Work is now underway to bench the main pool structure, fit the pool equipment, and install the finishes and equipment.</p> <p>d. Work on the RIBA stage 5 specialist subcontractor design elements to coordinate with the main work designs is ongoing. The subcontractors are currently working on links to the existing building, NHS installations, fixture and fittings, external works, and finishes.</p> <p>e. The roof slab, external frame, substructure, and intermediate floor slabs are complete. Work is underway to fit the external cladding, curtain</p>		<p>The key issues are:</p> <ul style="list-style-type: none"> the condition of the existing services in the events hall and closing out the remaining design queries and risk in this area. The condition and life expectancy of the RAAC plank roof in the main events hall. Ongoing issues with staffing, availability and increased cost of materials as a result of BREXIT. <p>Emerging issues are:</p> <ul style="list-style-type: none"> The logistics of managing the Employer and tenant fit out either side of the planned sectional completion dates. Balancing the needs of the Contractor with the needs of the tenants in common areas. 	<p>1) Completion of the RIBA Stage 4B and 5 design development on the main project.</p> <p>2) Discharge all pre-construction conditions with the Planning Applications and Building Control Applications</p>	None

Corporate Programme Board Project status report March 2022

Key to Status

Red Overdue; Significant issues

Amber Some issues

Green On schedule; In progress

Project Title and Description	Project Manager – to include confirmation project is live	Directorate	Recent project activity for live projects only	RAG status	Issues and Emerging risks	Key activities for next period (Inc. mtgs where project is to be considered)	Requests for change
			<p>walling and windows to make the building weathertight.</p> <p>f. The new electricity substation is now complete and the original PV units have been removed from storage and fitted to the roof.</p> <p>g. Work is underway to form the rooms on each floor. The ground floor is generally formed from block work for flood resilience. The upper floors are generally constructed out of double skin plasterboard.</p> <p>h. The mechanical and electrical first fix has commenced on all floors and some of the larger plant items have been brought to site for installation in the plant rooms at the first floor and room levels.</p> <p>i. Work on the discharge of planning, building control and statutory undertaker conditions, is ongoing. This includes the development of the consequential improvement strategy to comply with Part L of the Building Regulations. As explained in previous Sands Centre reports to Council, the development of the new facilities alongside the existing Events Hall places a responsibility on the Council to improve the energy efficiency (and CO2 footprint) of the existing building as part of a redevelopment project. This area of work is proving challenging because of the omission of the replacement roof covering to the events hall as part of this contract. One of the options available to the Council is to procure the work to the Events hall lighting as a separate package for installation during the tenant fit out phase of the work.</p> <p>j. Further survey work has identified issues with the existing life safety</p>				

Corporate Programme Board Project status report March 2022

Key to Status

Red Overdue; Significant issues

Amber Some issues

Green On schedule; In progress

	Project Title and Description	Project Manager – to include confirmation project is live	Directorate	Recent project activity for live projects only	RAG status	Issues and Emerging risks	Key activities for next period (Inc. mtgs where project is to be considered)	Requests for change
				<p>systems within the events centre, because of the condition of the existing systems, changes to legislation or obsolescence of the system components to maintain service during the construction works and their suitability for re-connection to the new systems on completion of the leisure works e.g., CCTV cameras and fire safety for a public building. These issues are currently being explored in terms of repair and / or replacement requirements.</p>				
7	One Public Estate	Darren Crossley	Community Services	<p>February 2022</p> <p>The One Public Estate (OPE) Programme is progressing well. We received £360k of OPE funding from round 8: £60k for programme management and £300k of sustainable grant funding for the Health and Communities theme and the co-location of MSK physios within leisure centres across the county. In addition, £1.5m Brownfield Land Release funding has been secured for Barrow’s Marina Village development.</p> <p>The current Cumbria Partnership OPE Programme is broken down into 5 main themes:</p> <ol style="list-style-type: none"> 1. Economic Growth and Town/City Regeneration require a watching brief only as directed by the OPE Programme Delivery Board. 2. Housing we are linked in with the LGR Housing Workstream and maintaining regular contact with Homes England. 3. Public Sector Reform and Efficiency: <ul style="list-style-type: none"> • Conversations continue to develop the shared storage proposals; 		<p>The key issue is around the arrangements required to be put in place to ensure the efficient release of sustainable grant funding for the ongoing Leisure Centre co-location plans across the county.</p>	<p>Priorities for the Programme include:</p> <ul style="list-style-type: none"> • The development and management of the Health and Communities theme following the OPE Phase 8 funding release and continued oversight and development of the EV Charging Infrastructure Strategy group. • Continuous engagement with Homes England and coordination of any further housing related OPE funding applications. <p>Much of the Public Sector Reform and Efficiency and Housing themes have now been subsumed within the LGR Programme and the Programme Manager is actively involved in both the Asset and Housing workstreams within the LGR Enabling and Place themes.</p>	None

Corporate Programme Board Project status report March 2022

Key to Status

- Red Overdue; Significant issues
- Amber Some issues
- Green On schedule; In progress

Project Title and Description	Project Manager – to include confirmation project is live	Directorate	Recent project activity for live projects only	RAG status	Issues and Emerging risks	Key activities for next period (Inc. mtgs where project is to be considered)	Requests for change
			<p>however, the mega depot plans have now been put on hold pending clear direction from the shadow authority through LGR.</p> <ul style="list-style-type: none"> Direction is also required to proceed with a county wide shared pool cars solution. The EV Charging Infrastructure Briefing Paper, which sought endorsement and approval for a dedicated resource to manage a single project and funding bid on behalf of the county, was endorsed by the CCEG on 28th January. This has the support of all partners who have been involved to date and Sellafield are considering seconding one of their PMs to be the dedicated resource on our behalf. <p>4. Health and Communities:</p> <ul style="list-style-type: none"> Michael Smillie has been very supportive as our OPE sponsor and the identified key themes will be explored further in the coming months. Michael has now moved on from NCIC and Tim Povall has stepped in as Sponsor from MBHT. Work to adapt Kendal Leisure Centre for MBHT MSK co-location has been completed and the team moved in over a weekend and began their service delivery from 24th January. We've sourced some GP referral training funding and are proceeding to train Barrow Leisure Centre staff. We will be delivering an Escape Pain programme in Kendal from mid- 				

Corporate Programme Board Project status report March 2022

Key to Status

Red Overdue; Significant issues

Amber Some issues

Green On schedule; In progress

	Project Title and Description	Project Manager – to include confirmation project is live	Directorate	Recent project activity for live projects only	RAG status	Issues and Emerging risks	Key activities for next period (Inc. mtgs where project is to be considered)	Requests for change
				<p>March and hope to develop a rolling 6 weeks' programme going forward.</p> <ul style="list-style-type: none"> • Following a site visit to Barrow and Ulverston on 3rd February, MBHT are now considering the flexible space available for them to use. • We are sourcing hot desking space for the additional CCG resources being brought in in Carlisle and Copeland and hope to also find them some space in Barrow and Millom. 				

Report to Business & Transformation Scrutiny Panel

Item
A.3

Meeting Date: 31st March 2022
 Portfolio: Finance, Governance & Resources
 Key Decision: Not Applicable:
 Within Policy and Budget Framework NO
 Public / Private Public

Title: CORPORATE RISK REGISTER
 Report of: Deputy Chief Executive
 Report Number: CS 15/22

Purpose / Summary:

The purpose of this report is to update members of the Business and Transformation Scrutiny Panel on the management of the Council’s Corporate Risk Register.

Recommendations:

The Panel is asked to scrutinise and comment on the current Corporate Risk Register, as set out in Appendix One.

Tracking

Executive:	Not applicable
Overview and Scrutiny:	Not applicable
Council:	Not applicable

1. BACKGROUND

In accordance with the Council's Risk Management Assurance Framework, the Corporate Risk Register (CRR) has been submitted to the Business and Transformation Scrutiny Panel for monitoring on a six-monthly basis. This report contains the revised current CRR, attached at Appendix 1 for consideration and comment.

2. PROPOSALS

Corporate Risk Register – progress since the last report to Business & Transformation Scrutiny Panel on 1st April 2021

- 2.1 Members will be aware that the Corporate Risk Management Group (CRMG) is responsible for delivering and reviewing the Risk Management Assurance Framework, maintaining and improving risk management processes as well as monitoring and advising on the Council's Corporate Risk Register.
- 2.3 The CRMG meets quarterly. Special meetings will be called by the Chair should risks be escalated and require an intervention from the CRMG or Senior Management Team.
- 2.4 The CRR was last reviewed by the CRMG and Senior Management Team w/c 14th March. The control strategy narrative as well as assessment dates and target risk scores have been updated since this meeting and an up to date version is attached at Appendix One.
- 2.7 None of the risks have escalated in their RAG rating since this was last reported to Members.
- 2.8 The Council's Risk Management sub-group is due to meet April 2022. This sub-group is chaired by the Chief Executive's Office Manager. Penholders for the risk registers are required to attend meetings and present the operational/project risk register that they are responsible for. The Sub-Group acts as a "critical friend" ensuring that risks are comprehensive; accurately scored; relevant, that a consistent approach has been taken etc. The Sub-Group has now considered each operational risk register from across the Council. It is several years since the first operational

risk register was reviewed by the Group and as such the Group will work its way through the registers for a second time, to ensure standards have been maintained.

- 2.10 Updates of operational risk registers for this period have been completed within the specified timescales as set out in the City Council's Risk Management Assurance Framework. These updates are co-ordinated via SharePoint.
- 2.11 Members will note the addition of a new corporate risk focused on the potential impact of Local Government Reorganisation in Cumbria and the likelihood and impact of any detrimental effects on the Council's delivery of its Carlisle Plan.

Comments on this risk, our stated mitigating actions and the risk scores would be welcomed from the panel.

3. CONSULTATION

Corporate Risk Management Group and SMT w/c 14 March.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Panel is asked to scrutinise and comment on the Corporate Risk Register as set out in Appendix One.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

The Corporate Risk Register is reviewed quarterly, it is the strategic risk assessment for the Carlisle Plan.

Contact Officer: Darren Crossley

Ext: 7120

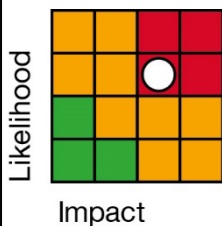
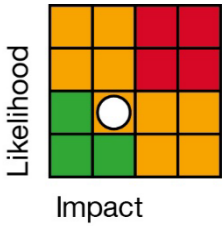
Appendices :

Appendix 1 – Corporate Risk Register attached to report

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

Corporate Risk Register – February 2022

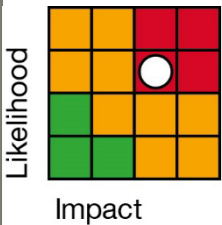
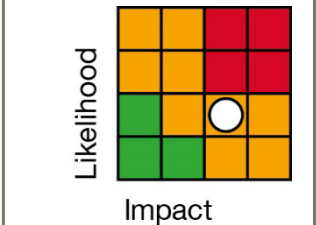
The inclusion of the previous and current risk matrices shows the effect that the control strategies have had on risk ratings since the last update. A target risk matrix shows the risk level that the Council is aiming to achieve from the successful implementation of the control strategies and the date for when this will be achieved.

Preparing for the future funding of local government from 2022				
There is a risk that the Government fails to communicate changes to future local government funding from 2022 in a timely manner, meaning that the City Council cannot effectively prepare for these changes.				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	February 2022	9	<p>The Senior Management Team and the Finance & Resources Directorate are focussed on monitoring the development of government/local taxation and funding proposals for District Councils. However, the Government has confirmed that the two reviews; A Review of Local Authorities Relative Needs and Resources & The Business Rate Retention Reform (75%), will no longer be implemented in 2022/23; in fact, DLUHC have announced that the 75% BR Retention Reform will no longer proceed as it does not accord with the Government's Levelling Up agenda.</p> <p>The 2021 Spending Review was announced in October 2021, with the final funding settlement announced in February 2022; this again was only a one-year settlement for 2022/23 with no multi-year settlement provided. This means that we still do not yet have a sufficiently clear picture of future funding. It is only when the results of the Fair Funding review are provided that they can be used to inform our baseline funding levels for 2023/24; however, this may not be known until the autumn of 2023, at which point it will be the responsibility of the new Unitary Authority established as a result of Local Government Reorganisation (LGR) in Cumbria. Financial modelling for LGR is based upon the assumption that LGR will be at no detriment to other local authorities and will be based upon the funding envelope for Cumbria.</p> <p>The MTFP and Capital Investment Strategy for 2022/23 to 2026/27 were approved by Council in September 2021. These included up to date announcements and guidance issued by Central Government on baseline funding and other specific grants and funding as a result of COVID-19. Therefore, we await the outcome of the Fair Funding review, and in the meantime, continue to closely monitor our income and expenditure in key areas and keep abreast of any government announcements and guidance issued by the DLUHC.</p>	

Impact Score	3		Target Risk Date	Autumn 2022
Likelihood Score	3		Target Risk Score	4
			Lead Officer	Alison Taylor
			Portfolio Holder	Finance, Governance & Resources
			Scrutiny Panel	BTSP

RESOURCES

There is a risk that the financial impact of the Covid-19 pandemic on the Council’s budget is not fully understood which may require future changes to the Council’s Savings Strategy.

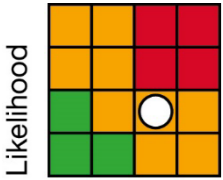
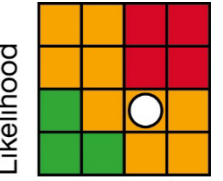
Present Matrix	Assessment Date	Present Risk Scores	Control Strategy/Mitigating Actions	Target Risk Matrix
	February 2022	9	<p>A balanced budget for 2022/23 to 2026/27 was approved by full Council on 1st February 2022; with minimum level of reserves maintained, and no savings required in 2022/23.</p> <p>However, recurring revenue savings of £2.050m are required from 2023/24 onwards and work is underway to identify these savings in line with the approved Savings Strategy. However any savings from 2023/24 will be the responsibility of the new Cumberland Council once budgets, balance sheets and funding gaps have been aggregated and dis-aggregated. Additional COVID funding of approximately £616,000 was received as part of the finance settlement for 2021/22. The financial implications arising from COVID-19 continue to be monitored through monthly returns to the DLUHC. Emergency funding has been provided and a co-funding package, providing a mechanism for irrecoverable sales, fees and charges income, with the Government funding 75% of losses beyond 5% of planned income, has provided funding with the scheme continuing into Q1 of 2021/22. Any deficits within the Collection Fund are subject to a 3-year recovery period; this being a significant risk to the Council in terms of the potential loss of income received from Council Tax and Business Rates. The economic recovery of the city and surrounding areas, following the pandemic, and as part of the Recovery Strategy, is key to ensuring financial sustainability of the Council. The current budget monitoring position shows a healthy financial position with any shortfalls of income (mainly as a result of the pandemic) and in-year savings being accommodated within savings elsewhere in the revenue budget.</p> <p>At the present time the Council’s S151 Officer does not believe that a S114 notice is required; however, this decision is kept under review and is revisited periodically.</p>	

Impact score	3
Likelihood score	3

Target Risk Date	September 2022
Target Risk Score	6
Lead Officer	Alison Taylor
Portfolio Holder	Finance, Governance and Resources
Scrutiny Panel	BTSP

REVENUE/CAPITAL/ASSETS

There is a risk that we fail to fully recognise and manage our operational and investment assets leading to high long-term dilapidation costs and reducing control on future capital decisions

Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	February 2022	6	<ul style="list-style-type: none"> The Council has an approved Asset Management Plan which is updated annually in which it sets out its control strategy, including maintenance, of its operational and non-operational assets. Further, Council properties are subject to a rolling programme of inspection. The Medium-Term Financial Plan will also give consideration to the capital requirements of this programme. Following completion of condition surveys on our operational and investment portfolio an investment programme has been prepared and implemented to upgrade areas of the portfolio to ensure properties remain fit for purpose. Covid-19 has impacted on our ability to progress our full capital works programme however this has been re-programmed and will be undertaken in due course. 	

Impact score	3	Target Risk Date	September 2022
Likelihood score	2	Target Risk Score	6
		Lead Officer	Mark Lambert
		Portfolio Holder	Finance, Governance & Resources
		Scrutiny Panel	BTSP

ECONOMIC REGENERATION/DEVELOPMENT

There is a risk that we fail to effectively prioritise and resource key city regeneration sites and miss the opportunity to take these forward in a progressive manner that meets the Council's aspirations.

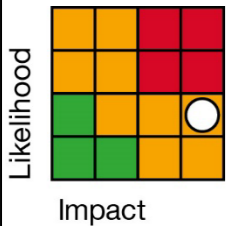
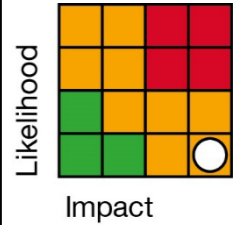
Present Matrix	Assessment Date	Present Risk Scores	Control Strategy/Mitigating Actions	Target Risk Matrix
	February 2022	6	<p>The key city regeneration sites continue to be progressed through the Borderlands Inclusive Growth Deal, Town Deal and Future High Streets Fund.</p> <ul style="list-style-type: none"> Carlisle Railway Station: the DLUCH has approved the business case to release the £20m funding allocated to the project through the Borderlands Inclusive Growth Deal, that will deliver external and improvements to the station The Citadels: the DLUCH has approved the business case to release the £50m funding allocated to the project through the Borderlands Inclusive Growth Deal, that will create a new city centre campus for the University of Cumbria and a new business innovation centre. £4m has been allocated within the Carlisle Town Deal to deliver a Business Exchange Centre within the university campus. £1.7m has been secured through Cumbria LEP to support land assembly for the project, through the acquisition and demolition of Paton House. Caldew Riverside: £850,000 has been secured through the Town Deal to remediate the site and bring it back into the housing land supply. The Council has also been invited to submit a business case to Homes England for further funding to upgrade the infrastructure on the site and prepare it for a residential redevelopment. Central Plaza: £4.7m funding has been secured through the Future High Streets Fund to support and accelerate the redevelopment of the site. 6-24 Castle St: £1.2m funding has been secured through the Future High Streets Fund to support and accelerate a repurposing of the building. 	

Impact score	3
Likelihood score	2

Target Risk Date	September 2022
Target Risk Score	3
Lead Officer	Jane Meek
Portfolio Holder	Economy, Enterprise and Housing
Scrutiny Panel	EGSP

ECONOMIC/ REGENERATION

There is a risk that the City Council will not fulfil its obligations as set out in the Carlisle Southern Link Road (CSLR) Grant Determination Agreement with Homes England and that subsequently the funding will be withdrawn, this meaning that the City Council will consequently have to pay the County Council £5m as agreed in the Collaboration Agreement with the County Council.

Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	<p>March 2022</p>	<p>8</p>	<p>Actions completed to Date:</p> <p>SCGV Masterplan Framework - finalised and submitted to Homes England in November 2020 and subsequently endorsed as evidence to the emerging Local Plan by Executive (December 2020).</p> <p>SCGV Strategic Design Supplementary Planning Document - was consulted on between November and December 2020 and adopted by Executive in April 2021.</p> <p>SCGV Final Housing Delivery Statement – scope and content of the HDS agreed with Homes England and both the Outline and Interim Housing Delivery Statements have been successfully submitted to Homes England in accordance with the HIF Agreement. Formal proposal to vary the GDA now agreed by Homes England regarding timescales for adoption of the Local Plan and submission of the Housing Delivery Statement (October 21). Final Housing Delivery Statement to submitted in December '22 will be informed by <i>inter alia</i> the Local Plan submitted to the Secretary of State (detailed below).</p> <p>SCGV Local Plan – consultation on the Overview and Scope of the local plan content was undertaken between September and October 2019. This in addition to the SCGV Masterplan Framework informed the Preferred Options Draft (consulted on between November and December 2020). 69 individuals and organisations responded and comments are being analysed. Evidence now commissioned to refine and further inform the Plan’s infrastructure requirements and viability (fundamental to securing a sound plan) and are due to report in July/August '22. Future programme to now be reviewed to confirm the formal Regulation 19 Publication Draft .</p> <p>Development Corporation Business Case - Project plan and spend programme agreed by Executive (October '21) and now agreed to prepare the development corporation business case by Summer '23. Programme remains on track with the appointment shortly to be made of the specialist Legal and Financial advice which will be key to the project.</p> <p>Wider Control Measures include:</p> <ul style="list-style-type: none"> Joint County and City Strategic Partnering Board provide oversight on progress and achievement of milestones. Risk Register for the Board is a standing item on the agenda and is regularly updated. Strong Governance and project management arrangements and detailed project plan for preparing the Masterplan and the Local Plan. Governance arrangements now been reviewed and agreed to reflect the next stage of the Plan’s progression and preparation of the Dev. Co. Business Case. Detailed risk register is a standing item on the St Cuthbert’s Garden Village Strategic Board and is continually updated. 	

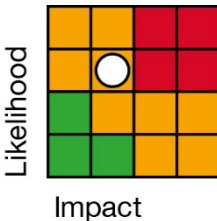
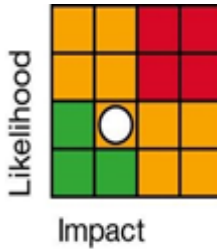
			<ul style="list-style-type: none"> Continued work with cross party St Cuthbert's Garden Village Members' Advisory Group (MAG) to ensure they remained briefed and supportive. MAG fulfil their role especially in relation to championing the project to wider members. Interim Procedures in place to guide early applications – design SPD and procedural guidance by legal advice on the strategy for handling planning applications for land release. Effective engagement strategy/comms plan and strong project management of engagement process. Timely feedback of outcomes of community consultation. 	
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Impact score	4
Likelihood score	2

	Target Risk Date	December '22
	Target Risk Score	4
	Lead Officer	Jane Meek
	Portfolio Holder	Economy, Enterprise & Housing
	Scrutiny Panel	EGSP

CULTURE & SPORT

There is a risk that we fail to deliver the required new leisure facilities at the Sands Centre, on time and within budget and therefore do not meet the saving targets identified in the Medium Term Financial Plan.

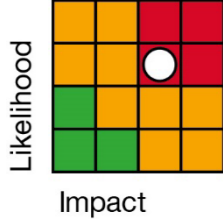
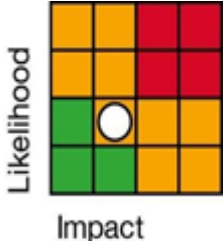
Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/ Mitigating Actions	Target Risk Matrix
	February 2022	9	<p>COVID - An assessment has been made of the impact of Covid-19 based on current guidelines and a range of mitigating measures have been built into the contract and working arrangements. These align with Construction Leadership Council operating procedures. Measures have been put in place to manage and mitigate the ongoing impact of COVID on the procurement and construction of the project.</p> <p>Brexit – We are encountering issues with the procurement and retention of staff and cost and availability of materials as a result of BREXIT. Where possible arrangements are in place to mitigate the impact of delays in the supply of materials which are imported, manufactured from imported materials or are currently produced in the UK by an overseas company.</p> <p>Further work is currently being undertaken on exploring options for monitoring the condition of the Events Hall roof. This work was outlined in previous Executive and Council reports. Once this more detailed survey work has been completed resulting actions / monitoring plans will be produced</p> <p>Work is also underway with GLL to establish the financial impact of Covid-19 and any project delays on the Council’s Leisure Management Contract. The results of these discussions will inform any future risk scoring / mitigating actions.</p> <p>Internally Council officers have also set up a ‘client’ monitoring group to review progress, learn from any lessons and provide a resource for future capital project developments.</p>	

Impact score	3
Likelihood score	3

Target Risk Date	December 2022
Target Risk Score	4
Lead Officer	Darren Crossley
Portfolio Holder	Culture, Heritage & Leisure
Scrutiny Panel	HWSP/BTSP

Corporate Support

There is a risk that critical Information and Technology (I&T) applications or infrastructure become unavailable which impacts on the delivery of council services.

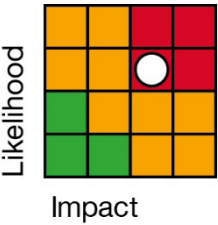
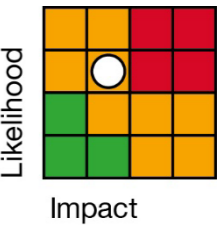
Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2022	9	<ul style="list-style-type: none"> • UPS in computer room. • Increased use of cloud based software, such as Salesforce • Resilient Internet connection in place • Antivirus on servers and Windows clients • Virtual server hosts can automatically move virtual servers around • Snapshots of servers before any upgrades are done • Monthly patching of clients • SIEM solution in place monitoring infrastructure and security logs • Barracuda Email Security scanning all inbound email <p>anned actions: Fully automated patching of servers</p>	

Impact score	3
Likelihood score	3

	Target Risk Date	October 2022
	Target Risk Score	4
	Lead Officer	Jason Gooding
	Portfolio Holder	Corporate Support
	Scrutiny Panel	BTSP

Corporate Support

There is a risk that our digitally held data becomes unavailable, unreliable or is stolen due to error, negligence or malice

Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2022	9	<ul style="list-style-type: none"> All user workstations encrypted by BitLocker Mobile devices and USB portable devices encrypted Domain access management of users Implemented basic data loss protection policy in Office 365 including email Egress secure communication in place for Track and Trace team <p>Planned actions: Categorisation of data Office 365 Enhanced DLP (Data Loss Prevention) policies User access to 3rd party hosted systems security review MFA for 3rd Party Supplier remote support access</p>	

Impact score	3
Likelihood score	3

Target Risk Date	December 2022
Target Risk Score	6
Lead Officer	Jason Gooding
Portfolio Holder	Corporate Support
Scrutiny Panel	BTSP

Impact of LGR Programme on Carlisle Plan delivery and associated corporate services NEW CORP RISK

There is a risk that as the LGR Programme enters the design phase (March-April) and prepares for Day 0 (Shadow Authority, Mid-May 2022) and Day 1 (Vesting Day, 1/4/2023) that the demands of fulfilling the programme will begin to compete with the commitments made to delivering the Carlisle Plan and associated corporate services. This may draw resources away from the Carlisle Plan delivery and associated corporate services which could lead to delays and increased costs, due to the need to recruit additional resources.

Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2022	9	<p>The LGR Programme is entering the design phase for service options, in parallel there is work underway on Day 0 (formation of Shadow Authorities) and Day 1 (1st April 2023) preparedness. This has increased the workload for a group of existing officers, many of whom are key to the delivery of the Carlisle Plan and associated corporate services.</p> <p>In cases where officers are seconded into the LGR Programme the impact can be mitigated by back-filling roles on a temporary basis (until the end of March 2023).</p> <p>In cases where officers are balancing the additional workload of the LGR Programme with the delivery of projects and services a dynamic assessment is required, which will need to be controlled initially by Corporate Directors and if need be escalated to Senior Management Team and Executive.</p> <p>The impact of any additional orders placing restrictions on the Council’s capital and revenue decisions once the Structural Change Order is passed by Parliament will also be a factor in delivering plans and projects. The Council will need to carefully consider its position on approving any key project capital spending during this period and where necessary engage with the Shadow Authority for Cumberland Council.</p>	

Impact score	3
Likelihood score	3

Target Risk Date	December 2022
Target Risk Score	4
Lead Officer	Jason Gooding
Portfolio Holder	Corporate Support
Scrutiny Panel	BTSP

Carlisle City Council Report to Business & Transformation Scrutiny Panel

Item
A.4

Report details

Meeting Date: 31st March 2022
 Portfolio: Finance, Governance & Resources
 Key Decision: Not Applicable
 Policy and Budget Framework: No
 Public / Private: Public

Title: SQUAD WORKING
 Report of: The Deputy Chief Executive
 Report Number: CS 18/22

Purpose / Summary:

Provide an update on the delivery and use of the Squad working principles and groups within the Council.

Recommendations:

That members of the panel review the progress made on Squad working and seek any further clarification on the principles and practice

Tracking

Executive:	N/A
Scrutiny:	21/03/22
Council:	N/A

1. Background

1.1. A report highlighting the principles, history and potential benefits of Squad working was presented to this panel in October 2021

1.2. The concept of introducing Squad working was identified within the Council's workforce development plan; to enhance improved agile working and reduce silo working. Also, as a response to feedback from peer group sessions.

1.3. Agile working such as squad working will bring more autonomous and accountable working to employees of the council. A programme of learning, deployment and change in project and working practices has commenced. This report provides members of the Business and Transformation Scrutiny Panel with an update on the progress to date.

1.4. Progress made to date:

- Squad training and development delivered to 32 officers and managers within the Council, representing a range of service areas
- Council project handbook updated to include Squad working principles and methodology
- A list of those people trained in Squad working principles is now available for suitable projects or actions across directorates / service areas
- A small number of projects have been delivered using the Squad principles and benefits have been shared at Management Briefing. See Appendix A for initial feedback. These 'demonstrations' will be used to roll out further uses of the methodology.

1.5 Squad Working Definition

Squad working is a relatively new approach to improving services and delivering efficiency in local government. The origins of this management approach can be traced back to methods implemented at Toyota and Fuji during the 1970's and 80's.

The central idea of this approach is to empower squad team members to work on practical solutions to service improvement in timely and efficiency manner. The following provides a brief description of the method and please see Appendix B (infographic on Squad working).

The method revolves around clear roles in a project team of

- Product Owner (who will be responsible for deploying the changed system, service, or solution).
- Squad Coach - who is not a project manager per se, but someone who holds the team's performance and application together, helps remove obstacles to their progress, keeps the accountability for performance within that team and links to the Product Owner to keep them appraised of progress and any adaptations.
- Agile Squad - 7 or less people who are coached into performing using iterative, planned cycles (Sprints) of design and development of a new product, service, or solution. Normally from across multiple teams but not always. Opted into or encouraged to participate in the work

2 Proposals

2.1 Continue to promote the Squad principles and develop more officers in the method of using Squad working.

3 Risks

3.5 A range of risks have been considered in the development of this project management method. The approach to risk management using the discipline of squad working is documented in the Project Managers Handbook.

3.6 Actions have been taken to ensuring that any risks associated with embedding the method itself are mitigated via good communication, training, recording of progress and any challenges. These areas will continue to be monitored.

3.7 To not continue to use Squad working to enable change, improve engagement and opportunity to colleagues would be a waste of expense and time committed to date.

4 Consultation

4.1 Engagement with key stakeholders has been delivered during the initial stages of development. Open sessions have been conducted with our managers and project management staff. An update on progress to date was shared at March Management Briefing with feedback from a short project using Squad principles with internal and external stakeholders.

5 Conclusion and reasons for recommendations

5.5 Early indicators have highlighted the benefits of the Squad approach to working and its contribution to engagement, efficient use of resources and improved energy to deliver.

5.6 The continued development of more officers in the use of Squad working will contribute to skill development across the Council and engagement in projects.

6 Contribution to the Carlisle Plan Priorities

6.1 It is intended that this fresh approach to project management and agile working will assist officers and members to deliver on a range of the Carlisle Plan projects and priorities and ensure a more efficient use of resources within the Council.

Contact details:

Contact Officer:

Ext:

Appendices attached to report:

- A - Overview of feedback received from learning and Squad use
- B - Infographic on Squad working

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 -

Information Governance-

Squad feedback from Evaluation following development and one project completed.



Have you used squad working since completing the champions training?

- Kanban Board for prioritising workloads/work streams.
- Using it to develop a project with Partnership Manager.
- We are using it to progress what has been a slow moving funding bid. the bid is part of a cross-sector partnership bid so this way of working we are hoping will be ideal to help us define the project clearly, agree tasks and allocate them fairly. We are time bound so the weekly meetings will help us progress.
- Using it with a culture project at Bousteads.
- Used with Dream Placement Students looking at Workplace Wellbeing.

Do you have plans to use squad working practice in the near future?

Some comments received.

- Yes - trying to incorporate it into all aspects when working in groups/teams.
- I aimed to introduce it to our team and see if it helped solve any problems from a fresh outlook.
- Yes - thinking of using it to develop a potential funded project.
- It's something to consider using in the future, as it will help streamline projects to ensure the right individuals are recruited
- to the squad to allow for faster development, risk reduction etc through the project.
- yes please
- Yes, when the next project comes up
- Yes - review of homeworking/agile working risk assessment and plan to use within HR team for police reviews etc

Please add any other constructive comments / suggestions you feel you would like to make.

- I can see the value of working in this way as it breaks down tasks into manageable chunks and keeps everyone focused on moving the project forward. There are some tools within the process that I think will prove more useful to me than others.
- Excellent training that has real scope to improve the way that teams across the council can be formed.
- Squad working seems like a really useful tool to help create a better and more sufficient work environment.
- We are limited by the tools we are allowed to use. I am worried that the whiteboard we are using is clunky and hard to view and may put off participants. It may be difficult to bring the methodology to life for people who haven't taken part in the training.
- Some handy tips on the training that I plan to use in future.
- Excited to be part of a squad

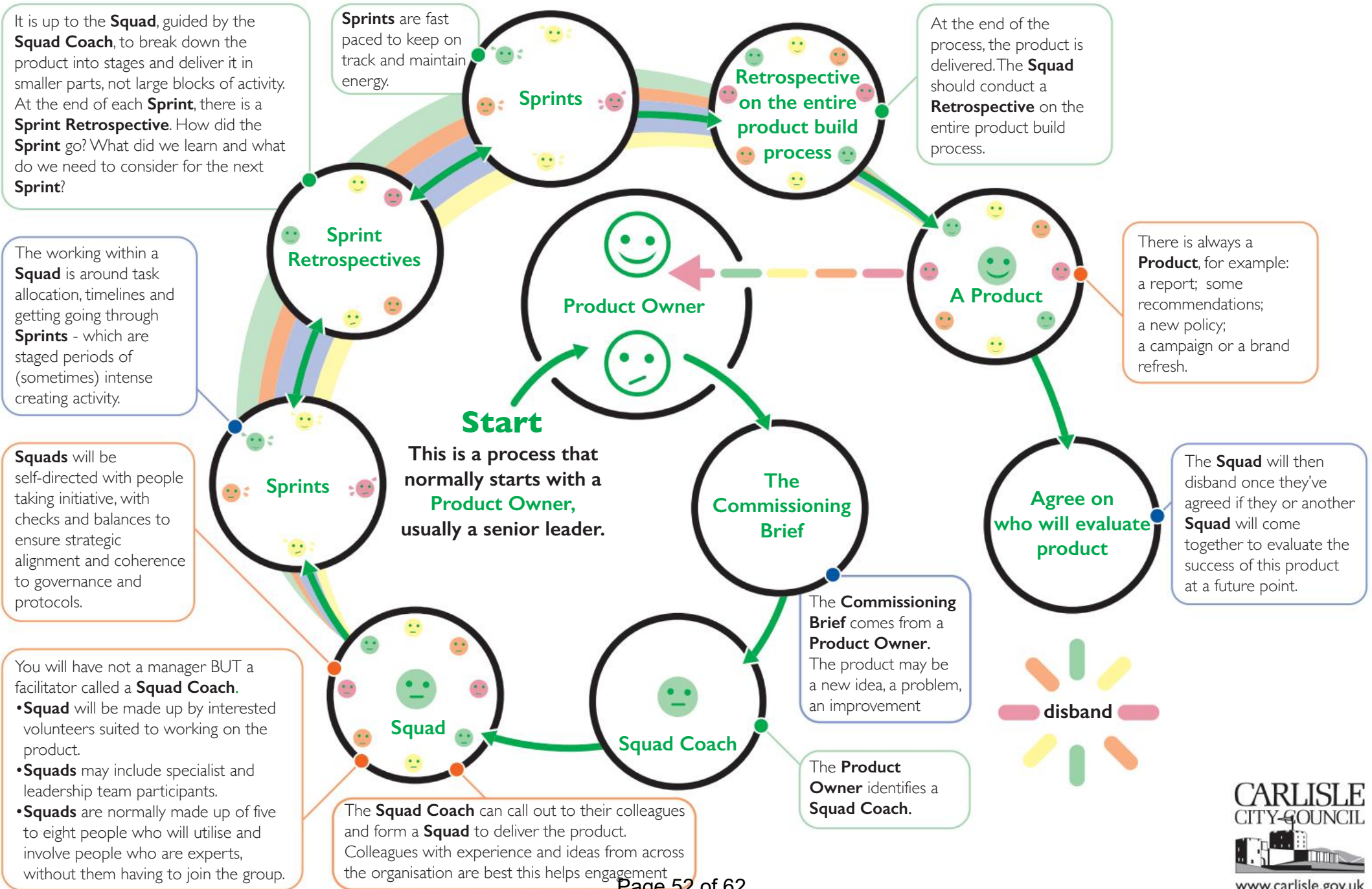
Completed project

Partnership Manager – overall effective to move stale funding project forward.

Feedback:

- Improved shared responsibility
- Improved pace of getting things done
- Improved collaboration
- Allowed the project owner to step back which was beneficial.
- Draw back when other external partners do not have the same software but overcome during the delivery

Being part of a Squad - how does it work?



Business and Transformation Scrutiny Panel

Item
A.5

Meeting Date: 31 March 2022
 Portfolio: Cross-cutting
 Key Decision: No
 Within Policy and Budget Framework
 Private/Public: Public

Title: Scrutiny Annual Report 2021-22
 Report of: Overview and Scrutiny Officer
 Report Number: OS.09/22

Purpose / Summary:

This report provides the draft Business and Transformation Scrutiny Panel Section for the Scrutiny Annual Report 2021-22.

Recommendations:

Members are asked to:

- Consider and comment on the attached section of the draft report.
- That Members identify items that may be a priority for Scrutiny in 2022-23

Tracking

Executive:	Not applicable
Scrutiny:	BTSP 31/03/22
Council:	26/04/22

1. Background

1.1 The Constitution: Article 6 – Overview and Scrutiny Committees, 6.03 Specific functions [c] states that:

'Annual report. Overview and scrutiny committees must report annually to full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate.'

1.2 This report contains this Panel's draft sections for the Annual Scrutiny Report 2021-22. Each Scrutiny Panel will consider their own sections of the draft report before recommending its acceptance to Council.

1.3 Members are asked to consider the final section of this report, "Potential items for Scrutiny in 2022-23", in particular. Do the Panel wish to identify any further suggestions here? Suggestions on possible items to flag:

- Sickness absence and staff wellbeing
- Local Government Re-organisation
- Talkin Tarn Management Arrangements – site visit/ potential for a Task and Finish Group

2. Recommendations

2.1 That the Panel consider and comment on the appended draft report.

2.2 That Members identify items that may be a priority for Scrutiny in 2022-23

Contact Officer: Rowan Jones Email: rowan.jones@carlisle.gov.uk

Appendices attached to report: Draft general and Business and Transformation Scrutiny Panel sections for the Scrutiny Annual Report 2021/22

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

- None

CORPORATE IMPLICATIONS:

LEGAL -

FINANCE –

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

INFORMATION GOVERNANCE –

APPENDIX: Draft general and Business and Transformation Scrutiny Panel sections for the Scrutiny Annual Report 2021-22

Introduction

Carlisle City Council has three scrutiny panels:

- Business and Transformation Scrutiny Panel
- Economic Growth Scrutiny Panel
- Health and Wellbeing Scrutiny Panel

Over the course of the year each Panel has run a full and varied workplan, reflecting aspects of the City Council's function that fall within that Panel's remit. Members have looked carefully at their work programmes, working with council officers to ensure that their scrutiny activity is targeted at the most important issues and decisions that are facing the City Council as Carlisle continues to recover from the Covid-19 pandemic, prepares for Local Government Re-organisation in Cumbria and builds upon the many opportunities that are open to us.

What is Scrutiny and why is it important?

Scrutiny is a process to ensure that decisions taken by the Council reflect the needs and priorities of communities in Carlisle. Scrutiny is carried out by Councillors who understand and promote the concerns of the people who elected them, connecting decision makers to local communities.

Council decisions can be made by Council Officers, by the Council's 'Executive' (the political leadership) and by full Council (all Councillors).

Scrutiny Panels are made up of Non-Executive Councillors who work together, across political parties, to understand why decisions are made and how the Council is performing to deliver the best possible outcomes for Carlisle and its people. Scrutiny Panels do not have decision-making powers; their role is to challenge and make recommendations that influence decision makers.

Comment from Leader of the Council, Councillor John Mallinson

<<Comments to be inserted>>

Public engagement in Scrutiny

Scrutiny Panels are open to the public to attend at the Civic Centre, when Panels are meeting at a physical location. Panel meetings can be viewed online via the Council's website, whilst virtual meetings are taking place as part of Covid-19 social distancing measures.

Agendas, report and minutes from Scrutiny Panel meetings are available on the City Council website. Members of the public can also submit questions for meetings; these need to be submitted 11 full days before the Panel Meeting.

For more information on these meetings or on how to engage with the Scrutiny process, please contact: scrutiny@carlisle.gov.uk.

Local Government Re-organisation

In May 2023 Carlisle City Council will become part of a new Cumberland Council under Local Government Re-organisation (LGR) in Cumbria. Over this year, 2022-23, a Shadow Cumberland Authority will exist, which will run its own shadow scrutiny arrangements. A unique challenge for Scrutiny Panels at Carlisle in this coming year will be developing a constructive approach to working efficiently in tandem with shadow scrutiny arrangements. Good communication and robust work-planning will be key to this.

Future Scrutiny Arrangements for 2022 – 23

During 2021-22 a cross panel working group was established to consider future scrutiny arrangements for the final year of activity at Carlisle City Council. A proposal has been made for a move to a two-panel system, this will be considered by Council on 26th April 2022.

Scrutiny will be well prepared and in a strong position for its final year of activity at Carlisle City Council, regardless of the outcome on the two-panel decision. During this current year there has been a focus on continuous improvement through a Scrutiny Improvement Plan.

Scrutiny Improvement Plan

A Scrutiny Improvement Plan was developed in response to feedback on scrutiny from two Corporate Peer Challenges that took place in 2020, before the announcement on Local Government Re-organisation. Twelve actions address five recommendations for improvement:

- Provide Scrutiny Chairs with further dedicated support
- Officers working with scrutiny seek and share further learning on different ways of operating scrutiny
- Identify a senior officer champion for scrutiny
- Consider the structure of scrutiny and options for reducing the number of panels
- Have a scrutiny improvement plan in place

Progress against this scrutiny plan has been reported to Scrutiny Chairs at quarterly meetings. At their final meeting of the year in March 2022, Scrutiny Chairs were satisfied that delivery of this plan has been achieved.

Business and Transformation Scrutiny Panel (BTSP)

Chair's Report, Councillor James Bainbridge

Our year in Business and Transformation can be seen in two parts:

The first, whilst still under lockdown restrictions, was observing an enormous period of the unknown in the financial structures of the Council. It should be remembered that whilst the Council worked to keep the show on the road in the pandemic, and succeeded in doing so, it was administering several cycles of grants and support for the second year of the pandemic. In the reports that came to Scrutiny we could see the accountability of the process and the work that was done.

Secondly, we had a number of intensive capital and infrastructure projects whose financial accountability we regularly monitored. With the refurbishment of the Civic Centre ground floor now complete and the Sands Centre nearing completion, it has been refreshing to see project delivery in difficult circumstances being achieved. Our thanks should go to Officers who have kept us informed and updated throughout the year.

Moving into the new civic year there are issues which will carry on. We have continued to keep a close watch on IT Services, given the macro-pressures that are occurring in this sector, and I feel members of the panel have realised and dutifully discharged our fiduciary responsibilities as best we could.

Can I thank Rowan for her assistance in the Scrutiny process and her work in researching and themes and policies in scrutiny, which have assisted the panel in their work, and their task and finish work. As a panel we have worked for the vast majority of the time in unison, but naturally with some areas of disagreement such as with the Old Fire Station tenure and the intended future panel changes. However, I would hope that a casual observer if seeing our differences of opinion would consider that we have been professional in our conduct.

Can I lastly thank Members, both past and present, for their work.

Comment from Councillor Gareth Ellis, Portfolio Holder for Finance, Governance and Resources

<<Comments to be inserted>>

Potential items for Scrutiny in 2022 - 23

The following items are topics that Business and Transformation Scrutiny Panel have identified are likely to have significance in 2022-23:

- Supporting ICT Performance

<<Do BTSP wish to identify any further items here?>>

Meeting Date: 31/03/2022
Portfolio: Cross-cutting
Key Decision:
Policy and Budget Framework No
Public / Private Public

Title: Overview Report
Report of: Overview and Scrutiny Officer
Report Number: OS.08/22

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

Tracking

Executive:	Not applicable
Scrutiny:	BTSP 31/03/22
Council:	Not applicable

1. Notice of Key Decisions

1.1. The most recent Notice of Key Executive Decisions was published on 18 February 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:

- KD 06/22 Proposed disposal of four property assets to provide new affordable housing sites
- KD 09/22 Land at Morton, Carlisle
- KD 10/22 Land at Grearshill, Carlisle

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	24/02/22	BTSP 18/22	2) That the Health and Wellbeing Manager circulate a site map of Talk Tarn to Members. 3) That a workshop be set up to take place at Talkin Tarn. 3) That the following suggestions be taken into consideration as part of the workshop: - Extend and vary the opening hours of the kiosk. - That investment into the infrastructure of the Tarn be undertaken to improve footpaths	Pending Pending Pending
2	24/02/22	BTSP 20/22	2) That the Quarter 4 report should focus on mental health, alongside the monitoring information, and should also include: - the number of employees in each directorate - details and outcomes from the wellbeing programme	Pending
3	24/02/22	BTSP 21/21	2) That the Corporate Director of Finance and Resources provide the following written responses:	Pending

			<p>who would pay for Parish Council by elections? would the Council have to pay costs for the Lanes if they exceeded the income? further information on the premises expenditure underspend</p>	
4	24/02/22	BTSP 23/22	2) That the Policy and Performance Officer provide the Panel with regard to a potential seasonal variation to Service Standard SS08.	Pending

4. Contribution to the Carlisle Plan Priorities

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

Contact Officer: Rowan Jones

Ext: 7257

Appendices

1. Draft Scrutiny Panel Work Programme 2021-22

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 –

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 2021-22

BTSP Date	Title	Lead Officer	Type of Scrutiny
03/06/2021	End of Year Performance Report (including appendix on comparison of targets for climate change)	Gary Oliver	Monitoring
	Financial Update on the Impact of Covid-19	Alison Taylor	Monitoring
	Sands Centre Project Monitoring Report	Darren Crossley	Monitoring
	Outturn Reports	Steven Tickner	Monitoring
	Sickness Absence - end of year report 2020/21	Gary Oliver	Monitoring
15/07/2021	Update on IT projects	D. Strong/ M. Kelly	Monitoring
	Business Rates Outturn 2020/21	Alison Taylor	Monitoring
	Future Scrutiny Arrangements	Rowan Jones	Policy develop't
	Draft Carlisle Plan	Steven O'Keeffe	Policy develop't
26/08/2021	Medium Term Financial Plan	Alison Taylor	Policy develop't
	Asset Management Plan and Annual Property Survey	Mark Walshe	Policy develop't
	Capital Investment Strategy	Alison Taylor	Policy develop't
	Performance Report Q1	Gary Oliver	Monitoring
	Sickness Absence Q1	Bibian McRoy	Monitoring
	External Audit Report - Action Plan and recommendations	Alison Taylor	Monitoring
	Outcome of Old Fire Station Tender (EX.78/21) - call-in	Darren Crossley	Call- in
07/10/2021	Budget monitoring Q1 2021/22	Steven Tickner	Monitoring
	Squad working	Darren Crossley	Policy develop't
	Commercialisation Strategy T&F group report	Alison Taylor	Policy develop't
	Sands Centre Project Monitoring Report	Darren Crossley	Monitoring
	Civic Centre Re-instatement and Development	Darren Crossley	Monitoring
	Update on IT projects - Part B report	D. Strong/ M. Kelly	Monitoring
	Emerging agile working policy/ findings of staff survey	Darren Crossley	Policy develop't
07/12/2021	Budget Setting	Alison Taylor	Budget
	Performance Report Q2	Gary Oliver	Monitoring
	Sickness Absence Q2	Gary Oliver	Monitoring
	Budget monitoring Q2 2021/22	Steven Tickner	Monitoring
06/01/2022	Budget Setting (Incl. Treasury Management Strategy Statement)	Alison Taylor	Budget
	Future Scrutiny T&F group report	Rowan/ Darren	Policy develop't
	Update on IT projects - Part B report	D. Strong/ M. Kelly	Monitoring
24/02/2022	Performance Report Q3	Gary Oliver	Monitoring
	Sickness Absence Q3	Gary Oliver	Monitoring
	Talkin Tarn Management Arrangements	Luke Leathers	
	Sands Centre Project Monitoring Report	Darren Crossley	Monitoring
	Chancerygate Annual KPI Report	Mark Walshe	
	Budget monitoring Q3 2021/22	Steven Tickner	Monitoring
31/03/2022	Scrutiny Annual Report	Rowan Jones	Policy update
	Corporate Projects	Jason Gooding	Monitoring
	Corporate Risk Register	Darren Crossley	Monitoring
	Update on IT projects - Part B report	D. Strong/ M. Kelly	Monitoring
	Squad working	Darren Crossley	Policy update