

AGENDA

Environment and Economy Overview and Scrutiny Panel

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

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

Apologies for Absence

To receive apologies for absence and notification of substitutions.

Declarations of Interest

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

Public and Press

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

MINUTES OF PREVIOUS MEETINGS

5 - 18

To approve and sign the Minutes of the meeting held on 16 January
2014

[Copy Minutes in Minute Book Volume 40(5)]

To note the Minutes of the meeting held on 27 February 2014
(Copy Minutes herewith)

PART A

To be considered when the Public and Press are present

A.1 CALL-IN OF DECISIONS

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

A.2 OVERVIEW REPORT AND WORK PROGRAMME

19 - 34

To consider a report providing an overview of matters related to the work of the Environment and Economy Overview and Scrutiny Panel, together with the latest version of the Work Programme and details of the Key Decisions items relevant to this Panel as set out in the Notice of Executive Key Decisions
(Copy Report OS.10/14 herewith)

A.2b RECYCLING TASK AND FINISH GROUP

35 - 76

(Environment and Transport Portfolio)

The Overview and Scrutiny Officer to submit the final report of the Recycling Task and Finish Group which makes a number of recommendations for action for the Executive
(Copy Report OS.11/14 herewith)

A.3 TOURISM

77 - 138

(Environment and Transport Portfolio)

The Director of Economic Development to submit a report that provides Members of the Panel with further detailed information as requested at the previous meeting
(Copy Report ED.17/14 herewith)

A.4 CARLISLE ECONOMIC PARTNERSHIP

**139 -
146**

The Director of Economic Development to submit a report that briefs Members of the Panel on the Carlisle Economic Partnership, its priorities and action plan
(Copy Report ED.18/14 herewith)

PART B

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

-NIL-

Members of the Environment and Economy Overview and Scrutiny Panel

Conservative – Mitchelson, Mrs Bowman (Chairman), Nedved, Mallinson J(sub), Mrs Mallinson (sub), Mrs Vasey (sub)

Labour – Bowditch, McDevitt, Watson, Whalen (Vice Chairman), Atkinson P (sub), Harid (sub), Miss Sherriff (sub)

Independent – Graham, Betton (sub)

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

MINUTES OF PREVIOUS MEETING

ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL

THURSDAY 27 FEBRUARY 2014 AT 10.00 AM

PRESENT: Councillor Mrs Bowman (Chairman), Councillors Bowditch, Graham, McDevitt, J Mallinson (as substitute for Councillor Nedved), Mitchelson, Watson and Whalen

ALSO

PRESENT: Councillor Mrs Bradley – Economy and Enterprise Portfolio Holder (until 12:05pm)

Councillor Mrs Martlew – Environment and Transport Portfolio Holder

Councillor Ms Quilter – Culture, Health, Leisure and Young People Portfolio Holder (until 11:10am)

OFFICERS: Deputy Chief Executive
Director of Economic Development
Director of Local Environment
Environmental Health Manager
Overview and Scrutiny Officer
Policy and Performance Officer
PA – the Chief Executive (Observer)

EEOSP.10/14 APOLOGIES FOR ABSENCE

An apology for absence was submitted on behalf of Councillor Nedved.

EEOSP.11/14 DECLARATIONS OF INTEREST

Councillor Mitchelson declared an interest in accordance with the Council's Code of Conduct in respect of Agenda item A.6 – Environmental Health – Business Support Strategy. The interest related his business.

EEOSP.12/14 MINUTES OF PREVIOUS MEETINGS

RESOLVED – That the minutes of the meeting held on 16 January 2014 be signed at the next meeting of the Panel following approval by Council.

EEOSP.13/14 CALL IN OF DECISIONS

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

EEOSP.14/14 CHAIRMAN'S ANNOUNCEMENT

The Chairman advised that Agenda Item A.3 would be taken as the first item as the Culture, Health, Leisure and Young People Portfolio Holder needed to leave the meeting immediately after the item.

The Chairman welcomed Lucy Falconer to the meeting. Lucy is covering the PA to the Chief Executive's post whilst the current postholder is on maternity leave.

EEOSP.15/14 TOURISM REPORT

The Director of Economic Development presented Report ED.11/14 which updated Members of the Panel on work with partners to support tourism. The report highlighted issues relating to the Tourist Information Service, marketing and branding, the Carlisle Tourism Partnership, Britain's Heritage Cities and forthcoming events. The Director updated Members on the Brampton Tourist Information Centre and the Carlisle Tourist Information Centre and Old Town Hall – Phase 2. A pilot Community Events Support Panel was launched in January 2014 which had offered financial support to a number of events.

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

- *Members expressed disappointment with the quality of the information within the report.*
- *A Member stated that Brampton Tourist Information Centre would not be closed during the re-branding of the Centre as stated within the report. The Centre had received little support over the past year and was doing well.*
- *A Member from the Tourist Information Centre Task Group stated that they would like more involvement in the work on the Old Town Hall. The Member was concerned that money had already been spent on the Tourist Information Centre and that money may have been wasted if more work was being undertaken.*

The Culture, Health, Leisure and Young People Portfolio Holder stated that a workshop held in November 2013 assured Members that the work and data from Phase 1 would be taken forward into the new look and feel of the Tourist Information Centre. Members of the Task Group would be invited to the next workshop.

The Director of Economic Development explained that Phase 1 of the refurbishment dealt with the physical fabric and painting of the Tourist Information Centre. Phase 2 would deal more with how the Tourist Information Centre would function and was based on comments from the meeting in November. Tenders were currently being sought and contracts sorted.

- *Members were concerned that there had been no feedback from the workshop as they were relevant to the work of the Panel.*

The Director of Economic Development confirmed that that information could be circulated as soon as possible. In response to a query from a Member the Director of Economic Development confirmed that the Tourist Information Centre would re-locate to the Lodge at the Cathedral.

- *If the work was carried out over the summer would that cause problems for the Tourist Information Centre?*

The Director of Economic Development explained that when the work was undertaken was flexible and that work had started on contracts. It was hoped that the work would avoid the run-up to Christmas when businesses in the area were their busiest. It was hoped that work would start in September but that could change to avoid the work taking place over the Christmas period.

MINUTES OF PREVIOUS MEETING

- *The report stated that since the Tourist Information Centre had re-opened following Phase 1 income had decreased by 27%.*

The Director of Economic Development advised that some of the decrease had been due to a reduction in the number of bookings taken which had resulted in a decrease in the amount of commission received by the Tourist Information Centre. The manager of the Tourist Information Centre was working on buying new stock for the Centre as part of the buying strategy.

The Culture, Health, Leisure and Young People Portfolio Holder stated that the buying strategy was based on information from other Tourist Information Centres where the quality and value of stock was good. If bookings were down because more people were booking on-line Officers would need to look at different ways to raise income including the use of the Assembly Rooms as a meeting room and a venue for events such as weddings. Once Phase 2 was complete Officers would look at how people could be encouraged to use the Assembly Rooms more and that could be done through work with partners. The Portfolio Holder acknowledged that whilst such events would not take place daily there would be other events taking place.

The Deputy Chief Executive informed Members of the current budgetary position in respect of the Tourist Information Centre and stated that if there was a way to obtain better stock that would offset any shortfall in the Tourist Information Centre income.

- *What would be done to encourage people to enter the Tourist Information Centre?*

The Director of Economic Development explained that a new lift access was being installed and better signage to the Centre which would encourage local people to use the Centre more frequently.

The Portfolio Holder stated that she had taken note of the comments made and more information would be included in a report to the next meeting of the Panel.

- *Was there any seasonal bearing on visitors to the Tourist Information Centre?*

The Director of Economic Development advised that there was a drop in the number of visitors in winter which was to be expected but from the end of April a number of seasonal workers would be employed to support the staff in the Tourist Information Centre.

- *What potential was there for purchasing stock that was different to what was already held?*

The Portfolio Holder had visited the Tourist Information Centre in Brighton and whilst there was the usual branded material there was also some better quality items such as regency prints, china, etc. The Cathedral and Carlisle Castle have items for sale and it would be useful to work in partnership to determine who would sell which items. It would be useful if local residents would use the Tourist Information Centre to purchase gifts.

- *Recently there was a poster in the lift to the Tourist Information Centre promoting London. Did other cities promote Carlisle in a similar manner?*

MINUTES OF PREVIOUS MEETING

The Director of Economic Development advised that Officers were working with other partners and a representative from the Heritage Cities Group would be visiting Los Angeles shortly and was taking some information relating to Carlisle.

- *The entrance to many Tourist Information Centres was at street level and that was what was needed in Carlisle.*
- *If sufficient income could not be generated from stock Members could consider a short term franchise to encourage residents to use the Centre.*
- *The report referred to the Carlisle Ambassadors Group. Who sat on that Group?*

The Director of Economic Development explained that the members of the Group were people who were keen to promote Carlisle including the tourist business. Two meetings had taken place which had been attended by approximately 50 people. The group was expanding and continued to raise the profile of Carlisle. The Director agreed to circulate the list of members of the Ambassador's Group.

The Group were promoting Carlisle through Stobarts, Pirelli, the University and Carlisle College among others who were the key drivers.

With regard to the Ambassador's Group involving businesses across the district including surveyors and retail. The Director explained that the remit of the Group from a business perspective would promote Carlisle and take that promotion beyond Cumbria. Members of the Group could use the information within the Carlisle Story document and a prospectus had been designed and was ready for distribution.

- *How could people be encouraged to come to Carlisle for short breaks and holidays?*

The Portfolio Holder explained that the Carlisle Tourist Partnership believed that the Ambassador Group was the way forward and wanted to be part of that Group.

- *Were members of the Ambassador Group taking a more personal interest than just attending meetings?*

The Director of Economic Development explained that Mr Fred Storey had given a presentation at the last meeting and had contributed financially.

- *Did the Carlisle Tourism Partnership have a constitution and did it need to be formally disbanded?*

The Director of Economic Development advised that the Partnership was constituted and explained that the group had wanted to change and believed that the Ambassador Group was the way forward. Formal closure of the group had not yet taken place but it was anticipated that it would do shortly.

- *Do the members of the Cumbria Tourism Commercial group represent the Carlisle area?*

There were a number of representatives from the area on the group, including the Portfolio Holder, and a member from the tourism sector was to be invited to sit on the group. The Director of Economic Development agreed to circulate a list of members to the Panel.

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There was concern about the number of shops that had closed in the City Centre. The Director of Economic Development explained that there had been a general change in retailing but Carlisle had a range of alternatives to attract visitors to the City.

- *Were there any fees in respect of the Britain's Heritage Cities Group? What was included in the SLA (Service Level Agreement) and what were the benefits of the SLAs?*

The Director of Economic Development explained that the Portfolio Holder was a member of the Cumbria Tourism Partnership which had launched a new advertising campaign to raise the prominence of Carlisle. The Director advised that the Council paid £5,000 to Cumbria Tourism Partnership and £10,000 to the Hadrian's Wall Trust. The Hadrian's Wall Trust SLA required the production of a business plan which would be monitored by Northumberland Council. The Director further advised that the Tourist Information Centre Manager believed that being part of the group had raised the profile of Carlisle.

The Portfolio Holder acknowledged that information regarding the SLA would be included in the next report.

The Deputy Chief Executive advised that the lead person on the Cumbria Tourism Partnership was Tazeem Abbas and that it was now possible to obtain data regarding how many people have visited and stayed in Carlisle. That information would be appended to future reports.

- *Members were not clear whether or not Carlisle was part of the Britain's Heritage Cities Group and whether Carlisle made any contribution.*

The Director of Economic Development explained that there had been a fee in the past in respect of marketing. The group was currently undergoing a refresh so the Council were not making any contribution at present. The group were being encouraged to expand the membership and work as a lobbying group and work together to promote the Heritage Cities.

With regard to events the Portfolio Holder explained that there was a full programme of events monitored by the City Centre Working Group. Full information, including a breakdown of costs, regarding the events would be included in the report to be brought to the next meeting. The Portfolio Holder further explained that new events were considered by the New Events Panel who looked at budget, match funding and events in the past and would make a decision based on what was already committed and what funding was still available.

- *Would Carlisle have any involvement in the Commonwealth Games? It had been suggested in the past that Carlisle could be a stopping off place for accommodation.*

The Panel were advised that the Leader of the Council had been involved in discussions regarding the Commonwealth Games and had worked with Virgin Trains to encourage people to stay in hotels in Carlisle. The Deputy Chief Executive did not believe that it was too late for the Council to benefit from the Games and that people who could not get accommodation in Glasgow would be encouraged to stay in Carlisle.

- *Did the Council get any sponsorship for the events?*

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The Portfolio Holder advised that the Council received sponsorship for a number of events and that the information would be included in the next report to the Panel.

- *Did the Council receive any complaints about buskers or “chuggers” in the City Centre?*

The Director of Economic Development advised that the City Centre Manager did on occasions receive complaints about the quality of the buskers and the “chuggers”. The Director of Local Environment explained that the Council could not disallow “chuggers” but could limit how many and where they stood. With regard to buskers the aim was to add to the quality of the City Centre.

- *Is the organisation of tourism working in the City Council as effectively as it could be? Was there a designated full time Officer to deal with tourism?*

The Director of Economic Development explained how tourism could be delivered with the resources available was being looked at and added that a number of Officers from a number of Directorates were involved in tourism.

- *A Member suggested that the Council should look, in a formal way, at how effective tourism was in the past and determine whether it was currently more or less effective.*
- *What is happening with revenue in respect of tourism?*

The Deputy Chief Executive explained the cost of tourism to the Council and that there was more cost in respect of staffing 4-5 years ago. Officers looked at expenditure and income in the context of the overall budget which provided a starting point for views and decisions on what the funding should be spent on.

The Deputy Chief Executive acknowledged that there needed to be more liaison with partners and that there was still a lot of work to do but that the Council had limited capacity to influence.

There was discussion about signage to Carlisle from the M6.

- *Members agreed that whilst they were disappointed with the content of the report the answers provided within the meeting had clarified a lot of the concerns.*

RESOLVED: 1) That Report ED.11/14 – Tourism Report – be noted.

2) That a report be prepared for submission to the next meeting of the Panel on 10 April 2014. The report would include information relating to feedback from the workshop held in November 2013, membership of the Carlisle Ambassador’s Group, membership of the Cumbria Tourism Partnership and a full list of events including a breakdown of budget costs and sponsorship.

The Culture, Health, Leisure and Young People Portfolio Holder left the meeting at 11:10am.

EEOSP.16/14 OVERVIEW REPORT AND WORK PROGRAMME

The Overview and Scrutiny Officer presented report OS.06/14 which provided an overview of matters related to the work of the Environment and Economy Overview and Scrutiny Panel. Details of the latest version of the work programme and Key Decision items relevant to the Panel were also included.

The Overview and Scrutiny Officer reported that:

- The Notice of Executive Key Decisions had been published on 7 February 2014. The following issues fell within the remit of this Panel:

KD.01/14 – Environmental Health – Business Support Strategy – the item was on the agenda for consideration later in the meeting.

KD.03/14 – Public realm: Signage and Interpretation – the Executive would be asked to approve the release of £100,000 identified in the Capital Programme for the delivery of a Public Realm programme.

- The following minute excerpts were from the Executive's meeting held on 15 January 2014:

EX.09/14 – Local Plan Preferred Options Consultation – Stage Two

EX.08/14 – Private Sector Housing Enforcement – this item was included in error as it related to Community Overview and Scrutiny Panel.

The Minute excerpts were appended to the report.

A meeting of the Scrutiny Chairs Group was held on 6 February 2014. The Overview and Scrutiny Officer advised that notes of the meeting had been circulated and highlighted the key points from the meeting. The Group had looked at the structure of the Panels but had agreed, after consultation with their groups that the current structure would remain. The Deputy Chief Executive had suggested that the Senior Management Team could provide more support to the Panels in the development of the Work Programme which would be considered at the first meeting of the new municipal year. It was also suggested that tripartite meetings resume including the Chair and Vice Chair of the Panel, Portfolio Holder and relevant Director.

The Chair of the Scrutiny Chairs Group believed that the meeting had been useful but added that it was important the front line Councillors were not prevented from being included in the work of the Panels. The Group also believed that there should be more training for Members of the Panels with training on the roles and responsibilities of scrutiny being held at the start of each municipal year.

- The Annual Scrutiny Report 2013/14 would be submitted to each of the Panels in March and April before going back to the Scrutiny Chairs Group for approval. The Overview and Scrutiny Officer requested any issues to be included in the Report to be forwarded to her as soon as possible. The final report would be available at the Panel's final meeting of the civic year on 10 April 2014 and would then be submitted to Council on 29 April 2014.

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- Work Programme – The Overview and Scrutiny Officer presented the current work programme.

Items for consideration at the next meeting of the Panel were as indicated in the report with the addition of a Tourism Report as discussed earlier in the meeting.

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

2) That the decision of the Executive (EX.09/14) be received.

EEOSP.17/14 SECTION 106 AGREEMENTS/PLANNING OBLIGATIONS

The Director of Economic Development presented Report ED.12/14 that briefed Members of the Panel on Section 106 Agreements and Planning Obligations. The Director explained the national legislative and policy context and the Community Infrastructure Levy (CIL). She further explained the requirements of the Town and Country Planning Act 1990 and the Planning Act (2008). The Council had prepared an annual report detailing all Section 106 Agreements entered into each year and how they were being delivered. The Report also gave a breakdown of agreements that were still outstanding in whole or part from previous years.

With regard to the Community Infrastructure Levy the Director of Economic Development explained the implications of the Planning Act (2008) and the Council's current position. The Director of Economic Development explained that a number of Councils had decided not to pursue the implementation of CIL. She further explained that the CIL was dependent upon the finalising of the Local Plan.

Appended to the report was a summary of planning obligations sought and outstanding Section 106 Agreements.

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

- *Was the money obtained from Section 106 Agreements being spent?*

The Director of Economic Development explained details of what monies from Section 106 Agreements could be spent on and how it could be spent had to be specific and that was dealt with by the wording of the Section 106 Agreement. The Director confirmed that an annual report would be submitted to the Resources Overview and Scrutiny Panel and would be available to all Members on the Council's website.

The Economy and Enterprise Portfolio Holder reminded Members that Section 106 Agreements were legal agreements that could not easily be amended and were drawn up in agreement with the developer. Some Members speak with Officers in the Planning department if there was an application for a development in their Ward and they wished the money to be used for something that was needed in the Ward. However, it was not always possible to comply with those requests.

- *Members agreed that it would be useful to have regular updates on the Section 106 Agreements.*

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- *A Member stated that the provision of play areas on some new developments was contentious and that the money was on occasion put into additional housing rather than a play area.*

The Environment and Transport Portfolio Holder advised that care should be taken in future with regard to the siting of play areas as the maintenance contracts were only in place for ten years after which the responsibility was the Council's. She believed that Officers should look at the strategy and enhance existing play areas to benefit the whole area.

The Director of Economic Development explained that advice was sought from a planning perspective. Due to the current financial position developers were challenging decisions about Section 106 Agreements and questioning whether they were justified.

- *Members of Development Control Committee approved Section 106 Agreements and then were not advised if any amendments were made.*

The Director of Economic Development explained that Officers were looking at dealing with Section 106 Agreements concurrently with the application to enable the agreement to be ready for signature at the same time as approval of the application.

- *How did Officers ensure that money from Section 106 Agreements was spent?*

The Director of Economic Development advised that the agreements were monitored and worked with colleagues in the City and County Councils to ensure deadlines were met. The Director confirmed that the Council rarely lost money as a result of Section 106 Agreements. Schedules were monitored and Officers ensured that money from Section 106 Agreements was taken forward by the teams responsible. The monitoring report appended to the report showed how the money was being spent.

- *Who makes the decision on how much the Council obtains as part of a Section 106 Agreement?*

The Director of Economic Development explained that the priorities were set through the Local Plan and there was discussion with Members led by legislation. Further discussion would take place with the developer regarding what was required on the site. The final decision was made by the Development Control Committee.

The Economy and Enterprise Portfolio Holder advised that consultation on applications included statutory bodies who provided professional advice on what was required on a site. Some of those requirements were covered by planning conditions with Section 106 Agreements used in addition.

- *Caution was needed to ensure that Section 106 Agreements were drawn up on issues as a requirement of a development and what it would be used for.*

In response to comments from a Member the Economy and Enterprise Portfolio Holder explained that all Members were given a list of applications the information about which was also available on the Council's website. Officers were always welcome to talk to Planning Officers but there was a limit to what could be done due to planning regulations.

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RESOLVED: 1) That Report ED.12/14 – Section 106 Agreements/Planning Obligations be noted.

2) That an annual report be submitted to the Panel providing information on Section 106 Agreements as discussed in the meeting.

EEOSP.18/14 QUARTER THREE PERFORMANCE REPORT 2013-14

The Policy and Performance Officer presented report PC.03/14 that updated the Panel on the Council's service standards that helped measure performance and customer satisfaction, and included updates on key actions contained within the Carlisle Plan.

Details of each service standard were included in a table appended to the report. The table illustrated the cumulative year to date figure, a month-by-month breakdown of performance and, where possible, an actual service standard baseline that had been established either locally or nationally. The updates against actions in the Carlisle Plan followed on from the service standard information which was attached to the report.

With regard to Service Standards relevant to the Panel the Policy and Performance Officer explained that the graph in respect of the percentage of household waste sent for recycling looked as if performance had dropped but in fact the figures were consistent with the yearly figures.

A table included in the report provided information regarding dog fouling and enforcement in the area which had led to an improvement overall.

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

- *Dog fouling was still a problem but it was hoped that the improvement would continue.*

The Environment and Transport Portfolio Holder advised that Officers were looking into clean advertising including putting temporary stencils on pavements in problem areas reminding dog owners to pick up dog waste.

- *A Member suggested putting stickers on bins advising dog owners that bags could be placed into the bins.*

In response to a query from a Member the Environmental Health Manager explained the process of fixed penalty notices and prosecutions.

- *Were there any particular Wards that were worse at recycling than others?*

The Environmental Health Manager advised that the matter was monitored as part of the Cleaner Carlisle programme. Figures were available and Members could have access to them at any time. He further advised that dog fouling occurred more in the winter months than in the summer.

RESOLVED: 1) That Report PC.03/14 – Quarter Three Performance Report 2013-14 – be noted.

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EEOSP.19/14 ENVIRONMENTAL HEALTH – BUSINESS SUPPORT STRATEGY

Having declared an interest Councillor Mitchelson left the meeting and took no part in the discussions of the item.

The Director of Local Environment presented Report LE.01/14 that introduced the Environmental Health Service's Business Support Strategy. The Strategy outlined how the Environmental Health Service would meet the requirements of the revised Regulators' Code 2013 ensuring an open and constructive relationship between the Environmental Health regulatory service and those Carlisle businesses it regulated.

The Environmental Health Manager explained the background to the Strategy and the requirements of the regulators. The Strategy explained how it would comply with the Regulators' Code and should give confidence to businesses that the Environmental Health Service was to protect and help businesses.

There were four areas where the Environmental Health Service would seek to improve to ensure it fully assisted business in growing in a legal, safe and sustainable way. Carlisle Environmental Health Service were responsible for 1200 registered food businesses of all sizes and 2000 retail, leisure and storage businesses for Health and Safety at works.

The Plan had been drafted in consultation with Officers in the Environmental Health Service, the Economic Development Team, the Federation of Small Businesses, the Cumbria Chamber of Commerce and the County Council.

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

- *Carlisle has always done a good job in respect of Environmental Health but a Member was concerned that the legislation could affect public safety.*

The Environmental Health Manager explained that in the past it was the business owners' responsibility to comply with the regulations. That compliance ranged from those who weren't aware that the law existed but wished to comply, to owners who just did their own thing regardless of the law. However the majority of people wanted to comply with the law but sometimes needed help to understand what was required of them. The Environmental Health Manager believed that the Council was carrying out their duties well in the past but that there was no communication at a strategic level.

- *Members were concerned about some of the health and safety stories in the press.*

The Environmental Health Manager advised that many of those stories were not related to either the law or the regulators. Many were myths and some of those were now being challenged on the HSE website. Public health and safety was a major priority for the Council and Officers took an interest in all issues relating to public health and safety.

- *There are still some problems in respect of public health. Was there sufficient staff available to do everything that was required?*

The Environmental Health Manager advised that staff did the best they could with the resources available. There had been one successful prosecution recently and Officers liaised with market stall holders and carried out inspections at Local Authority events. The Environmental Health Manager was pleased with the level of support from Senior Officers

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but issues would be challenging for Local Government. Officers would look at how to intervene to tackle areas of greater risk.

The Director of Local Environment acknowledged the quality of the work of Officers and the support of the Legal Department. A lot of work had been undertaken regarding education and raising awareness of issues and providing businesses not normally exposed to Environmental Health issues.

The Environment and Transport Portfolio Holder paid tribute to the work of the Environmental Health Officers. The Portfolio Holder advised that the Supporting Business Through Better Regulation document would be available on the Council's website and would be considered by the Executive at their meeting on 10 April 2014.

RESOLVED – 1) That Report GD.08/14 – Environmental Performance of the Council be noted.

2) That Members welcomed the strategy and commended Officers for their work in protecting the residents of Carlisle.

Councillor Mitchelson returned to the meeting.

EEOSP.20/14 IMPROVED STAFF STRUCTURE IN NEIGHBOURHOOD SERVICES

The Director of Local Environment presented to Members the revised staff structure following the review of neighbourhood services. The Director agreed to circulate by e-mail copies of the slides presented to the Panel.

The Director of Local Environment explained the background to the review of the service. She explained that the audit review had concluded that there was a lack of engagement, data monitoring and challenge with the contractor on how the service was provided. A method of logging complaints had been developed that would provide a more useful indicator. The Director compared the structure of the existing Neighbourhood Services Team with the proposed structure which would include technical officers who would be able to deal with issues relating to both in-house and contracted waste related services. The Director explained the improvements to the team and the new data application. A report could now be produced that could be passed to operators to ensure complaints were addressed.

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

- *Would the new technical team tighten up issues relating to the Cumbria Waste contract?*

The Director of Local Environment advised that the technical team would be embedded in the procurement process and would therefore ensure that the contract was fit for purpose and would achieve a particular end. When the contract ended with Cumbria Waste Recycling at the end of March, it was being brought in-house, pending the review of the whole service. Officers were working with the County Council with regard to pooling recyclates to obtain a better price. Officers were looking at which authorities were willing to work with the City Council on recycling.

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In response to a query the Director confirmed that the City Council only dealt with residential waste and not trade waste.

- *The ambition of a similar restructure 2-3 years ago was to pull in outside services. Were Officers looking at working with other district authorities across the county?*

The Director of Local Environment explained that the rethinking of the waste project would address the issues. A nationally based consultant had been engaged to look at the available options for Carlisle and provide a benchmark and progress was being made.

The Director was currently working on an in-house service for Bring Sites from April 2014 and the City Council may choose to tender the Green Box contract (FCC) for a short period for the same service (due to expire in April 2015) to give more time for the whole service to be considered at the same time. With regard to partnership working, the Director believed that if the Council was successful and led the way in recycling other authorities would want to work with the Council.

- *When Members of the Task and Finish Group shadowed operators on the waste rounds a number of the operators stated that there was no feedback when complaints and issues were raised.*

The Director of Local Environment explained that the new structure would help to pass information back to the operators and would be part of a programme of work over the summer months.

RESOLVED: That the content of the presentation be noted.

(The meeting ended at 12:52pm)

Economy & Environment Overview and Scrutiny Panel

Agenda
Item:
A.2

Meeting Date: 10th April 2014
Portfolio: Cross Cutting
Key Decision: No
Within Policy and
Budget Framework
Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME
Report of: Overview and Scrutiny Officer
Report Number: OS 10/14

Summary:

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

Recommendations:

Members are asked to:

- Decide whether the items on the Notice of Key Executive Decisions should be included in the Panel's Work Programme for consideration.
- Give comment on the draft Overview and Scrutiny Annual Report 2013/14
- Note and/or amend the Panel's work programme

Tracking

Executive:	Not applicable
Overview and Scrutiny:	10th April 2014
Council:	29th April 2014 O&S Annual Report only

1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 7th March 2014. There are no items which fall into the remit of this Panel.

2. References from the Executive

The following reference has been received from the Executive following their meeting on 10th March 2014 and is attached at Appendix 1:

EX.23/14 – Environmental Health – Business Support

3. Scrutiny Annual Report

The Scrutiny Annual Report has been drafted and is attached at **Appendix 2**. Panel Members are asked to comment on the draft which is being considered by all three O&S Panels. The report will then be formally approved by the Scrutiny Chairs Group at their meeting on 17th April 2014.

4. Work Programme

The Panel's current work programme is attached at **Appendix 3** for comment/amendment.

Contact Officer:	Nicola Edwards	Ext: 7122
Appendices attached to report:	1. Notice of Key Decisions	
	2. Overview & Scrutiny Annual Report 2013/14	
	3. Community O&S Work Programme 2013/14	

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

**EXCERPT FROM THE MINUTES OF THE
EXECUTIVE
HELD ON 10 MARCH 2014**

EX.23/14 ENVIRONMENTAL HEALTH – BUSINESS SUPPORT STRATEGY
(Key Decision – KD.01/14)

Portfolio Environment and Transport

Relevant Overview and Scrutiny Panel Environment and Economy

Subject Matter

The Deputy Leader, and Environment and Transport Portfolio Holder submitted report LE.01/14 introducing the Environmental Health Services' Business Support Strategy.

The Deputy Leader, and Environment and Transport Portfolio Holder explained that the Government had in July 2013 revised the Regulators' Code to clarify the duty which non economic regulators, like Environmental Health, had in encouraging economic growth. She added that Regulators must have regard to the Code when developing their policies and operational procedures that guided their regulatory activities. Details of the requirements of the 2013 Regulators' Code were provided.

The Environmental Health Service had significant face to face contact with local business. It was therefore well placed to free up businesses from unnecessary regulation. In response to the revision of the Regulators' Code the Environmental Health Service had produced a Strategy (Appendix 1) outlining how it would comply with the Code. The Strategy detailed actions based on four business support themes:

1. We are open to work with businesses
2. Our services understand how businesses work
3. Our work to support businesses is targeted and effective
4. Our services are transparent and open to scrutiny

The Deputy Leader, and Environment and Transport Portfolio Holder stated that the Strategy was positive in nature and should give confidence to businesses that the Environmental Health Service was there both to protect but also help businesses. The service wished to work with businesses to find the best ways for them to grow in a legal, safe and sustainable way. The Strategy improved the processes of creating a trusting environment between business and the regulator.

The Environment and Economy Overview and Scrutiny Panel had, on 27 February 2014, considered the matter and resolved:

- “1) That Report GD.08/14 – Environmental Performance of the Council be noted.
- 2) That Members welcomed the strategy and commended Officers for their work in protecting the residents of Carlisle.”

A copy of Minute Excerpt EEO.SP.19/14 had been circulated.

The Chairman of the Environment and Economy Overview and Scrutiny Panel stated that the Panel was certainly very pleased to take the document. The Business Support Strategy was very important for the City and Members were happy to endorse it.

The Strategy would help, advise and support business, constituting a very positive way forward. Bearing in mind that the Environmental Health Service did take action as necessary, they did that well.

The Chairman added that the Environmental Health Service did a very good job in difficult circumstances.

In conclusion the Deputy Leader, and Environment and Transport Portfolio Holder moved the recommendation, which was seconded by the Culture, Health, Leisure and Young People Portfolio Holder.

The Director of Governance suggested that the recommendation be amended to read that the Executive “approve and endorse the Business Support Strategy”, which was agreed.

Summary of options rejected None

DECISION

That the Executive approved and endorsed the Environmental Health Business Support Strategy as attached at Appendix 1 to Report LE.01/14.

Reasons for Decision

Carlisle City Council had an important role both locally and nationally as a regulatory agency. Its Environmental Health Service undertook that role on its behalf for services ranging from food safety, health and safety, pollution control and infectious disease control. The Business Support Strategy outlined how the City Council’s Environmental Health Service intended to comply with the Regulators’ Code issued by Central Government

Draft Scrutiny Annual Report 2013/14

Introduction

Scrutiny is considered to be the main balance to the power of the Executive and involves many of the Councillors who are not on the Executive. Individual Councillors are selected by their political parties to sit on the scrutiny panels.

The key roles of scrutiny are:

- ensuring that the Council and the Executive is accountable. This means questioning members of the Executive and senior officers about decisions that have been made or are about to be made. It also involves looking at how well the Council is doing against its policy objectives and targets for achievement.
- reviewing and developing policies. In this role, scrutiny can help the Council to develop its policy and budgetary framework. This might involve research and consultation with the community and other agencies on policy issues, good practice and looking at alternative ways of doing things.
- ensuring the continuous improvement of Council services. Scrutiny can make suggestions to the Executive for service reviews. Members of scrutiny panels are often involved in individual reviews where a particular service or function of the Council is thoroughly examined.

In Carlisle, scrutiny operates through three panels - Community Overview and Scrutiny Panel, Resources Overview and Scrutiny and Environment and Economy Overview and Scrutiny. The Scrutiny Chairs Group (Chairs and Vice Chairs of the three Scrutiny Panels) meets on an ad hoc basis to deal with any overarching scrutiny issues.

There are eight non-Executive members on each panel and each panel is politically balanced (ie the proportions of each political party on the panel are the same as on the Council as a whole).

This annual report provides an overview of the work of the scrutiny function during the 2013/14 civic year. The first part of the report provides brief details of the work of the individual panels and gives details of examples of Task Group work. The second part of the report considers current scrutiny practices and issues this year and looks to the future, considering areas where further development could be considered.

Does Cllr Whalen want to add anything here as lead Member of Scrutiny Chairs Group?

Contribution by Leader of the Council

Part 1: Work of the Individual Panels

The sections below give a personal commentary from the Chairs of the Panels on their view of their particular Panel's work over the last year.

Community Panel

Personal View from Cllr Olwyn Luckley, Chair of Community O&S Panel

In the Annual Scrutiny Report for 2012/13 the late Councillor Hendry confirmed his support for the Overview and Scrutiny Panels, describing them as a helpful vehicle in taking forward better local government for the city and its future. I agree with this judgment and consider the work carried out by this Panel through the latest municipal year has been a good demonstration of how this can be achieved.

The Panel has held nine meetings and commissioned work for two Task and Finish Groups.

During 2012/13 a Task and Finish Group examined the relationship between the Community Centres and the Council due to misgivings about it by members and made several recommendations. During 2013/14 the group carried out an examination into the current position and concluded that the relationship had considerably improved after their recommendations had been acted upon. A satisfactory outcome.

A Task and Finish Group was arranged to examine and review the Customer Access Strategy. An interview with the Customer Services Manager and the Director where the strategy and the timetable by which the changes would be made were outlined, was followed by each Member spending time in the Customer Contact Centre experiencing for themselves the service provided. Their conclusions were that the Strategy is proving successful and the changes are improving the service.

A second Task and Finish Group examined the measures taken by other agencies to combat Hate Crime plus the Council's policies and training towards awareness and elimination of such unacceptable behaviour. The Group presented their draft report to the Panel in March before being submitted to the Executive. I know in advance of that submission that a thorough investigation has taken place.

The Panel held two Call In sessions this year. The first subject was Representatives on Outside Bodies. The meeting was a useful examination of the subject and the Panel discussed the experience needed, the importance of regular attendance and the appropriate knowledge and interest of the nominees. As a result the Executive did consider the comments and observations of the Panel and what is a little aired but important subject was highlighted and examined.

The second Call In was concerns over the doubling of capital costs for the proposed Arts Centre Development. There was a rigorous discussion which Scrutiny can produce and ended with a decision not to refer the matter back to the Executive, but with an assurance from the Portfolio Holder that there would be further opportunities for the Panel to scrutinise the project as it develops.

Principle amongst the subjects for the Panel this year was the Council's policies and strategies for Sport, Play, Arts and Housing.

With regard to sport, in July the Panel scrutinised the key finding of the Sports Facilities Needs Assessment. The key findings of the Consultant's report were that there is a need for redevelopment and new provision in various areas of sport supported by the City Council. We later received the Sports and Physical Activity Strategy plus the Sports Facilities Strategy. Both were ambitious and approved.

Carlisle is an area where sport has been a major pastime for many and its contribution to improving health and wellbeing is important. There is a worrying increase in obesity and in some of the more deprived wards figures for illness such as cancer and respiratory problems are above the national average. A successful sports programme of activities and provision will contribute to address the area's health problems. However the sports strategies require large amounts of external funding and the Panel will wish to receive further reports to monitor progress on this aspect.

A report on Carlisle's Play Provision informed the Panel on the condition of the Council's Play Areas and the proposed plans for them. The concern of the Panel was particularly the lack of capital budget to sustain or introduce play equipment. The Panel passed on this concern to the Executive with a recommendation that a capital budget should be found for this work. However, our recommendation was not taken up. The Panel, nevertheless I'm sure will take an ongoing interest in the Play Provision, recognising its importance.

The Panel were very pleased with the annual report from the Tullie House Trust. Their activities have increased and their cooperation with national and international museums is bringing exciting exhibitions and exhibits to Carlisle. The challenge for the Trust is the reduction in funding from the Council proposed in the 2015/16 financial year. Members of the Panel were concerned the effect of the removal of £250,000 from the annual grant will have on the Museum work as the importance and quality of the activities it provides is a unique cultural contribution to the city and its visitors.

Housing and Homelessness is a core subject every year for the Panel and in 2013/14 Members examined reports on the schemes and groups in which the Council and its various partners lend support to local people in the area of housing needs. Too many to list in the annual report.

The Panel receives two reports each year on the Council's partnership with Riverside Cumbria which is an opportunity to gain a true picture of housing provision and requirements within the Social Housing sector and how these are addressed. The Panel has examined Welfare Reform and how both organisations have addressed the challenges and how each were mitigating the consequences for local people.

The Panel has had concerns the effect the changes have on the Revenue and Benefits Services and we were pleased that the service has coped well and remained in the second quartile each month, with the exception of the one for their performance in the time taken to process new Benefit Claims. This is a real achievement by the service and those who provide it.

Under the Council's Housing Assistance Policy the Council's Housing Section were successful in their bid for HCA funding of £273,700. This funding will provide for an estimated number of 45 empty homes that should be made ready for occupation by March 2015.

I hope this report sets out clearly that the Members of the Panel and the Officers who attend the Panel and participate in Task and Finish Groups devote considerable effort to providing satisfactory services for the people who live and work in our district. I would like to thank them all for their contribution with particular mention of the Scrutiny Officer.

Environment and Economy Panel

Personal View from Cllr Marilyn Bowman, Chair of Environment & Economy O&S Panel

My appointment as Chairman of the Environment and Economy Scrutiny Panel for the Civic year 2013-14 brought a new challenge to my expertise. Following nine years as Portfolio Holder for Economy, it could be seen as Gamekeeper turned Poacher. I believe my experience on both side of the fence enables me to have a better understanding of how scrutiny can and should benefit the decision making process.

The Panel has embraced the detailed scrutiny of the Local Plan, making constructive and knowledge based recommendations, on a very important document, affecting the future of the Carlisle Economy.

With economic issues seen as a priority, the panel welcomed the Chairman of Carlisle Economic Partnership, questioned the progress and lack of information from the Local Enterprise Partnership, and await confirmation of the Chairman's attendance at a forthcoming meeting.

Following questions regarding the Business Interaction Centre the Panel visited the University of Cumbria premises and were given an introduction and tour of the facilities by Prof. Frank Peck.

Environmental issues were also high on the Agenda, with the Bring Sites Review and a Task and Finish Group set up to explore the Recycling Service.

The Waste Services Review has been identified as a major piece of work. The Panel resolved to form a cross party working group as this will enable the Elected Members to be well informed and have an input into what is a vital service for the residents of Carlisle.

I would like to thank the Members of the Panel and their substitutes, Chief Officers and many other Officers for their attendance and professional input to the meetings. The Portfolio Holders who have taken the time to partake and finally a special thank you to our Scrutiny Officer for the dedicated advice, guidance and support throughout the year.

Recycling Centre Task and Finish Group –box to be inserted with details of Task Group

Talkin Tarn Task and Finish Group - box to be inserted with details of Task Group

Cllr Elsie Martlew, Portfolio Holder for Environment & Transport

The past twelve months have been very productive. As Portfolio Holder I have ensured that major policies are discussed by O + S before the Executive takes the final decision.

This input by scrutiny members, across the political spectrum, strengthens the whole democratic process.

The robust questioning of the portfolio holder and officers leads to better and more informed decisions. The Task and Finish process is especially useful as it enables more in-depth examination of specific policy areas.

Resources Panel

Personal View from Cllr Reg Watson, Chair of Resources O&S Panel

Scrutiny is an important part of our local government system that aids the democratic structure of the Council and for the past year the Resources Panel has taken a close look at a number of areas. Routine monitoring and overview of the Council's Budget, Risk Register, Partnerships and Performance gives Members of the Panel an opportunity to identify areas of concern which require further scrutiny.

This good practice can be demonstrated in the scrutiny of sickness absence and how sickness is managed in the Authority. The Panel have been vocal in the promotion of back to work interviews and have seen a marked improvement in this area over the last two years. Short term absences have reduced and it was argued that return to work interviews pick up and deter repeated short absences..

The pressure on the Council's budget are currently the biggest this Council has ever faced and scrutiny must continue to challenge Members of the Executive. The Resources O&S Panel will continue to look for assurance that our staff are being supported through difficult times through continuing scrutiny of sickness absence, organisational development and employee surveys.

The Panel have looked at the refresh of the Asset Management Plan and will continue to monitor the disposal programme over the next year.

A big thank you to the Chief Officers, members of the Executive and all who added to our deliberations. Thank you to our Scrutiny Support Officer for the clear advice and support and thank you to members of the Panel who never failed to get to the heart of the matter before us.

We hope we have added value to the Councils deliberations.

[Saving Paper Task and Finish Group – update of implementation of recommendations](#)

Representation on Countywide Scrutiny Committees

Cumbria Police & Crime Panel

The Police Reform and Social Responsibility Act 2011 required local authorities to establish a Police and Crime Panel, as a Joint Committee, to scrutinise the directly elected Police and Crime Commissioner. Carlisle City Council nominated Councillor Bowditch, to sit on the Panel, which is administered by Cumbria County Council as the host authority.

The Panel scrutinise the Commissioner's budget and proposed precept and also have the responsibility of scrutinising the Commissioner's Police and Crime Plan and monitoring his delivery against these priorities.

There have also been two major issues over the past year the Panel has kept an awareness of: The commissioner's expenses with regards to travel (chauffeur driven car) and the complaints that were received by the Panel in relation to this. Also the suspension of the temporary Chief Constable and the issues surrounding this.

Cumbria Health and Wellbeing Scrutiny Committee

The Cumbria Health Scrutiny Committee is responsible for reviewing provision and operation of healthcare services in Cumbria and reviewing any relevant issues concerning health care. The membership of the Committee includes County Council and District/Borough Council members and Cllr Bowditch is the City Council's representative.

It has been a very busy year for the committee with a number of issues arising and being explored by the committee. These include: the results of the Koegh review in North Cumbria and scrutinising the Trust's performance. Looking at the proposed acquisition and Merger of North Cumbria Trust by Northumbria. Monitoring the development of the West Cumberland Hospital. Reviewing CQC Inspection Reports and issues relating to health services in the County. Scrutinising the high profile issues that have been raised in Furness re maternity services and oncology. Scrutinising the Better Care Together for the review of potential reconfiguration of services across the Morecombe Bay area. Scrutinising the vascular service reconfiguration and referring the outcome to the Secretary of State for Health.

Part 2: Development of Scrutiny & Summary of Progress

Call-in

There have been three Call-ins in 2013/14.

Decision Reference	Issue	Overview & Scrutiny Panel	Outcome of Call-in Meeting
EX.54/13	Bring Sites Review	Economy & Environment	Members of the Panel voted not to refer the decision back to the Executive
EX.60/13	Representatives on Outside Bodies	Community	That the matter be referred back to the Executive for reconsideration and that the Executive be asked to ensure that the observations and comments of the Panel be taken into consideration when appointments are being made to outside bodies.
EX.069/13	Arts Centre Development	Community	The Panel agreed not to refer decision back to the Executive under the proviso that they continue to monitor the progress of the project.

Relationship with the Executive & Senior Management Team and the Development of the Work Programme

It was reported in the 2012/13 Annual Report that due to an improved relationship with the Executive there had been little requirement for formal Tripartite meetings which were planned to be held on a quarterly basis to allow dialogue between the two. However the Scrutiny Chairs Group have requested that this practice be reintroduced in 2014/15 as they wish to be better informed about key topics throughout the year so that their work programmes can be effective and add value.

It was further agreed by the Scrutiny Chairs Group that SMT Officers should be more pro-active in the development of the Panel's Work Programme and share more information with Members of their focus over the following 12 months and give suggestions how Overview and Scrutiny can be involved.

In the first instance the Scrutiny Officer will arrange to meet with each SMT Officer before the first round of Panels and a draft work programme for 2014/15 will be developed. Each Panel will then be requested to consider the draft at the first meeting of the year. The relevant Portfolio Holders and SMT Officers will be expected to attend these meeting to help assist the Panel in developing a valuable programme for the year ahead.

Scrutiny Members should also use the scoping tool (see Appendix 1) which will help them choose items for their work programme which are relevant.

Training for Scrutiny Members

The Scrutiny Chairs Group agreed that more training is required for Members on Scrutiny Panels to assist them in their role. Although informal induction is provided to new Scrutiny Members by the Scrutiny Officer it is questioned whether more formal training is required.

The following training will be made available for Scrutiny Members in 2014/15

Chairs - Training to be included in the Ethical Governance Programme and Scrutiny Chairs, regardless of their experience will be encouraged to attend.

A formal Induction Session for all new Scrutiny Members will be arranged for June 2014 following the appointment of Panels at Annual Council.

A half day training session will be arranged in June/July 2014 with the focus on

Members of the Panels are asked to discuss their training needs and the Chairs Group will decide the focus of the training

Do Scrutiny Members agree that this is an accurate reflection of the work undertaken this year and address concerns raised appropriately?

Are there any other issues which Members would like included within the report?

Are there any particular topics that Members would like to be considered for review in 2013/14?

ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2013/14

Date last revised: 25 March 2014



Issue	Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/External Agency	Monitoring		13 Jun 13	25 Jul 13	12 Sep 13	17 Oct 13	21 Nov 13	16 Jan 14	27 Feb 14	10 Apr 14
CURRENT MEETING - 10th April 2014														
Tourism Jane Meek/Cllr Quilter						Update report			✓				✓	✓
Carlisle Economic Partnership Jane Meek/Cllr Bradley				✓		To receive an update report on the work of CEP		✓						✓
LEP				✓		To receive a report detailing the changes to the LEP - invitation				✓			Speical meeting tbc	
Scrutiny Annual Report			✓		✓	Draft report for comment before Chairs Group								✓
TASK AND FINISH GROUPS														
Recycling			✓			Draft report - Cllrs Whalen/McDevitt/Nedved/ Bowman			✓					✓
Talkin Tarn			✓			Monitoring of implementation of recommendations	✓	✓				✓		June 2014
How will T.I.C look in the future?			✓			Included in Tourism Reports			✓					

ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2013/14

Date last revised: 25 March 2014

Issue	Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/External Agency	Monitoring		13 Jun 13	25 Jul 13	12 Sep 13	17 Oct 13	21 Nov 13	16 Jan 14	27 Feb 14	10 Apr 14
COMPLETED ITEMS														
Environmental Health Business Support Plan Angela Culleton/Cllr Martlew						Key decision							✓	
Performance Monitoring Reports Steven O'Keefe/all PH	✓				✓	Monitoring of performance relevant to the remit of Panel	✓		✓		✓		✓	
Improved Staff Structure in Neighbourhood Services Angela Culleton/Cllr Martlew						Presentation from the Director							✓	
Section 106 Agreements Jane Meek/Cllr Bradley						Panel requested report detailing outstanding Section 106 agreements – to receive annual report on monies spent							✓	
Waste Services Cllr Martlew/Angela Culleton			✓	✓	✓	Presentation regarding review of Waste Services	✓					✓		

ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2013/14

Date last revised: 25 March 2014

Issue	Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/External Agency	Monitoring		13 Jun 13	25 Jul 13	12 Sep 13	17 Oct 13	21 Nov 13	16 Jan 14	27 Feb 14	10 Apr 14
Environmental Performance of the Council Arup Majhi/Cllr Tickner			✓		✓	Annual Monitoring of performance.						✓		
Local Plan Cllr Glover/Jane Meek		✓	✓			Preferred Options - Stage 2	✓	Special mtg 25/6/12		✓		✓		
Botchergate Cllr Bradley/Jane Meek						Update on Action Plan					✓			
Claimed Rights Angel Culleton/Cllr Martlew		✓				Monitoring of Highways services following transfer to Cumbria CC					✓			June 2014
Budget Peter Mason/Darren Crossley/All Portfolio Holders		✓	✓			To consider budget proposals for 2013/14					✓			
Parking						To receive an update of implementation of Parking strategy and income.					✓			
Old Town Hall		✓				Update on Phase 2 of scheme				✓				

ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2013/14

Date last revised: 25 March 2014



Issue	Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/External Agency	Monitoring		13 Jun 13	25 Jul 13	12 Sep 13	17 Oct 13	21 Nov 13	16 Jan 14	27 Feb 14	10 Apr 14
Portfolio Holder & Lead officer														
Business Interaction Centre						To receive an update on progression of the BIC Visit arranged 6/11/13			✓					July 2014

**Environment & Economy
Overview and Scrutiny
Panel**

Agenda
Item:
A.2b

Meeting Date: 10th April 2014
Portfolio: Environment & Transport
Key Decision: No
Within Policy and Budget Framework
Public / Private Public

Title: RECYCLING TASK AND FINISH GROUP
Report of: Recycling Task and Finish Group
Report Number: OS 11/14

Purpose / Summary:

The final report of the Recycling Task and Finish group is attached. The report makes a number of recommendations for action for the Executive and Members of the Panel are requested to approve the draft.

Recommendations:

Members are asked to

- Approve/amend the report and recommend it to the Executive, requesting a formal response.

Tracking

Executive:	12th May 2014
Overview and Scrutiny:	10th April 2014
Council:	N/A

Contact Officer: Nicola Edwards

Ext: 7122

**Appendices
attached to report:**

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

- **None**

Recycling Task & Finish Group

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Recommendations

The Task Group make the following recommendations:

1. That the Council keep to a fortnightly collection of residual waste.
2. That the Re-thinking Waste Project gives consideration to collecting a wider range of recyclables at kerbside including foil, tetra packs and textiles.
3. That consideration is given to the make up of the containers which are provided to residents for their recycling so that they are more durable and have a larger capacity. Members would also like to consider the pros and cons for a co-mingled service with a wheelie bin for all recyclates.
4. That the Waste Services Operatives are requested wherever possible to return the waste containers where they were collected. This should reduce the amount of lost or damaged containers and reduce the amount of unnecessary contact with the Council.
5. That the Council strictly enforce the no side waste policy and publicity is provided to that effect.
6. That consideration is given to how information is provided on the internet to residents so that it is easily accessible and to the point.
7. That priority is given to updating the CRM system for all requests complaints and queries so that an up to date record of actions and responses are available. In order to monitor this recommendation a performance report should be developed and presented to the Economy & Environment Overview and Scrutiny Panel on a quarterly basis.

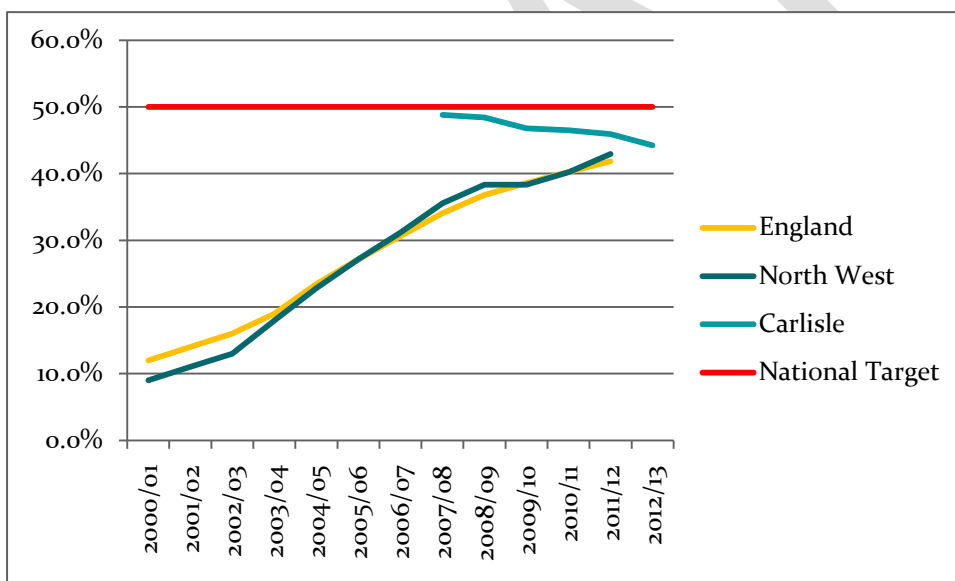
Introduction

According to Defra we generate about 228 million tonnes of waste every year in England alone. They see this as a poor use of resources which costs businesses and households money. It also causes environmental damage - for example, waste sent to landfill produces methane, a powerful greenhouse gas.

Defra state that they want to move towards a 'zero waste economy'. "This doesn't mean that no waste exists - it's a society where resources are fully valued, financially and environmentally. It means we reduce, reuse and recycle all we can, and throw things away only as a last resort."

Carlisle introduced kerb-side recycling collection in April 2004 and has been a high performing authority for several years. However it is noted by Members of Economy & Environment Overview and Scrutiny Panel that although performance is still relatively high it is reducing. Members of the Panel wished to know the reasons behind this and to look at how the downward trend could be reversed.

The graph below charts the percentage of waste recycled or composted nationally, in the North West and in Carlisle together with the Government's national target of 50% by 2020. Clearly



Carlisle needs to reverse the downward trend in order to meet this target.

Members have also been informed about the review of waste services which is being undertaken and the current pressures on the budget. The Economy & Environment Scrutiny Panel agreed that they would like a Task Group to look at the performance of Carlisle against high performing authorities, the public perception of recycling and how this could be fed into the larger review of the service.

Cllrs Nedved (Lead Member), M Bowman, McDevitt and Whalen were appointed to the Task Group who would undertake the review. It was agreed that the Task Group should present their findings and draft recommendations to the Environment and Economy Overview and Scrutiny Panel on 10th April 2014.

The Task Group held their initial meeting on 27th August 2013 and agreed that their Terms of Reference would be:

- To gain a basic understanding of recycling in Carlisle and how this has developed over the last 10 years.
- To find out what the customer perception is of the recycling service in the District?
- To look at the best design in kerbside recycling performance.
- To gain an understanding as to why some people do not participate in recycling.
- To understand operational and financial pressures on the service so that further scrutiny, particularly of the re-tendering process, is well informed and evidence based.

This report details the Task Groups findings and makes a number of recommendations to the Executive of the Council.

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Methodology

In order to develop the evidence base for the review Task and Finish Group Members considered a wide range of information and data including the following:

- Carlisle recycling performance data 2008 – 2013
- CRM reports from Customer Services regarding waste requests, queries and complaints.
- The Waste Collection Commitment, WRAP, September 2009
- Choosing the right recycling collection system – WRAP, June 2009
- Green Credentials Focus Groups Report, Southampton City Council, November 2010
- Customer Led Transformation Programme, Case Study – Southampton City Council, LGDC, LGA and Southampton City Council, August 2012
- Letsrecycle.com (recycling and waste management news and information site for industry, local authorities and the third sector) Performance Data for Waste Collection Authorities 2011/12 and 2012/13.

Meetings of the Task Group were held on:

Date	Purpose
27/8/13	Task Group initial meeting to scope review and determine Terms of Reference.
1/10/13	Cllr Nedved meeting with Jill Gillespie, Customer Services Manager to discuss the type and volume of waste related queries to the Contact Centre.
16/10/13	Task Group site visit to Recycling Collection Round, Scotby
6/11/13	Task Group meeting to discuss site visit and decide next steps
12/12/13	Lead Member and Scrutiny Officer met to discuss ways of obtaining public perception
16/1/14	Economy & Environment Scrutiny Panel meeting – Members received presentation on Review of Waste Services
30/1/14	Task Group visit to Hespian Wood MBT Plant
19/2/14	Cllr Nedved and Scrutiny Officer spent day at Harraby Community Centre to speak to residents and complete questionnaires
Feb 2014	Questionnaires were circulated to residents in Linstock, Irthington and Warwick Road
27/2/14	Economy & Environment Scrutiny Panel meeting – Members received presentation on Improved Staff Structure in Neighbourhood Services
19/3/14	Task Group meeting – to consider draft report
25/3/14	Cllr Nedved and Bowman meet with Portfolio Holder and Director of Local Environment to share findings of Task Group
10/4/14	Draft report presented to meeting of Economy & Environment Overview and Scrutiny Panel

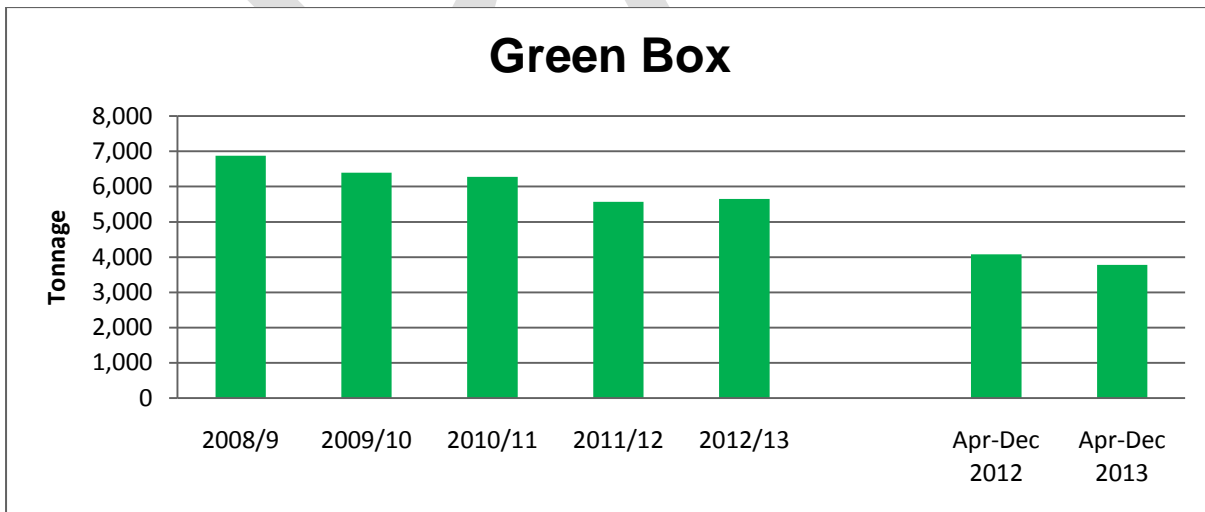
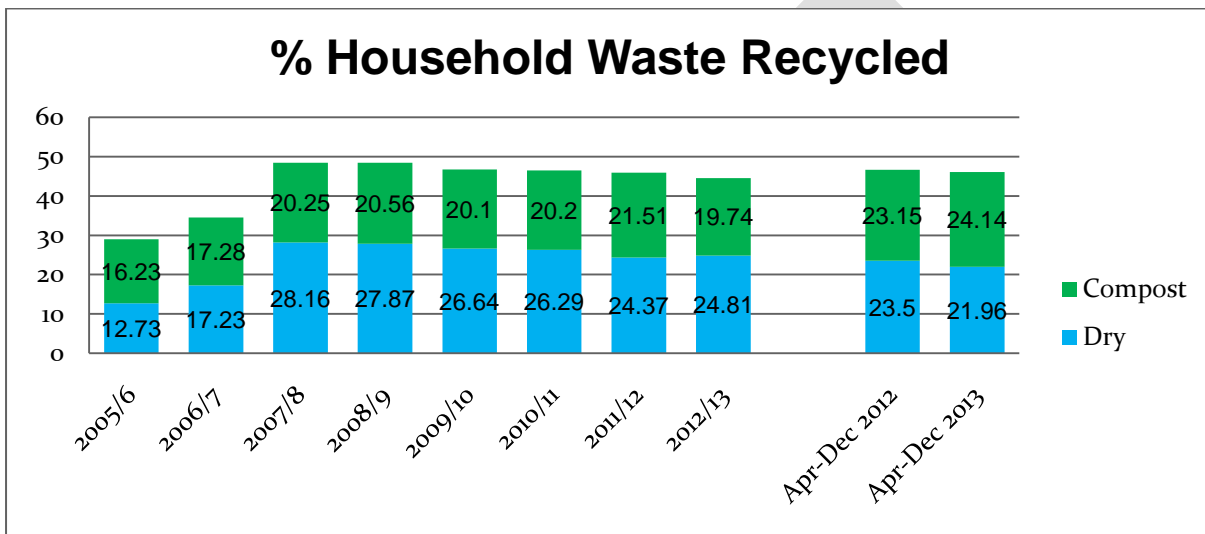
DRAFT

Findings

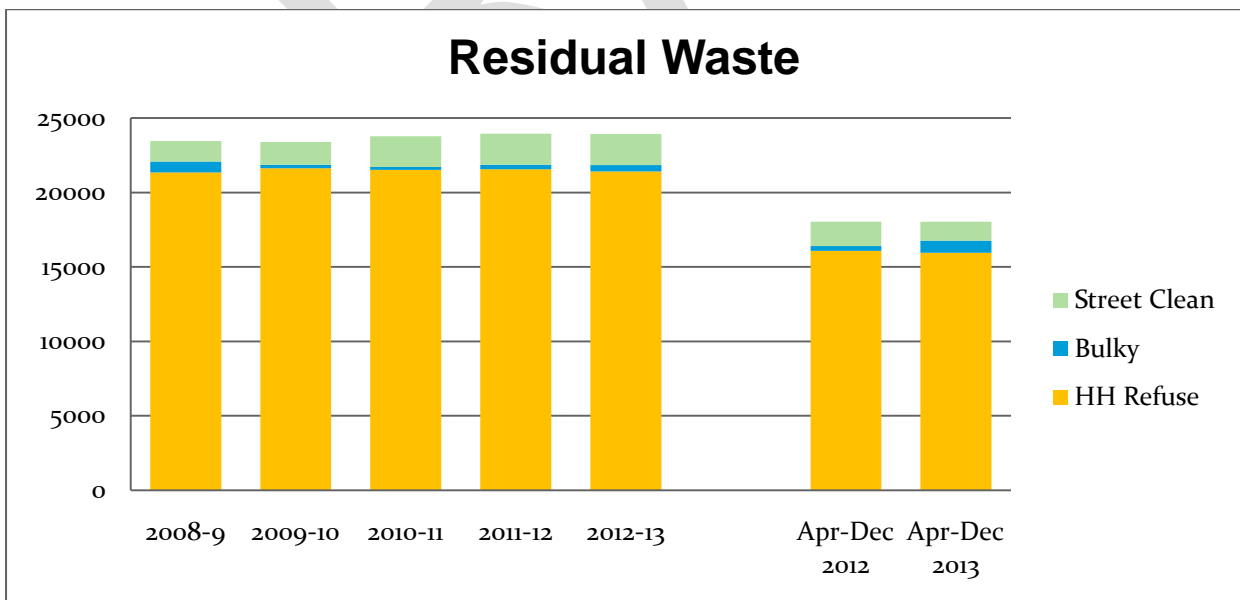
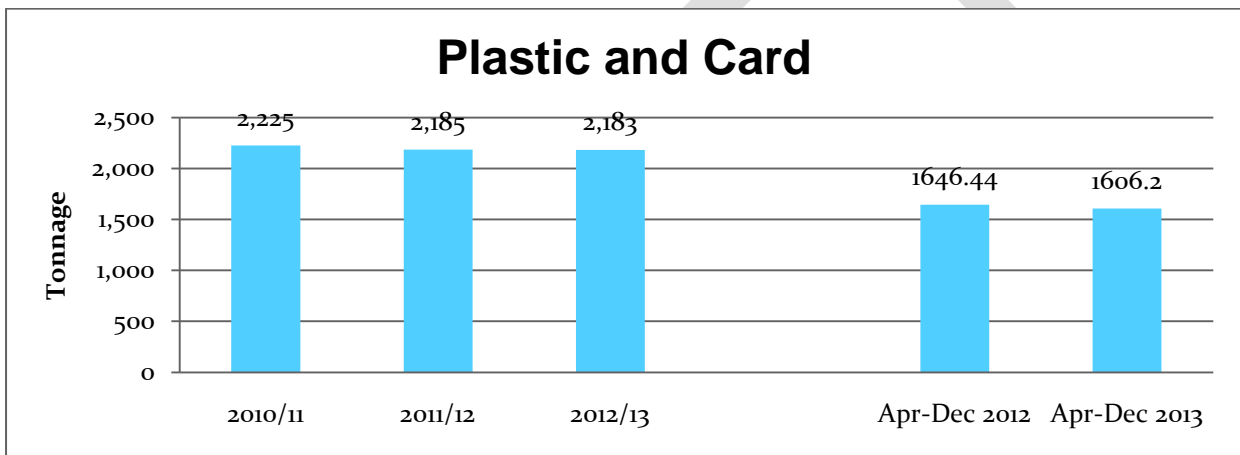
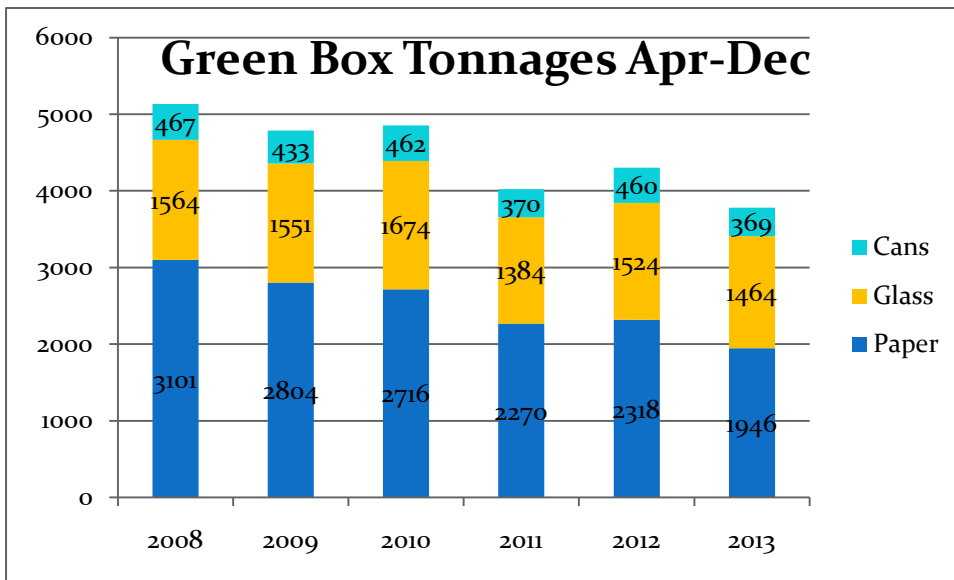
1. Carlisle Performance

As noted earlier Carlisle has been a high performing authority with regard to the percentage of waste that is reused, recycled and composted.

The following graphs show the rates of recycling against types of recyclates alongside the comparison figures for April – December 2012 and 2013.



In order to compare recyclates collected in Green Boxes the following data is provided for April – December of each year from 2008 to 2013.



The Task Groups key observations from the data are:

Green box recycling has reduced year on year from 2008 with a slight rise in 2012/13. However data supplied for April to December 2012 and 2013 shows that this rise is not a reversal of trend

and it can be assumed that the end of year figure for 2013/14 will show a further decrease. Members have been informed that dry recycling is down due to more paperless systems and lighter packaging and there has been a similar decline throughout the country.

Between 2007/08 and 2010/11 the percentage of composted (garden) waste remained fairly static – 20.25%, 20.56%, 20.1% and 20.2%. 2011/12 rose to 21.51% with a drop to 19.74% in 2012/13. Clearly the amount of garden waste produced is dependent on the climate and a good and/or long Summer has an impact on the figures.

The total dry recycling (Green box and woven bags) however has not had the same constant and from a high of 28.16% in 2007/08 the percentage has dropped to 24.81%.

Residual waste has risen 2% (470 tons) since 2008/09 from 23448 tonnes to 23918 tonnes in 2012/13. Data provided for April – December 2012 and 2013 show that there is a decrease of 9 tons in residual waste for these time periods. However there is a large increase in Bulky Waste from 308 tonnes in 2012 to 826 tonnes in 2013 and a marked decrease (395 tonnes) in residual waste collected by the street clean service. For the purpose of this review, the Task Group are only examining kerbside collections however Members would like to highlight these variations.

	Household Refuse	Bulky Waste	Street Clean	Total
Apr-Dec 2012	16082	308	1647	18037
Apr-Dec 2013	15948	826	1252	18026

2. Comparison with other Council's

In order to compare Carlisle's performance with others in the Country the Task Group undertook an analysis of the following. Councils included the top 10 performing Local Authorities in terms of recycling rates derived from WasteDataFlow and recorded in 202/13 ¹. The kerbside waste collection service provided by the bottom 5 performing Councils were also examined along with the 4 Councils which are considered "nearest neighbours" by WRAP.

More information is contained on the tables at Appendix 1 of this report. The Task Groups key observations of this data are:

Residual Waste

The top 10 performing Councils have fortnightly collection for residual waste. 4 of the 5 bottom performing Councils have weekly collections. The fifth Council, Ashford BC has implemented a new service from July 2013 and has moved to fortnightly collections but at the time of this data collection residual waste was collected weekly. 2 of the 4 nearest neighbours have weekly collections and their performance is lower than those who have fortnightly collections.

The top performing authorities all have a strict "no side waste" policy. However Rutland CC provide an extra side waste bag for the collection immediately after Christmas.

¹ <http://www.letsrecycle.com/councils/league-tables-1/2012-13-overall-performance>

The standard capacity of wheeled bins range from 120 litre – 240 litre with several authorities providing a larger capacity bin for eligible residents eg larger families or medical conditions. Of the Councils who collect 4 have 140 litre bins, 7 have 180 litre and 2 (including Carlisle) have 240 litre capacity.

Dry Recycling

All of the Councils examined, with the exception of the Council of the Isles of Scilly, provide a kerbside dry recycling service.

The majority of Councils provide a fortnightly collection service with the exceptions being Calderdale MBC (weekly), Stockport MBC (one container fortnightly the other 4 weekly) and Lewisham LB (weekly).

Materials collected

The table below summaries the materials collected at kerbside by the top 10 performing Councils alongside Carlisle's offer.

	Top 10	Carlisle
Paper	100%	
Cardboard	100%	
Aluminum/Steel Cans	100%	
Foil	80%	no
Aerosols	90%	
Plastic bottles	100%	
Plastic Packaging	80%	
Plastic Film & bubble wrap	70%	no
Tetra Packs	90%	no
Glass	100%	
Textiles	40%	no
Shoes	30%	no
Books	10%	no
Batteries	60%	no
Plastic Carrier Bags	50%	no

Garden Waste

Of the Councils examined 17 out of 20 provided a Garden Waste collection service to residents.

Of the top performing Councils, Calderdale MBC was the only one not to provide a service. They undertook a trial April- September 2012 and decided not to introduce service but have indicated that they may introduce when they introduce a new contract in 2015 or 2016. Calderdale provide bags for residents to take garden waste to HWRC.

Four Councils have garden waste comingled with food waste. 3 of the 4 collect on a weekly basis and the other fortnightly.

Councils which collect garden waste without food waste all collect on a fortnightly basis with the exception of Newham LB and Lewisham LB who both provide a bookable service.

Of the 11 Councils who provide a fortnightly garden waste collection 6 make a charge for the service ranging from £34.00 - £46.50 per year. 3 of the top 10 make a charge for the service.

Food Waste

Nine of the top 10 provide a food waste collection service. As noted above 4 have comingled collection with their garden waste. Of the 4 nearest neighbours 2 have a weekly food collection service.

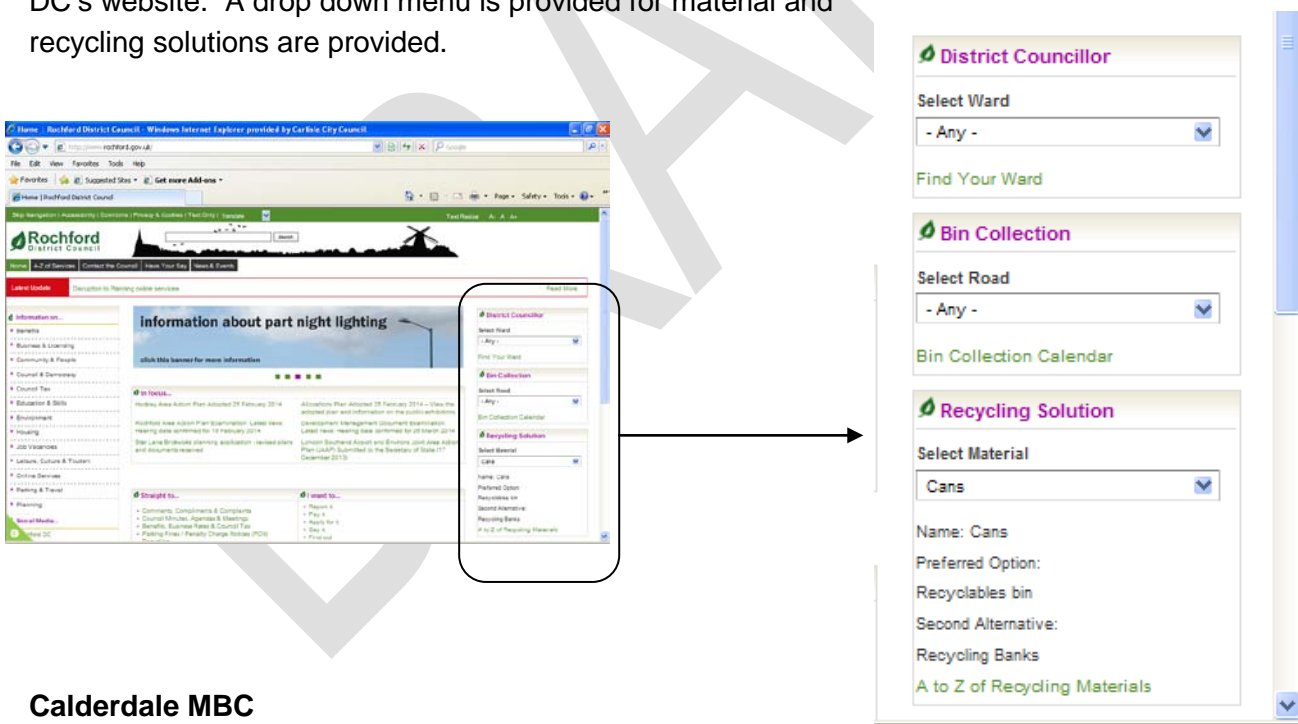
All but one of the 11 Councils identified collects food waste on a weekly basis, the other, Stratford Upon Avon, collects fortnightly (co-mingled with garden waste).

Information

The Task Group would like to highlight the accessibility of information contained in the websites of the top performing Councils:

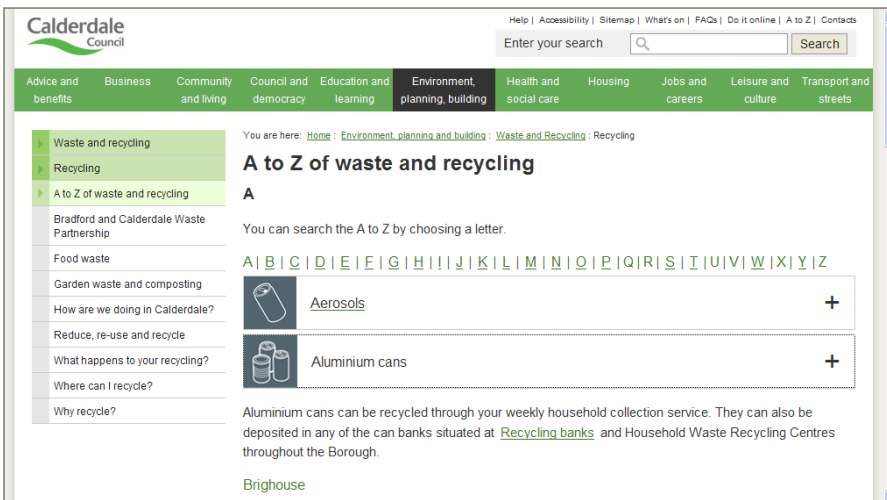
Rochford DC

Information on bin collections and recycling solutions are found on the homepage of Rochdale DC's website. A drop down menu is provided for material and recycling solutions are provided.



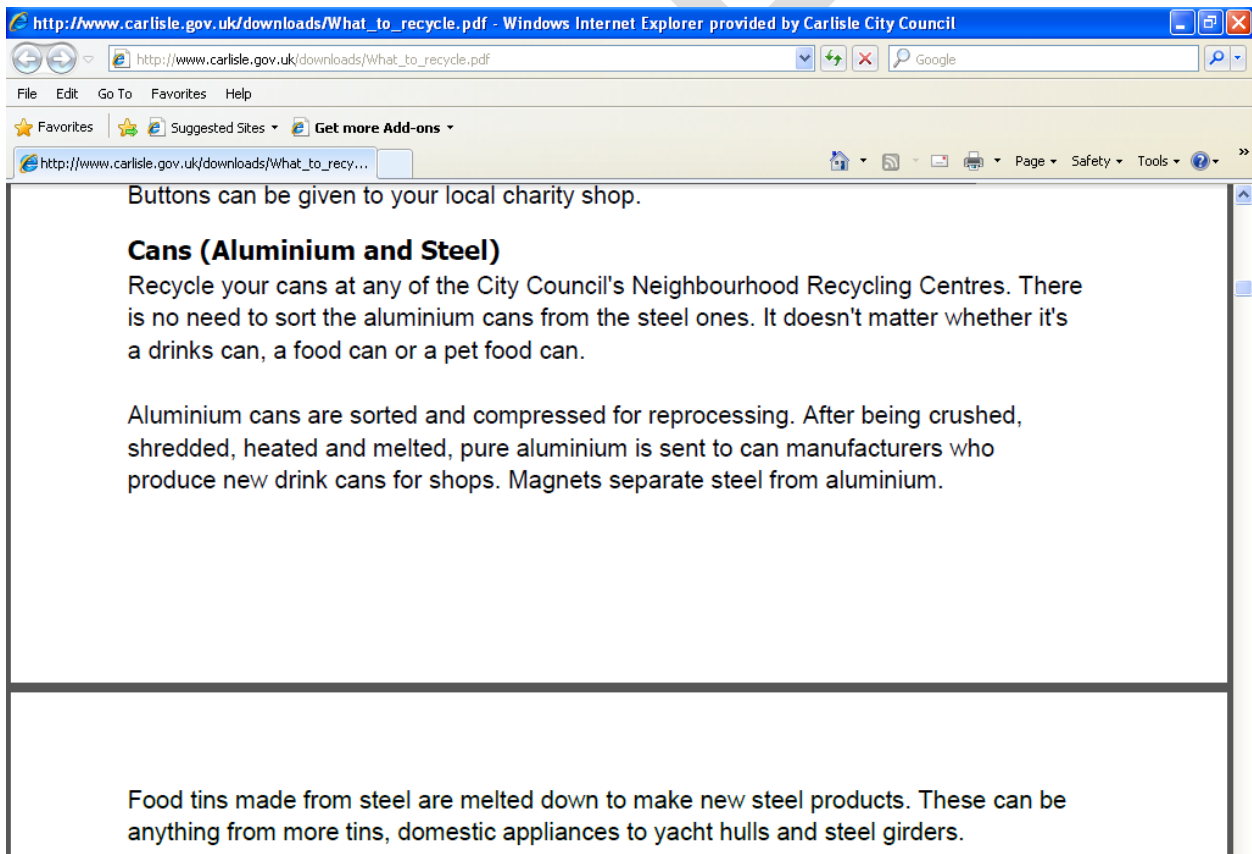
Calderdale MBC

The Calderdale MBC provide an A-Z list on their website which gives the reader a short solution how to recycle materials.



Carlisle City Council

The Task Group compared this to information on Carlisle's website which was fairly cumbersome and difficult to access. Recycling solutions for various materials is provided within a 15 page document. A sample of the document can be seen below.



3. Recycling Survey

The Task Group wanted to know what the public thought about the kerbside recycling service provided by the Council. They wanted to know what, if any, were the barriers to recycling and what would encourage people to recycle more.

A survey was produced and it was agreed that the group would target a low performing round (Harraby) and also a sample of rural households. 100 questionnaires were completed and returned and a copy of the survey can be found at Appendix 2 along with the full evaluation of results. As an incentive for taking part in the survey respondents were given a green box "hat" on completion of the questionnaire.

The Task Group identified the following key points from the survey:

86% of respondents indicated that they used the scheme fortnightly, 12% never use the scheme and the remaining 2% use it monthly or less than monthly. Several of the respondents from rural locations indicated that they do not have a kerbside recycling service and this is a service that they would wish to have.

26% of respondents never use recycling banks. 57% sometimes take their recycling and 17% always take their recycling to a bank. One respondent, who does not have a kerbside collection, said that it is difficult to post plastic through the holes at the banks and wondered whether this could be changed.

It is encouraging to note that over 90% of respondents indicated that they recycled glass, cans, plastic, paper and cardboard. 78% recycled their garden waste. It can be assumed that some respondents do not have a garden. Only 43% of those surveyed recycled aerosols and 17% composted their food waste.

Only 1 respondent (1%) said that the scheme was difficult to use, with 77% saying that they found it easy and 20% who found it adequate.

47% of respondents said that they would recycle more if they had more containers. This correlates with responses about the barriers to recycling in which 42% indicated that the receptacles are too small. 23% of respondents would like more information on how and what to recycle and 41% indicated that they would recycle more if they had an incentive such as vouchers.

With regard to problems with the service over 20% indicated that litter left by the crew was an issue that they encountered at times. 13% said that sometimes recycling containers were not put back and 3% said that they were never put back.

4. Customer Contact Centre

Cllr Nedved, lead Member of the Task Group, met with the Customer Contact Centre Manager on 1st October 2014. The purpose of the meeting was to find out what problems with the recycling service were presented to the Contact Centre, whether there were any trends and also how problems and complaints were dealt with.

Cllr Nedved was given a summary of waste related calls/enquiries to Customer Services over an 18 month period up to September 2013.

Type of Enquiry	Number
2nd Garden Waste Bin	37
Missed Collection	558
New Container	477
Replacement Container	531
Extra Container	174
Side Waste	307
Receptacle Order	1518
Calendar Request	19
Waste Complaint	60
General Enquiry	424
Special Collection/Fixtures	7
Special Collection/Electrical	602
Assisted Collection/New	17
Assisted Collection/Cancel	0
Bring Site Request	2

A sample containing more details of the above was also provided to the Task Group. It is noted that many of the calls are to complain about the way that waste containers are left by the crew following collection.

- For a second time in a row, the crew have left garden bin down the road and this time its gone altogether
- Green bags missed again. She is very upset and says her assisted collections have been missed 9 times.
- Ordered bin in March, spoke to us in June we said we could deliver by 14th June but still no bin.
- Bins, boxes and bags always just thrown in the middle of the drive, nearly crashed into green box.
- I ordered an extra green bin on 15th July and paid £30, please advise as I am disappointed in the non delivery.

- Boxes are going missing because the crew are not leaving the box at the property after collection.
- A lot of broken glass outside driveway after collection. Customer is disabled so has difficulty bending and can't clean it up. This happens quite frequently and he is getting sick of it happening.

The Task Group note that waste enquiries, complaints and comments are resource intensive to the Customer Contact Centre. Members were also notified that there have been issues in the past where there is no record of follow up action or response. Therefore if a customer has a repeat complaint/enquiry Customer Service staff are unable to identify what action has been taken by Waste Services. Concern was raised with the Task Group that the CRM system which record all calls and contacts is not updated to indicate the follow through of requests. This causes problems within Customer Services, particularly when a customer makes a second or third call as Customer Services Advisors are unable to identify action taken on the system.

Towards the end of this review Members asked for feedback as to whether the situation had improved. They were told that unfortunately there has been little improvement. However, there has been a restructure in waste services and there has been the appointment of a new full time Systems Administrator which should bring forth improvements. The calls on CRM are being closed now but Members were told that there is still a lot of work to be done.

5. Site visit to meet Recycling Operatives

The Task Group met with operatives whilst they were on their round in Scotby on 16th October 2013. They covered Park Road, Park Close, The Tannery and Scotby Road.

Scotby is regarded as a high performing area and was reflected on the Task Groups visit with the majority of residents making use of recycling bins/sacks.

The key issues and observations raised in discussion with resident and operatives were:

- There is concern that containers are lost, stolen or damaged. This has an impact on recycling performance and cleanliness as there is often a time delay in replacing containers.
- Missed bin collection. Operatives may be asked to return to a property if their bin was missed.
- Some residents place bulky or commercial waste in their recycling bins that cannot be collected. Task Group noted that a windscreen was placed out for recycling on Scotby Road.
- The weather has an impact on the service, particularly windy weather which can blow containers and recyclable about.
- Some residents cross contaminate their recycling bins.
- There is a lack of spare capacity for larger families.
- Some residents not committed to recycling.
- Accessibility of vehicles on small rural roads /cul de sacs are clearly difficult for crews. This has implications on future service provision if larger recycling vehicles are used. Member have been shown the large vehicle used by Chester which collects a wide variety of recyclates and question the easy of manoeuvre.

- The crews believed that if the service was expanded more collections would be required along with an as increased number of receptacles.
- Generally crews were careful putting back green bags and bins after collections and cleaning up after spillages..
- Bins blocking driveways and not returned to right property could potentially cause issues and performance.

6. Site visit to Mechanical Biological Treatment (MBT) Facility, Hespian Wood

Members of the Task Group visited the MBT plant on 30 January 2014 and met with representatives from Shanks and Cumbria County Council. The Task Group wanted to see how the plant is working and has evolved from the start of full service provision in December 2011.

Members were informed that the advantages of MBT technology for local authorities are the additional recovery of recyclable materials from the residual waste stream and significant contribution to landfill diversion targets. Results so far show that diversion performance of between 75% - 90% are achievable, subject to utilisation of Solid Recovered Fuel (SRF).

A further MBT Plant has opened in Barrow in April 2013 and provides a service for South of the County. Members were informed that the plants do not have the capacity to process all waste produced in the County and the service should be seen as an enhancement of the recycling service, not a replacement.

Conclusions

The Task Group have looked at the recycling performance of Carlisle City Council over a period of years and note that the percentage of dry recycling has decreased since 2007/08. Members have been told that reasons for the drop in performance is partly due to less use of paper and retailers provided lighter/different packaging on their products and this is a national trend.

According to the league table provided by letsrecycle.com, Carlisle came 126 of 352 English councils in 2011/12 with 45.9% and 149 in 2012/13 with 44.55%. This compares with the top performing Councils for the two year at 68.7% and 66.75%. As noted in the introduction to this report the Government's national target is 50% by 2020 and over the two years examined 71 Councils exceeded this target in 2011/12 and 73 in 2012/13. The Task Group agree that this shows that the target is not unrealistic and that despite changes in paper use and reductions in packaging other Councils have been able to provide a service which they are able to recycle a greater percentage of household waste than Carlisle.

On examining the service provided by top performing Councils, the Task Group note that all provide a fortnightly collection and those Councils who are at the bottom of the league collect residual waste on weekly basis. The Task Group agree that Carlisle City Council and its residents have adapted well to fortnightly collections and will make a recommendation that this frequency of collection continues in the future.

Recommendation 1 – That the Council keep to a fortnightly collection of residual waste.

Again on further examination of the top performing Councils, the Task Group note that they provide an extensive kerbside collection service for a variety of recyclates over and above those that are collected in Carlisle. Although the bring sites in the Carlisle district do have collection points for other materials (such as tetra packs, foil and textiles), of those surveyed only 17% always use the recycling banks and 26% never take any recycling. It is suggested therefore that if Carlisle had a wider offer at kerbside this would have a positive impact on performance. The Task Group would like to see consideration being given to this within the rethinking of the service and make a recommendation to that effect.

Recommendation 2 – That the Re-thinking Waste Project gives consideration to collecting a wider range of recyclables at kerbside including foil, tetra packs and textiles.

Feedback from residents, both from the survey, talking to people at Harraby Community Centre and from data collected from the Customer Contact Centre, suggests that there are problems with the containers provided for dry recycling (Green box and woven bags), the way they are handled by operatives and also the process in providing replacements for those containers which have been lost, stolen or damaged. Respondents to the survey say that they would recycle more if they had more containers and 42% indicated that the containers were too small. Others said that they had lost their containers or they had not been returned following collection and had not been provided with replacements. Some people who the Task Group spoke to said that their Green box had been damaged by the operatives throwing down and they stopped recycling those materials.

On examining high performing Councils, Members noted that 6 of the top 10 in 2012/13 had one recycling container (generally a wheelie bin) where dry recycling was co-mingled. Although not evidenced in the data observed by the Task Group, Members have been told that Cheshire West and Chester have increased their recycling to 65% following the introduction of a kerbside sort system which collects 10 different recyclates.

Members have been informed that co mingled recyclates are not as profitable or as high in demand as those that are separated at source however the Task Group would like to see the co-mingled collection as an option to consider in the Rethinking Waste project so that the pros and cons can be evaluated. Interestingly WRAP note that at June 2009 on a like for like basis kerbside sort systems have lower net costs than co-mingled systems². However more up to date evidence needs to be provided and the Council will need to consider the cost of the service against the targets it is required to meet. To address the issues of containers and collection the task group would make the following recommendations:

Recommendation 3 – That consideration is given to the make up of the containers which are provided to residents for their recycling so that they are more durable and have a larger capacity. Members would also like to consider the pros and cons for a co-mingled service with a wheelie bin for all recyclates.

Recommendation 4 - That the Waste Services Operatives are requested wherever possible to return the waste containers where they were collected. This should reduce the amount of lost or damaged containers and reduce the amount of unnecessary contact with the Council.

As it is noted in the report, the high performing Councils have a strict “no side waste” policy. Carlisle also has this policy, however it is not clear how or if this is enforced. Evidence from the CRM from Customer Services shows that residents have contacted the Council to say that their side waste has not been collected and this has then been done. The Task Group agree that this policy should be strictly enforced and publicised.

Recommendation 5 – That the Council strictly enforce the no side waste policy and publicity is provided to that effect.

This takes the Task Group to information provided to residents. The Green Credentials Focus Groups run by Southampton City Council found that when people are unsure if items can be recycled, their default is to put in residual waste. 23% of those surveyed by the Task Group agreed the needed more information about what to recycle and this is an area that the Task Group agree needs to be addressed. The report shows examples of good information provided by Councils internet sites against information provided by Carlisle which is fairly lengthy and inaccessible. A noticeable result from the survey was that 90% recycled glass and cans but only 43% recycled aerosol cans. All of these materials are collected kerbside in the Green Box and the Task Group suggests that many people do not know that they can use this container for aerosols and better quality of information could be provided by the Council to inform residents of their recycling options.

² Choosing the right recycling collection system, WRAP, June 2009

Recommendation 6 – That consideration is given to how information is provided to residents so that it is easily accessible and to the point.

Finally as noted in the report there are problems with how requests, queries and comments with regard to waste collection are either followed through and/or recorded on the CRM system. The Task Group note that a recent restructure of staff in the service should alleviate problems and more information should be provided to operatives. The Task Group will recommend that priority is given to keeping the records as up to date as possible and action is followed up without delay. In order to monitor the service, the Task Group will further recommend that a performance report is provided to the Economy & Environment Overview and Scrutiny Panel on a quarterly basis.

Recommendation 7 – That priority is given to updating the CRM system for all requests complaints and queries so that an up to date record of actions and responses are available. In order to monitor this recommendation a performance report should be developed and presented to the Economy & Environment Overview and Scrutiny Panel on a quarterly basis.

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			Residual Waste		Dry Recycling		Garden Waste		Food Waste		Comments
			Frequency of collection	Capacity of bin	Frequency of collection	Number of containers	Frequency of collection	Charge for service	Frequency of collection	Co-mingled with garden waste?	
Top 10	1	Rochford DC	Fortnightly	180 litre	Fortnightly	1	Weekly	No	Weekly	Yes	Do not change collection dates over Easter & May Bank Holidays
	2	South Oxfordshire DC	Fortnightly	180 litre	Fortnightly	1	Fortnightly	Yes £34 p.a.	Weekly	No	
	3	Vale of White Horse DC	Fortnightly	180 litre	Fortnightly	1	Fortnightly	£37 p.a.	Weekly	No	Binfo App available for residents
	4	Surrey Heath BC	Fortnightly	180 litre	Fortnightly	1	Fortnightly	£53.95 p.a. £97.11 two	Weekly	No	All waste collection services outsourced to Biffa
	5	Three Rivers DC	Fortnightly	140 litre 240lt for eligible	Fortnightly	3	Weekly	2nd bin for £104 p.a.	Weekly	Yes	Brown bin for Garden Waste, food, cardboard, paper and small animal bedding
	6	Stockport MBC	Fortnightly	140 litre with option to apply for second bin	Fortnightly - blue 4 weekly -	2	Weekly	No	Weekly	yes	Blue bin - paper, card and tetra packs Brown bin - glass, tins, cans, aerosols, plastic bottles, aluminium foil and trays
	7	Calderdale MBC	Fortnightly	?	Weekly	4	*		Weekly	No	Undertook garden waste trial Apr-Sep 12 - not introducing at this time but possible with new contract in 2015/16. Provides bags to take waste to HWRC
	8	Stratford upon Avon	Fortnightly	240 litre	Fortnightly	1	Fortnightly	No	Fortnightly	Yes	
	9	West Oxfordshire DC	Fortnightly	140 litre	Fortnightly	2	Fortnightly	No	Weekly	No	
	10	Rutland County Council	Fortnightly	?	Fortnightly	1	Fortnightly	No	*	N/A	*Extra side waste bags provided for Xmas Collection
	149	Carlisle City Council	Fortnightly	240 litre	Fortnightly	3	Fortnightly	No	*	N/A	
WRAP Nearest Neighbours	139	Taunton Dean BC	Fortnightly	180 litre	Fortnightly	2	Fortnightly	£46.50 p.a. Or £25 for 10	Weekly	no	Somerset Waste Partnership manages waste services for all Somerset Councils.
	140	Sedgemoor DC	Fortnightly	180 litre	Fortnightly	2	Fortnightly	£46.50 p.a. Or £25 for 10	Weekly	no	
	169	Allerdale BC	Weekly	120 litre 240 litre for larger families	Fortnightly	2	Fortnightly	No	*	N/A	Dry recycling collection available to 85% of residents
	238	Darlington BC	Weekly	240 litre 360lt for larger families	Fortnightly	2	*		*		Containers provided for glass, paper and card. Everything else goes in a wheeled bin and recyclable content is taken out at warehouse and recycled.
Bottom 5	348	Middlesborough BC	Weekly	140lt	Fortnightly	1	Fortnightly	No	*	N/A	
	349	Newham LB	Weekly	?	Fortnightly	1	Bookable service	No	*	N/A	
	350	Lewisham LB	Weekly	180 litre	Weekly		Bookable service	£10 for 10 sacks	*	N/A	
	351	Council of the Isles of Scilly	Weekly	?	No kerbside collection - bring sites only		*		*	N/A	
	352	Ashford BC	Fortnightly	180 litre	Fortnightly	1	Fortnightly	£32.50 p.a.	Weekly	No	New Service from July 2013 ten year waste collection service which is run in partnership with Maidstone Borough Council and Swale Borough Council.

			Residual Waste		Dry Recycling		Garden Waste		Food Waste		Comments
			Frequency of collection	Capacity of bin	Frequency of collection	Number of containers	Frequency of collection	Charge for service	Frequency of collection	Co-mingled with garden waste?	
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	6	Stockport MBC	Fortnightly	140 litre with option to apply for second bin	Fortnightly - blue 4 weekly -	2	Weekly	No	Weekly	yes	Blue bin - paper, card and tetra packs Brown bin - glass, tins, cans, aerosols, plastic bottles, aluminium foil and trays
	7	Calderdale MBC	Fortnightly	?	Weekly	4	✗		Weekly	No	Undertook garden waste trial Apr-Sep 12 - not introducing at this time but possible with new contract in 2015/16. Provides bags to take waste to HWRC
	8	Stratford upon Avon	Fortnightly	240 litre	Fortnightly	1	Fortnightly	No	Fortnightly	Yes	
	9	West Oxfordshire DC	Fortnightly	140 litre	Fortnightly	2	Fortnightly	No	Weekly	No	
	10	Rutland County Council	Fortnightly	?	Fortnightly	1	Fortnightly	No	✗	N/A	*Extra side waste bags provided for Xmas Collection
	149	Carlisle City Council	Fortnightly	240 litre	Fortnightly	3	Fortnightly	No	✗	N/A	
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	169	Allerdale BC	Weekly	120 litre 240 litre for larger families	Fortnightly	2	Fortnightly	No	✗	N/A	Dry recycling collection available to 85% of residents
	238	Darlington BC	Weekly	240 litre 360lt for larger families	Fortnightly	2	✗		✗		Containers provided for glass, paper and card. Everything else goes in a wheeled bin and recyclable content is taken out at warehouse and recycled.
Bottom 5	348	Middlesborough BC	Weekly	140lt	Fortnightly	1	Fortnightly	No	✗	N/A	
	349	Newham LB	Weekly	?	Fortnightly	1	Bookable service	No	✗	N/A	
	350	Lewisham LB	Weekly	180 litre	Weekly		Bookable service	£10 for 10 sacks	✗	N/A	
	351	Council of the Isles of Scilly	Weekly	?	No kerbside collection - bring sites only		✗		✗	N/A	
	352	Ashford BC	Fortnightly	180 litre	Fortnightly	1	Fortnightly	£32.50 p.a.	Weekly	No	New Service from July 2013 ten year waste collection service which is run in partnership with Maidstone Borough Council and Swale Borough Council.

Recycling Survey

All respondents providing their address information will receive a "hat" for their green box.

Q1 Please provide:

Address

Post code:

Q2 Please select type of dwelling:

Detached 1 Terrace 3
 Semi detached. 2 Flat 4

Q3 How often do you use the kerbside recycling scheme?

Fortnightly 1 Less than monthly. 3
 Monthly 2 Never 4

Q4 How often do you take some or all of your recycling to a recycling bank?

Always 1 Never 3
 Sometimes 2

Q5 What do you recycle?

Glass 1 Cardboard 5
 Cans 2 Aerosols 6
 Plastic 3 Food
 Paper 4 (compost) 7
 Garden waste .. 8

Q6 Do you think the recycling scheme is:

Easy to use 1 Difficult to use 3
 Adequate 2

Q7 What would encourage you to recycle more?

More information 1
 More containers 2
 Less containers 3
 Risk of a fine 4
 Incentives eg vouchers 5

Q8 Have you had any problems with the recycling service?

Yes 1 Go to Q9
No 2 Go to Q10

Q9 How often do you have problems with each of the following:

	Never	1	Sometimes	2	Weekly	3
Recycling boxes and bags not put back	<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3
Wheelie bins not put back	<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3
Recycling not collected	<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3
Litter left by crew	<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3

Other, please give details below

Q10 Did you know you can purchase a "hat" for your greenbox for £1?

Yes 1
No 2

Q11 If you find recycling difficult what are the reasons for this:

- Moving the boxes and bags 1
- Receptacles are too small 2
- Separating materials correctly 3
- Not knowing when to put the boxes out 4
- Recycling is too smelly 5
- I've never recycled 6

Q12 Would you like more information about recycling?

Yes 1
No 2

Q13 Any other comments

Thank you for taking part in our survey

Please return by 28th February 2014 in the enclosed pre-paid envelope to:

Scrutiny Officer, Carlisle City Council, Civic Centre, Rickergate, Carlisle, CA3 8QG

Recycling Survey Results

February 2014

Linda Potts
Chief Executives Team

Question 2

Please select type of dwelling:

Counts Analysis % Respondents	
Base	90 100.0%
Please select type of dwelling:	
Detached	30 33.3%
Semi detached	36 40.0%
Terrace	24 26.7%
Flat	- -

Question 3

How often do you use the kerbside recycling scheme?

Counts Analysis % Respondents	
Base	100 100.0%
How often do you use the kerbside recycling scheme?	
Fortnightly	86 86.0%
Monthly	1 1.0%
Less than monthly	1 1.0%
Never	12 12.0%

Question 4

How often do you take some or all of your recycling to a recycling bank?

Counts Analysis % Respondents	
Base	100 100.0%
How often do you take some or all of your recycling to a ...	
Always	17 17.0%
Sometimes	57 57.0%
Never	26 26.0%

Question 5

What do you recycle?

Counts Analysis % Respondents	
Base	99 100.0%
What do you recycle?	
Glass	92 92.9%
Cans	94 94.9%
Plastic	96 97.0%
Paper	95 96.0%
Cardboard	93 93.9%
Aerosols	43 43.4%
Food (compost)	17 17.2%
Garden waste	78 78.8%

Question 6

Do you think the recycling scheme is:

Counts Analysis % Respondents	
Base	98 100.0%
Do you think the recycling scheme is:	
Easy to use	77 78.6%
Adequate	20 20.4%
Difficult to use	1 1.0%

Question 7

What would encourage you to recycle more?

Counts Analysis % Respondents	
Base	80 100.0%
What would encourage you to recycle more?	
More information	19 23.8%
More containers	38 47.5%
Less containers	2 2.5%
Risk of a fire	7 8.8%
Incentives eg vouchers	33 41.3%

Question 8

Have you had any problems with the recycling service?

Counts Analysis % Respondents	
Base	94 100.0%
Have you had any problems with the recycling service?	
Yes	30 31.9%
No	64 68.1%

Question 9

How often do you have problems with each of the following:

Counts Analysis % Respondents	Total			
		Never	Sometimes	Weekly
Base	82	24 29.3%	51 62.2%	7 8.5%
Recycling boxes and bags not put back	21	5 23.8%	13 61.9%	3 14.3%
Wheelie bins not put back	20	6 30.0%	12 60.0%	2 10.0%
Recycling not collected	17	9 52.9%	7 41.2%	1 5.9%
Litter left by crew	24	4 16.7%	19 79.2%	1 4.2%

Question 10

Did you know you can purchase a "hat" for your green box for £1?

Counts Analysis % Respondents	
Base	89 100.0%
Did you know you can purchase a "hat" for your green box ...	
Yes	29 32.6%
No	60 67.4%

Question 11

If you find recycling difficult what are the reasons for this:

Counts Analysis % Respondents	
Base	35 100.0%
If you find recycling difficult what are the reasons for ...	
Moving the boxes and bags	14 40.0%
Receptacles are too small	15 42.9%
Separating materials correctly	11 31.4%
Not knowing when to put the boxes out	2 5.7%
Recycling is too smelly	4 11.4%
I've never recycled	1 2.9%

Question 12

Would you like more information about recycling?

Counts Analysis % Respondents	
Base	86 100.0%
Would you like more information about recycling?	
Yes	18 20.9%
No	68 79.1%

Question 13

Any other comments

- Q3 answer is "Weekly" as I get bags one week and box the next.
- I would like to have kerbside recycling but it is not available to me. I believe that we are too far behind others in our recycling; it is not good enough!
- For my part I should like reassurance that: 1. Glass is ACTUALLY recycled (and to know what into). The REAL way to recycle glass is to re-use it in it's original form i.e. refill bottles, jars etc. 2. Cardboard does NOT go on a ship to China; any environmental benefit is negated by transport pollution.
- Recycling from home is good. Also a local recycling centre is essential for the larger items and allows me to recycle a lot.
- We like recycling and always do this. Most in our community do which is good.
- You do not provide roadside recycling service to rural properties outside villages, despite your lorries going past our property to other villages!
- It is a shame that the council has stopped the payments to the parish hall/parish council for the recycling which is left at the parish hall. They are well used by the many people in the area who don't have a kerbside collection for recycling.
- We do not have a kerb-side collection. I'm not sure if this survey was meant to be against that service. I have no green box. I cannot put my recycling into my trailer because it has more than one axle. This is ridiculous. Paper and tins can be emptied quickly into the bins. The plastics take forever to post through the holes. Can this be changed? Not clear where batteries (not car) can be recycled? It is of course better to re-use. Could more information about organisations that will take items for re-use rather than disposal...
- When is the kerbside recycling scheme going to be extended? I see the kerbside recycling vehicle pass my house to go elsewhere locally; it is extremely frustrating.
- Think recycling is a good idea

- Recycling box / bags being stolen
- For question 11 I did not tick any boxes because I have no difficulty recycling
- We've had our green box stolen twice & the council have said that we need to pay to replace it! I don't think this is fair. The recycling boxes and bags just get thrown any where after being emptied.
- I think the recycling people who collect could be more careful they just throw the bags onto the pavement sometimes they are not properly emptied
- Everything is fine. Recycling at Bousteads Grassing is excellent
- Satisfied with the way things are
- On the whole I think they do a great job.
- Please observe the method of collection used by Blackpool Borough Council. Three large wheeled bins. 1. Black = household waste 2. Blue = recycling 3. Brown or green = garden waste. This method keeps countryside free of rubbish by containing it in large bins with lids. Waste does not get blown by the wind.
- I'm sure I could recycle more types of plastic, foil (cling film, outer wrappers etc) but I'm not sure what is acceptable to the council
- More thought needs to be given to plastic and cardboard recycling containers - they are too light and easily become wind blown. To alleviate the need to put out recycling containers the night before collection I t should start at 10am and run until early evening.
- Would like hat for green box
- Information on recycling aerosols
- I think refuse collection should be weekly. I don't understand how it is eco friendly or economical to have 3 separate collection for refuse and recycling
- How to purchase hats for my green box. Can we move to boxes rather than bags for plastic etc. They blow away in the storms.
- At first it seemed a bit of a bother but we have got used to recycling
- Wheelie bins being put back across the middle of the driveway causing an obstruction. This is most dangerous on my return from work especially in the dark mornings. Pulling in my driveway from the main road on Warwick Road every other Tuesday morning is nearly always impossible. Why can't bins be put back once emptied next to the gate post.
- Garden waste bins - great
- Only received this on 26th Feb that gives me only one day to complete and send back to you - ridiculous!!!
- I use Tesco recycling or Rome Street. Don't like boxes or bags being thrown on pavements when emptied.
- I would prefer a one bin collection and then taken to a centre to sort less vehicles
- Would like a bag for card & plastic because we don't get these (I don't know why? Everyone else does?)

Question 3 by type of dwelling

How often do you use the kerbside recycling scheme?

Counts Analysis % Respondents	Total	Please select type of dwelling:			
		Detached	Semi detached	Terrace	Flat
Base	90	30 33.3%	36 40.0%	24 26.7%	- -
How often do you use the kerbside recycling scheme?					
Fortnightly	76	21 27.6%	32 42.1%	23 30.3%	- -
Monthly	1	- -	1 100.0%	- -	- -
Less than monthly	1	1 100.0%	- -	- -	- -
Never	12	8 66.7%	3 25.0%	1 8.3%	- -

Question 4 by type of dwelling

How often do you take some or all of your recycling to a recycling bank?

Counts Analysis % Respondents	Total	Please select type of dwelling:			
		Detached	Semi detached	Terrace	Flat
Base	90	30 33.3%	36 40.0%	24 26.7%	- -
How often do you take some or all of your recycling to a ...					
Always	17	10 58.8%	6 35.3%	1 5.9%	- -
Sometimes	50	15 30.0%	20 40.0%	15 30.0%	- -
Never	23	5 21.7%	10 43.5%	8 34.8%	- -

Question 5 by type of dwelling

What do you recycle?

Counts Analysis % Respondents	Total	Please select type of dwelling:			
		Detached	Semi detached	Terrace	Flat
Base	89	29 32.6%	36 40.4%	24 27.0%	- -
What do you recycle?					
Glass	82	28 34.1%	33 40.2%	21 25.6%	- -
Cans	84	28 33.3%	33 39.3%	23 27.4%	- -
Plastic	86	27 31.4%	35 40.7%	24 27.9%	- -
Paper	85	28 32.9%	33 38.8%	24 28.2%	- -
Cardboard	84	27 32.1%	35 41.7%	22 26.2%	- -
Aerosols	42	13 31.0%	17 40.5%	12 28.6%	- -
Food (compost)	13	5 38.5%	5 38.5%	3 23.1%	- -
Garden waste	69	25 36.2%	33 47.8%	11 15.9%	- -

Question 6 by type of dwelling

Do you think the recycling scheme is:

Counts Analysis % Respondents	Total	Please select type of dwelling:			
		Detached	Semi detached	Terrace	Flat
Base	89	29 32.6%	36 40.4%	24 27.0%	- -
Do you think the recycling scheme is:					
Easy to use	71	20 28.2%	28 39.4%	23 32.4%	- -
Adequate	17	8 47.1%	8 47.1%	1 5.9%	- -
Difficult to use	1	1 100.0%	- -	- -	- -

Question 7 by type of dwelling

What would encourage you to recycle more?

Counts Analysis % Respondents	Total	Please select type of dwelling:			
		Detached	Semi detached	Terrace	Flat
Base	71	19 26.8%	32 45.1%	20 28.2%	- -
What would encourage you to recycle more?					
More information	16	3 18.8%	6 37.5%	7 43.8%	- -
More containers	34	10 29.4%	17 50.0%	7 20.6%	- -
Less containers	1	- -	- -	1 100.0%	- -
Risk of a fire	6	3 50.0%	2 33.3%	1 16.7%	- -
Incentives eg vouchers	30	9 30.0%	15 50.0%	6 20.0%	- -

Question 8 by type of dwelling

Have you had any problems with the recycling service?

Counts Analysis % Respondents	Total	Please select type of dwelling:			
		Detached	Semi detached	Terrace	Flat
Base	86	29 33.7%	33 38.4%	24 27.9%	- -
Have you had any problems with the recycling service?					
Yes	24	11 45.8%	9 37.5%	4 16.7%	- -
No	62	18 29.0%	24 38.7%	20 32.3%	- -

Question 9 by type of dwelling

How often do you have problems with each of the following:

Counts Analysis % Respondents	Total	Please select type of dwelling:			
		Detached	Semi detached	Terrace	Flat
Base	62	23 37.1%	24 38.7%	15 24.2%	- -
Recycling boxes and bags not put back	15	6 40.0%	5 33.3%	4 26.7%	- -
Wheelie bins not put back	16	6 37.5%	7 43.8%	3 18.8%	- -
Recycling not collected	12	4 33.3%	4 33.3%	4 33.3%	- -
Litter left by crew	19	7 36.8%	8 42.1%	4 21.1%	- -

Question 10 by type of dwelling

Did you know you can purchase a "hat" for your green box for £1?

Counts Analysis % Respondents	Total	Please select type of dwelling:			
		Detached	Semi detached	Terrace	Flat
Base	79	23 29.1%	33 41.8%	23 29.1%	- -
Did you know you can purchase a "hat" for your green box ...					
Yes	26	7 26.9%	9 34.6%	10 38.5%	- -
No	53	16 30.2%	24 45.3%	13 24.5%	- -

Question 11 by type of dwelling

If you find recycling difficult what are the reasons for this:

Counts Analysis % Respondents	Total	Please select type of dwelling:			
		Detached	Semi detached	Terrace	Flat
Base	33	11 33.3%	15 45.5%	7 21.2%	- -
If you find recycling difficult what are the reasons for ...					
Moving the boxes and bags	14	4 28.6%	6 42.9%	4 28.6%	- -
Receptacles are too small	13	3 23.1%	8 61.5%	2 15.4%	- -
Separating materials correctly	10	5 50.0%	3 30.0%	2 20.0%	- -
Not knowing when to put the boxes out	2	- -	2 100.0%	- -	- -
Recycling is too smelly	4	1 25.0%	2 50.0%	1 25.0%	- -
I've never recycled	1	1 100.0%	- -	- -	- -

Question 12 by type of dwelling

Would you like more information about recycling?

Counts Analysis % Respondents	Total	Please select type of dwelling:			
		Detached	Semi detached	Terrace	Flat
Base	76	24 31.6%	30 39.5%	22 28.9%	- -
Would you like more information about recycling?					
Yes	16	4 25.0%	7 43.8%	5 31.3%	- -
No	60	20 33.3%	23 38.3%	17 28.3%	- -

Question 3 by postcode area

How often do you use the kerbside recycling scheme?

How often do you use kerbside recycling scheme				
	Fortnightly	Monthly	Less than monthly	Never
CA1	47	0	0	4
CA2	3	0	0	1
CA4	1	0	0	0
CA5	1	0	0	0
CA6	26	0	0	5
CA8	3	0	0	2
No post code given	5	1	1	0

Question 4 by postcode area

How often do you take some or all of your recycling to a recycling bank?

How often do you take some or all of your recycling to a recycling bank?			
	Always	Sometimes	Never
CA1	5	31	15
CA2	1	1	2
CA4	0	0	1
CA5	0	1	0
CA6	8	17	6
CA8	2	3	0
No post code given	1	4	2

Question 6 by postcode area

Do you think the recycling scheme is:

Do you think the recycling scheme is:				
	Easy to use	Adequate	Difficult to use	No response
CA1	43	8	0	0
CA2	2	1	0	1
CA4	0	1	0	0
CA5	1	0	0	0
CA6	21	9	0	1
CA8	4	0	1	0
No post code given	6	1	0	0

Question 8 by postcode area

Have you had any problems with the recycling service?

Have you had any problems with the recycling service?			
	Yes	No	No response
CA1	10	39	2
CA2	1	3	0
CA4	0	0	1
CA5	0	1	0
CA6	15	15	1
CA8	2	2	1
No post code given	2	4	0

Question 10 by postcode area

Did you know you can purchase a "hat" for your green box for £1?

Did you know you can purchase a "hat" for your greenbox for £1?			
	Yes	No	No response
CA1	17	31	3
CA2	0	4	0
CA4	1	0	0
CA5	1	0	0
CA6	7	18	6
CA8	0	3	2
No post code given	3	4	0

Question 12 by postcode area

Would you like more information about recycling?

Would you like more information about recycling?			
	Yes	No	No response
CA1	10	34	7
CA2	1	3	0
CA4	0	1	0
CA5	0	1	0
CA6	4	22	5
CA8	0	3	2
No post code given	3	4	0

**REPORT TO ENVIRONMENT AND
ECONOMY OVERVIEW AND
SCRUTINY PANEL**

Agenda
Item:
A.3

Meeting Date: 10th April 2014
 Portfolio: Environment and Economy
 Key Decision: Yes
 Within Policy and Budget Framework: Yes
 Public / Private: Public
 Title: Tourism
 Report of: Director Economic Development
 Report Number: ED 17/14

Purpose / Summary: The purpose of the report is to provide Members with further detailed information on Tourism as requested at the last meeting. This includes

- a) Update on Phase 2 of the Old Town Hall Scheme
- b) Cumbria Tourism Partnership – details of what action is being taken to support Tourism in the Carlisle area
- c) Carlisle Ambassadors – details of the background, membership and projects
- d) Events Programme

Recommendations:

The Overview and Scrutiny Panel is asked to note the Report.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

UPDATE ON PHASE 2 OF THE OLD TOWN HALL SCHEME

1. PURPOSE OF REPORT

- 1.1 To update the Overview and Scrutiny Panel on recommended decisions and ongoing actions to address the current decline in visitor numbers by developing the role of the Old Town Hall as a gateway to Carlisle's Historic and cultural attractions, orientating visitors and showcasing key historic and visitor assets by an upgrade of the existing Tourist Information Centre with improved access from street level to the first floor and increased use of the adjacent Assembly Room.
- 1.2 The report identifies the impact of key decisions agreed at the Member / Officer Workshop on 20th November 2013 with particular reference to access arrangements and use of the Assembly Room.

2. BACKGROUND

- 2.1 The Phase 2 project follows on from the Phase 1 Restoration and Repair works which were successfully completed in June 2013 at a cost of circa £500,000 with the support of English Heritage grant funding through their PSICA Programme for Carlisle.
- 2.2 The completed project did not however include substantial features of the original project as drawn up in 2010, which now form the subject for the Phase 2 proposals. Items still to be progressed include the remodelled access at street level, improved lift and stair access to the TIC and Assembly Room, improvements to and increased use of the Assembly Room and a full modernization of both the fit-out, services and merchandising offered within the Tourist Information Centre.
- 2.3 In September 2013, the Council approved release of £797K capital funding to commence a second phase of improvement works and supported recommended ongoing actions to deliver the project subject to a review of options for access improvements and use of the Assembly Room at a Member / Officer Workshop.
- 2.4 The overall objective is to achieve a more cost neutral delivery position by maximising revenue through providing services and products that are influential in determining what visitors do, where they go and how much they spend in the local economy. In addition, there will be a need to ensure that management and operational arrangements are put in place to promote the use and revenues generated by the TIC and the Assembly Room since it is important that the Old

Town Hall is perceived by visitors to be a 'joined up experience' ranging from information services to venue provision.

- 2.5** The bulk of the work will be implemented in 2014/15 and 2015/16, and to this end under the leadership of the Director of Economic Development the project has been developed by a Project Steering Group comprising officers from Tourism Support, Property Services, Economic Development, ICT and Building Facilities supported by an externally appointed specialist building conservation and fit – out team led by Johnston and Wright Chartered Architects.

3. PROJECT OBJECTIVES

3.1 The purpose of the Phase 2 project is to:

- a. Develop the role of the Old Town Hall as a gateway to Carlisle's Historic and cultural attractions, orientating visitors and showcasing key historic and visitor assets by an upgrade of the existing Tourist Information Centre with improved access from street level to the first floor and increased use of the adjacent Assembly Room'.
- b. The Tourist Information Centre will act as the strategic hub for visitors coming to explore Carlisle and the adjacent regions. It will provide the obvious starting point for their journey, whether it is a short walk around the Historic Centre of Carlisle, or exploring further afield to Hadrian's Wall, Lake District or Scotland. Local attractions include Carlisle Castle, Tullie House Museum and Art Gallery Carlisle Cathedral and Guild Hall. This strategic role will increase in importance due to the recent announced closure of the Trust which currently promotes Hadrian Wall as a major tourism asset for the region.
- c. It will be at the centre of the wider visitor interpretative network and will act as a hub for visitors wishing to explore Carlisle and beyond. The overall aim of the interpretation at the Tourist Information Centre is to inspire and inform visitors. It will provide part of the experience, not just information.
- d. Given the breadth of the audience, consideration will need to be given to employment of a range of media to communicate the information and interpretation to the widest possible audience. The 'Carlisle Story' will be an integral part of this experience. From simple leaflets to AV presentation, the media must be practical, easy to use and able to connect with other local tourist hubs.

- e. Improved lighting and signage to the Old Town Hall will also form part of the story and will need to reflect a quality experience and welcome to Carlisle.
- f. The overall intention is to modernise the service, to be more interactive and be more customer friendly. Any changes must aim to make the service fit for purpose for at least the next 15 years, so must be 'future proof' and stand the test of time.

3. PROJECT SCOPE

3.1 In order to develop the project the Steering Group has reviewed previously considered options for improvements to the building and public realm not covered by the completed Phase 1 project. This has required further analysis of options for access improvements and use of the Assembly Room which culminated in a Member / Officer Workshop on 20th November 2013. Key decisions were made in respect of the following:

- a. **Potential uses for the Assembly Room** to promote its use as a multi purpose and flexible City Centre venue. Options considered ranged from non income generating to more commercial uses which could be used to support the sustainability of the TIC. The objective of the workshop was for Members to advise Officers on the need to manage this space and / or generate income. **Members recommended a 'low range' income generating use based upon development of the Assembly Room for Civic, Meeting and Exhibition Space.**

Option(s)	Requirement(s)	Potential for income generation
1. Civic venue and Meeting Room	<ul style="list-style-type: none"> • City Centre meeting venue. • Audiences up to 50. • Flexible formats and layouts. • Full range of AV equipment. • Fully IT enabled. • DDA compliant 	Low Range:
2. Flexible space	<ul style="list-style-type: none"> • Interpretative wall mounted display / exhibition material. • Brochure racking and display / literature for visitors. • Visitor access to the internet using public access terminals. • Comfortable visitor lounge / reading 	Low Range:

	facilities.	
2. Art Gallery	<ul style="list-style-type: none"> • Gallery Space / lighting display boards. • Staffing. • Artist. • Marketing materials / PR. • Improved access. • Previous Artists love the room and location but say that the lighting and presentation of the room is poor. 	Low to medium Range:
3. Retail / Commercial use	<ul style="list-style-type: none"> • Attractive venue for functions. • Attractive as a catering / retail outlet. • Possible sublet to third party operator. • Adds to overall range of city offering. • Revenue earner. • Employment generator. • Possible need for separate management and access time arrangements to the TIC?. 	Medium to High Range:
4. Licensed Wedding Venue	<ul style="list-style-type: none"> • Revenue earner. • Community use of room. • Historic City Centre location. • Generate Public interest. • No Registry Office in the City Centre. • Fee of £1,000 for a 3 year licence. • Possible need for separate management and access time arrangements to the TIC? 	Medium to High Range:
5. Combination of Option(s) 1 and 4.	<ul style="list-style-type: none"> • When being used for weddings the space could be used as a civic space / meeting venue. 	Medium Range:

b. Access improvements to provide a more visible DDA and Fire Escape Route compliant ground floor entrance to the first floor, TIC and Assembly Room including upgraded lobby, stair, lift and disabled toilet facilities. Three options were considered involving **‘Minimal alteration and retention of existing tenancies’**, **‘Modest internal alteration and retention of existing tenancies’**, and **‘Significant alteration requiring vacation of the shop unit currently occupied by Peter Fletcher Jewellers’**.

c.

Members recommended 'Significant alteration' as the only option which could be designed to be DDA and Fire Escape Route compliant. Revised floor plan details are attached for reference purposes

3.2 Members recommendations have been reviewed by Johnston and Wright and developed with inputs from the Steering Group into an overall 'Schedule of Works' and 'Cost Plan' which also includes the following:

a. Restoration and upgrade of the building;

- Alterations to first floor circulation and service areas to access the Tourist Information Centre and Assembly Room.
- Progression of works identified as 'priority' repairs in the Conservation Management Plan which were not progressed as part of the Phase 1 contract.

b. Retention and upgrading of the Tourist Information Centre in its current location

- Enhanced Tourist Information facilities providing an 'information hub' on the 'Carlisle Story', local history, attractions, festivals, events and accommodation in Carlisle and the surrounding area;
 - As existing - bookings, tickets, enquiries;
 - Information hub;
 - Potential for enhanced retail;
 - Increased advertising opportunities for Carlisle events and businesses;
 - High quality of service standards;
 - AV enabled;
 - IT enabled;
 - DDA compliant.

c. Restoration of the Assembly Room

- Improvements to the Assembly Room to support its use as a City Centre venue for exhibition and meeting space, to compliment the Tourist Information Centre and support the viability of the Old Town Hall;
 - City Centre Meeting venue and Exhibition Space;
 - Audience up to 50;
 - Flexible formats and layout;
 - Full range of AV equipment;
 - Fully IT enabled;
 - DDA compliant.

d. External upgrades:

- Improved exterior signage and feature flood lighting to the building;

3.3 Development of the final proposal has been informed through a number of review meetings held with a working group drawn from the main Steering Group. The Stage 1 Schedule of Works and Cost Plan were agreed following a presentation by Johnston and Wright to the full Steering Group on 1st April 2014. A copy of their presentation is attached for information purposes.

3.4. In summary the project will result in:

- Significantly improved and enhanced access for visitors, including the creation of an enlarged Ground Floor Public Entrance Foyer, with full access to the VIC and Assembly Room for wheelchair users improving the building's DDA compliancy.
- Reinstatement of the historic shop front between Costa Coffee and the external stair.
- Improvement of disabled WC facilities.
- Reinstatement of the original bright open space of the former Committee Room No 1 incorporating a new glass lift and timber stair.
- Refurbishment of the Assembly Room to become a Meeting Venue and Exhibition Space.
- Removal, relocation and replacement of existing tired sales and exhibition stands, hanging exhibits, furniture, fittings and equipment and reception fitment.
- Comprehensive upgrading of facilities and services associated with a Strategic Visitor Information Centre (VIC) as set out in Cumbria Tourism's Strategic and Destination VIC's standards, encouraging increased dwell times, access to electronic interactive Tourist Information Points, improved facilities for booking tickets and accommodation, and an improved merchandising offer comprising a showcase for locally produced goods.
- Increased public awareness of the services and facilities offered by providing an orientation function / shop window for Carlisle and Cumbria.
- More cost effective operation of the service with improved revenue generating potential.
- Improved signage and lighting to the building, enhancing its attractive appearance and helping strengthen the vitality of the city as both a retail and visitor destination.

3.5 The preferred access option as recommended by members will involve the City Council losing the current rental income of £6,500 per annum from a small retail unit currently occupied by Peter Fletcher Jewellers on the ground floor of the Old Town Hall.

3.6 There will also be some disruption during construction of the new access arrangements, physical improvements to the Assembly Room and further fit out of the TIC. This will require temporary relocation of the TIC to alternative accommodation for

the duration of the works which are programmed to be completed between January and July 2015.

4. FORWARD PROGRAMME

4.1 Following the appointment of Johnston and Wright as lead consultant, and progression of key decisions and activities as detailed in Section 3, the project has progressed to approval of Stage 1 Final Project Plan.

4.2 The Project Steering Group will continue to monitor progress against the programme set out below:

- Co-ordinating consultant appointed 8th January 14
- Commencement of Stage 1: 'Development of Detailed Proposals' 9th January 14
- Stage 1 'Final Project Plan' approved 1st April 14
- Commencement of Stage 2: Implementation 7th April 14
- Statutory Applications submitted 7th May 14
- Building work Stage 1 Expressions of Interest issued 18th June 14
- Submission of completed PQQ's 11th July 14
- Statutory approvals 16th July 14
- Evaluation and short listing of PQQ's 28th July 14
- Stage 2 Building work tenders issued 3rd August 14
- Building work tenders returned 19th Sept 14
- Main Contractor appointed + mobilisation period Oct to Dec 14
- Phase 2 works commence on site Jan 15
- Phase 2 works completed July 15
- End of Defects Period / Final Account July 16

5. INVESTMENT / BUSINESS PLAN

5.1 Staying visitors in Carlisle spent £120m in 2008 and tourism supports an estimated 2,350 jobs. However tourism in Carlisle is declining in volume and value with a 38% fall from a peak of 190,000 to less than 130,000 in recent years despite strong heritage assets and possessing many of the key ingredients necessary for a successful visitor destination.

5.2 In 2010 the Business Plan was drawn up which confirmed that creation of a revitalised strategic visitor information centre in the Old Town Hall which will add considerably to the ability of Carlisle to attract and retain visitors and to generate increased revenue and employment from the visitor market. Given that in previous years, visitor numbers were significantly higher, a refurbished TIC focused on offering services which compliment their core business of information provision would expect to welcome increased numbers of visitors (Appendix E).

5.3 Based on a visitor range of 140,000 to 170,000 it is feasible that the net cost per visitor could decrease from the current £2.06 to at best £1.56 in four years with a significant reduction in operating deficit from £135k to £97k at best. Whilst the VIC will still require an operating subsidy, it is estimated that the total incremental economic impact generated could be in the range of £1.2 million to £2 million with the creation or safeguarding of between 22 and 37 Full Time Equivalent jobs in the Carlisle economy.

5.4 This investment by helping reverse the recent downward trend in visitor numbers to Carlisle, will contribute to the economic growth of the local economy, driven by facilitated private sector growth which will contribute to re-balancing of the economy as private sector jobs fill the gap left by the loss of 3% of job in the public sector by 2015.

5.5 Redevelopment of the Old Town Hall therefore offers significant opportunities to reinforce the role of the building in Carlisle’s cultural / life and as a visitor attraction, whilst offering the services and facilities associated with a high quality strategic TIC. As an attraction and as a strategic TIC, the Old Town Hall can contribute significantly towards the strategic aims of achieving growth of 10% in the value of tourism in Carlisle.

6. IMPACT ON COUNCIL OPERATIONS OR OTHER PROJECTS

6.1 The project will enhance the operations of the TIC which is seen as a key part of the support of the visitor economy. The future staffing of the TIC will be reviewed as part of the project.

6.2 The Old Town Hall is a key asset of the City Council and generates a substantial rental income from the retail properties on the ground floor. Proposals will enhance the attractiveness to tenants for these units and support and enhance rental levels.

7. MAJOR RISKS

The major risks are set out below each of which will have a separate Risk Mitigation Strategy put in place as the project is developed further.

Risk	Likelihood 1 (low) – 5 (high)	Impact 1 (low) – 5 (high)	Mitigation	Resp Off
Inability to secure funding.	2	5	Project prioritized for delivery in the City Council's Corporate Plan. Indicative capital budget of £1,500,000	Carlisle City Council

			allocated for the project. Capital budget of £797,000 approved by EX Sept 2013.	
Budget costs exceeded	3	3	Contingencies built into budget recognising that an old building will have unforeseen problems. Detailed investigations at design stage.	Carlisle City Council
Programme delays	3	3	Progress will be monitored against the programme. Actions taken to mitigate delays.	Carlisle City Council
Listed Building + Building Regs not secured	1	5	Advanced discussions with City Council Conservation Officer.	Carlisle City Council
TIC footfall and revenue figures not being achieved.	2	5	Business Plan updated by TIC Manager to reflect expected benefits from the Phase 2 works.	Carlisle City Council

8. DETAIL OF INPUT REQUIRED FROM OTHER TEAMS IN THE COUNCIL TO DELIVER THE PROJECT

	Involvement Required
Property Services	Dealing with all landlord & Tenant issues regarding the Council's ownership and existing tenants in the entirety of the Old Town Hall building
Finance	Assistance with financial monitoring of the Capital Programme
Procurement	Assistance with Procurement of Professional Design Team and subsequent building contractor, fit out contractors and suppliers of any Audio visual and other technical equipment.
HR	
ICT	Assistance with co-ordinating and integrating all proposed ICT related aspects of the project
Legal Services	Any legal work around contracts to be drawn up for the Design Team and Building contractor, and any legal work arising from Landlord & Tenant issues
Resource Planning	
Other	

Details of Input required from External Bodies e.g. contractors, consultants, service providers, partners	Third party servicers will include: Design Team Construction and other building fit out contractors Suppliers of audio visual and other technical equipment
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9. CUMBRIA TOURISM PARTNERSHIP

9.1 Cumbria Tourism Partnership are the Destination Management Organisation. The Council contributes £4,100 to the DMO and has a Service Level Agreement with the Partnership. The key points in the SLA are -

The Recipient's Obligations under the Project:

1. The Recipient will use the Grant towards its support and help of the service provided by the Funder's Tourist Information Centre to provide advice and help to the Tourist Information Centre when required.
2. The Recipient will:
 - (a) offer support, advice and communication to the Tourist Information Centre when required.
 - (b) actively promote the service and contact details of the Tourist Information Centre publications.
 - (c) share any relevant information that it becomes aware of with the Tourist Information Centre
 - (d) support any plans to enhance the Tourist Information Centre so far as it is able
3. The Recipient will make reference to it's receipt of the Grant received from the Funder in it's Annual Accounts in it's Reports and in any material used by the Recipient for publicity purposes and when undertaking any work on behalf of the Funder.
4. In the event that the Funder is considering withdrawing any part of the Grant to the Recipient the Recipient will provide the Funder with a list of relevant organisations and contacts which the Funder will use to service users and allow them to put forward options on how to reshape the Tourist Information Centre Service in accordance with Best Value Statutory Guidance September 2011 or such Guidance with replaces the Best Value Statutory Guidance September 2011.

5. The Recipient will use the funding to support the infrastructure of itself and the Funder in the following areas:
 - (1) **Marketing** – The Recipient will promote Cumbria and the Lake District as a holiday destination through a variety of media primarily to the domestic market and also overseas. It will also deliver marketing activity which is specific to places in Carlisle through programmes such as the Marketing of Carlisle city and district, and through the appropriate channel on the Golakes website and through social media content.
 - (2) **Public Relations** – The Recipient will seek to raise the profile of Cumbria and the Lake District as a holiday destination through a series of Public Relations activities. These will include specific visits to Cumbria and the Lake District by journalists, familiarisation trips, referrals for film and TV companies, National Tourism organisations etc.
 - (3) **Tourism** – The Recipient will focus on and develop tourism and the visitor market throughout Cumbria and the Lake District and will promote the history, heritage and retail offer, alongside, walking, cycling and other relevant activities in Carlisle.
 - (4) **Communications** – The Recipient will coordinate regular stakeholder meetings and keep members informed of policy and structure changes. This will include meetings and events within Carlisle together with coverage in emails, web content and newsletters (including electronic newsletters) of relevant activity taking place within the district (including Hadrian’s Wall – World Heritage Site
 - (5) **Policy and Research** – The Recipient will undertake relevant research and policy formulation to influence public and private sector investment in Cumbria’s Visitor Economy. Some of this activity will be take place within and shape policy, strategy and support for businesses and other organisations within Carlisle district.
6. The Recipient shall ensure that its actions are reflective of the Funder’s commitment and obligation to promoting equality and diversity between groups in the local community.
7. The Recipient will provide feedback covering all the activities relating to the its spending of the Grant to the Funder via six monthly and annual progress reports.

9.2 The Funder’s Obligations under the Project

1. The Funder will promote the tourism sector as provided for in the Carlisle Action Plan prepared by the Funder annually detailing the Funder's plans for the City of Carlisle for each coming year.
2. Work jointly with the Recipient on new developments and networking partnerships as and when the opportunities arise such as British Heritage Cities and such new and existing businesses.
3. Keep Cumbria Tourism informed of any organisation/structural developments.
4. Provide a named contact to deal with general issues. This will be the Tourism Marketing & Development post and Tourism Information Manager post.
5. Arrange liaison meetings every three to six months with the Recipient.

9.3 The Cumbria Tourism Partnership consists of the following:-

Cumbria Tourism Executive Board – Currently 16 members with scope for 1 more co-option – maximum 17

Commercial Members Committee – 20

Number of Commercial Members – approx. 2,700 (in the region of 130 from Carlisle district)

Cumbria Tourism Partnership meet regularly with some 40-50 organisations on the database and regular representation from across the county (including LAs, HWT, AONB's, Town Partnership and all the Agencies).

9.4 AN UPDATE FROM CUMBRIA TOURISM:

- **Marketing Campaigns-** both place specific (for example # the place to be) and thematic (Adventure Capital and Cultural Destinations). For obvious reasons the focus is on marketing out of county; for the recent campaign we increased the coverage in the NE and Southern Scotland to draw more visitors to North Cumbria.
- **Digital Media:** vast amount of web and social media activity covering the entire county.
- **Public Relations:** again lots of activity covering the whole county. Journalist trips, overseas visits etc. In the current year the AEV is £8.4m and there have been 109 press visits arranged. Carlisle will have had its fair share of these.
- **Membership Services:** CT has around 120-130 paid up members in the Carlisle City area. Although it has always proved difficult we are continuing to try to increase

this figure. Members benefit from regular communication, training opportunities, marketing channels and networking events.

- **Research:** Ranges from Occupancy, bed stock, attraction figures and STEAM. We provide you with a quarterly Research Newsletter and other data on request.
- **Advocacy, Leadership and Representation:** CT champions the needs of the Visitor Economy and the Tourism Industry on a daily basis through the media, MPs, Visit England and Local Authorities.
- **My Cumbria:** A membership scheme for residents of Cumbria to provide discounted leisure, retail and eating experiences. There are currently around 1600 members
- **Strategy and Planning Issues:** We will regularly comment and support/object to various applications and consultations where the visitor economy is involved. In Carlisle recently this has included comments on the Local Plan documents, Historic Core Restricted Zone, Wind Turbine applications, Carlisle Airport etc
- **Funding applications and Bids:** Direct bids for resources to undertake projects in Cumbria (Cultural Destinations or the Adcap Rural Growth Network) or support for bids by other bodies (eg Warwick Bridge Corn Mill, Eden Rivers Trust). Crucially CT is preparing the case for funding via the Cumbria LEP for International Marketing over the next 5-6 years.

Media Coverage generated by press trips organised by Cumbria Tourism

- The Independent online 15 April 2013, (Beech House Holidays in Carlisle)
- Cumbria Life 25 June 2013 (Beech House Holidays in Carlisle)
- The Scottish Daily Express 8 July 2013 (Beech House Holidays in Carlisle)
- The Times (Weekend) 28 September 2013, (Beech House Holidays in Carlisle)
- Cumbria Life – The Tranquil Otter (September 2013)
- Neue Westfälische, regional daily newspaper of North Germany (Tottergill Farm Cottages, Hadrian Wall March 2013)
- OP Weg Magazine (International Press Visit from Belgium) Settle to Carlisle. Stayed at the Hallmark Hotel and tour and talks of the city by Carol Donnelly

International Familiarisation Trips organised by CT & Visit England

- In March 2013 a group of 21 Indian Travel Agents and journalists visited Cumbria. As part of the trip they visited Carlisle for a full day and experienced Tullie House Museum & Art Gallery and a tour and talks of the city by Carol Donnelly.
- **Media Coverage generated by national #thepacetobe campaign 2014**
Centuries of culture in Carlisle – The Daily Telegraph web 28 February 2014 (Helen Pickles)
- Centuries of Culture The Daily Telegraph Weekend 1st March 2014 (Helen Pickles)
- The Independent Traveller 8 page supplement, 8th March 2014 (Simon Calder)

#thepacetobe campaign 2014

- The **#theplacetobe** campaign is a fully integrated web, PR and print poster campaign to advertise the Lake District, Cumbria as the destination of choice. The adverts use stunning photography to promote the county of Cumbria and Carlisle has been selected for two separate adverts (Appendix B). 'Take the Kids to the museum' uses the citadel in Carlisle and 'Explore the Walled Gardens' features Hadrian Wall. The posters have appeared in dozens of key railway stations in the north of England and in Scotland.
- Inspiring film versions of the posters are being shown every 6 minutes on the large screens at Manchester Piccadilly, Leeds, Edinburgh and Glasgow mainline railway stations. Twelve versions of the poster campaign are being used in various media to show off the variety of Cumbria's offer, all of the posters use stunning photography aiming to inspire potential visitors to explore this wonderful county. A full set of the posters are also on display at the HQ of the European Parliament in Brussels hopefully enticing large numbers of politicians and civil servants to visit Cumbria.

10. CARLISLE AMBASSADORS

BACKGROUND

- 10.1 The Carlisle Ambassadors Group was launched last September on the back of the Carlisle Story. The Ambassadors meetings are designed to bring people together from businesses and organisations across Carlisle and the region who want to see a successful Carlisle. A draft Statement of Purpose has been developed which sets out the groups of objective.

Statement of Purpose: We are an organisation formed to promote the City of Carlisle in the widest sense. We aim to encourage the businesses, public, private, educational, leisure, etc to join together to form a cohesive entity to market/show what is good here and where we wish to get to in developing the City to be better placed to attract inward investment and new residents. It will develop into being the primary networking opportunity which all will want or be part of. Ambassadors will benefit from improved knowledge of their City, enhanced business and a feeling of well being.

- 10.2 The meetings are held on a bi-monthly basis and have two distinct aspects. Firstly the chance to network with people and organisations from different parts of the patch and from different backgrounds. Secondly, to ensure that the ambassadors for Carlisle are up to speed with the big projects and new developments which are shaping the area. The meetings are held in different venues to enable the Ambassadors to see new developments or initiatives eg Kingmoor Park - new marketing suite and offices and the BIC at Paternoster Row. The presentations have covered a range of topics including the new Arts facility at the college, Tullie House and UKTI on Export.

- 10.3 There are currently over 70 groups and organisations registered as as Ambassadors including Stobarts, Pirelli, RBS, Solway Communications and Harrison Northern as well as the University and College.

Also refer to Appendices C & D.

11. EVENTS PROGRAMME

11.1 Events in Carlisle

As members will be aware Carlisle has hosted a full range of exciting events during the past few years – Radio 1 Big Weekend, Tour of Britain, Pageant Festival, Music City, to name but a few.

In addition to these ‘supported’ events the City Council also delivers the annual, highly regarded Fireshow, Christmas Lights events and other annual community activities such as Upperby Gala.

During the past few years (and budgets) the Council has agreed a specific budget to help promote the City to its residents and visitors from far and wide. The 2014/15 budget for events is £130,000. This budget will assist the Council to deliver the annual staples such as the Fireshow and Christmas Lights and also support a range of other events such as Music City, the Pageant, the Pirelli Rally, Cumberland Show and a host of others.

In addition to these events the Council have also supported a range of smaller events by responding to funding support requests. These requests are managed via the Policy and Performance Team in liaison with the Portfolio Holder.

11.2 Events Programme 2014

We have a busy, rolling programme of events planned for 2014. So far this includes:

- Wednesday 16 - Monday 21 April: Easter International Market, Carlisle city centre
- Friday 2 - Sunday 4 May - Pirelli Richard Burns Foundation Rally, start and finish in Carlisle city centre
- Saturday 24 May - Sunday 1 June: Carlisle Music City. Visit www.carlislemusiccity.co.uk
- Monday 26 May: Upperby Gala, Hammond's Pond
- Monday 26 May: Talkin Tarn Triathlon. Visit www.sportinaction.co.uk
- Saturday 14 June: Cumberland Show, Carlisle Racecourse
- Saturday 14 June: Carlisle Gay Pride, Carlisle city centre

- Saturday 28 June: Armed Forces Day, Carlisle city centre
- Sunday 29 June: Legion in the Community Fun Day, Bitts Park
- Saturday 16 - Monday 25 August: Carlisle Pageant, Carlisle city centre
- Saturday 1 November: Fireshow, Bitts Park
- Sunday 9 November: Remembrance Sunday, Carlisle city centre
- Sunday 16 November: Christmas Lights Switch On, Carlisle city centre
- Wednesday 3 - Sunday 7 December: Christmas International Market, Carlisle city centre

To coincide with the Glasgow Commonwealth Games, we're working with partners to hold a Festival of Sport. Plans are also under development with Carlisle Food Partners to promote Carlisle's culinary skills with a food event later in the year. We are also talking with partners and stakeholders to organise a series of commemorate events for the anniversary of the First World War.

11.3 Community Events Panel

We launched a pilot Community Events Support Panel in January. The panel has offered the following events financial support (subject to the Council's Budget being approved on 20 February):

- Pirelli Rally – 3 and 4 May 2014
- Gay Pride – 14 June 2014
- Cumberland Show – 14 June 2014
- Carlisle Music City - Saturday 24 May - Sunday 1 June
- Legion in the Community Fun Day, Bitts Park - Sunday 29 June

11.4 Cost and sponsorship

We are working on the detail of each of the events that Carlisle City Council deliver, within the budgets set. There is considerable scope to look at new approaches through procurement and investment and once these exercises have been complete a more detailed report will be brought to the panel.

One area of development has been in our approach to sponsorship and partnership around events. We have learnt from our experiences with the Tour of Britain and have sought a specialist partner. This year we will be working closely with Liquid Design, a local business, to promote sponsorship and partnership around the events programme.

12. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- i. The Overview and Scrutiny Panel note progress on the Phase 2 Improvements to the Old Town Hall and support ongoing actions to deliver the project.
- ii. To ensure that the City Council maximises the use of the Old Town Hall following completion of the Phase 1 Repair and Restoration works including developing its role as an information hub for Carlisle's historic, cultural and visitor assets.

Contact Officer: Jane Meek

Ext: 7190

Appendices

attached to report: ED 27 / 13
Appendix A
Appendix B
Appendix C
Appendix D
Appendix E

Report to Executive

Agenda
Item:

Meeting Date: 30th September 2013
 Portfolio: Economy and Enterprise
 Key Decision: Yes: Recorded in the Notice Ref:KD022/13
 Within Policy and Budget Framework YES
 Public / Private YES

Title: OLD TOWN HALL
 Report of: Jane Meek
 Report Number: ED 27 13

Purpose / Summary:

To update Members on the Old Town Hall following completion of the Phase 1 Repair Project, to set out the strategy for Phase II and seek approval for the City Council capital funding to facilitate development , management and delivery of a second phase of improvements. The work includes modernisation of services offered through the Tourist Information Centre with improved access from street level to the first floor and increased use of the Assembly Room.

Recommendations:

The Executive is asked to:

1. Note progress on the preparatory work for Phase 2 Improvements to the Old Town Hall and support recommended ongoing actions to deliver the project.
2. Approve for recommendation to Council, the re-profiling and release of funding of £797,000, profiled £62,000 in 2013/14, £698,000 in 2014/15 and £38,000 in 2015/16 to commence work on the Phase 2 in line with the programme outlined in this Report.

Tracking

Executive:	
Overview and Scrutiny:	

Council:	
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1. BACKGROUND

- 1.1** The Old Town Hall is an iconic building situated in the centre of Carlisle. The building has a variety of uses over the years including most notably the Courts of Assize in 1861, the City's Magistrate Court until 1941 and Council Chamber and Offices of the City of Carlisle Corporation until 1964.

The building currently has two public spaces, one of which is used as a Tourist Information Centre and the other known as the Assembly Room which is currently used for meetings and functions. A number of retail and food and drink outlets are located on the ground floor. Over the years the fabric of the Old Town Hall has deteriorated and a Conservation Management Plan, Options Appraisal document and Business Plan were prepared in 2009/10. Following the demise of the Regional Development Agencies and the withdrawal of funding a revised scheme was produced.

The 'Repair and Restoration' project was drawn up and agreed by the City Council's Full Council in November 2012. This work is now complete at a cost of circa £500,000 of which English Heritage is contributing circa £56,000 through their PSICA scheme for Carlisle.

As part of this project the Tourist Information Centre temporarily relocated to the nearby Cathedral Lodge. They re-opened at the Old Town Hall on 1st July 2013 following completion of the Phase 1 repairs.

1.2 Project Scope

The following areas have been selected by the Steering Group for further review from the original Feasibility Study and Business Plan Report which recommended retention of the Tourist Information Centre in its current location, creating a new public entrance area on the ground floor and securing improvements to the Assembly Room to support its use as a City Centre venue for exhibition and meeting space.

Restoration and upgrade of the building;

- Reworking the ground floor of the building, to accommodate a DDA and Fire Escape route compliant access from street level to the first floor including upgraded lobby, lift, staircase and disabled toilet facilities;
- Alterations to first floor circulation and service areas to access the Tourist Information Centre and Assembly Room

- Progression of works identified as ‘priority’ repairs in the Conservation Management Plan which were not progressed as part of the Phase 1 contract. Further intrusive survey work will be required, to allow a greater understanding of evident defects which will need to be addressed as part of the Phase 2 project

Retention and upgrading of the Tourist Information Centre in its current location

- Enhanced Tourist Information facilities providing an ‘information hub’ on the ‘Carlisle Story’, local history, attractions, festivals, events and accommodation in Carlisle and the surrounding area;
- Restoration and improvement of the Assembly Room
- Improvements to the Assembly Room to support its use as a City Centre venue for exhibition and meeting space, to compliment the Tourist Information Centre and support the viability of the Old Town Hall;

External upgrades

- Improved exterior signage and feature flood lighting to the building;
- External public realm improvements to the area in front of the building with enhanced links to the Historic Quarter and wider tourism offer

Whilst a previous design team was appointed for the 2009/10 review, due to the time gap, a further procurement exercise will be required to appoint a specialist design team to help develop and deliver the Phase 2 works. This will be done through open competition using the Council’s CHEST System.

There are advantages and disadvantages with each option, in particular the effect on the programme. In addition there may be an opportunity to combine the options. It is therefore proposed that the Council enter into negotiations in order to establish the best team to develop and deliver Phase 2 of the project.

As part of the development of the project it is proposed that options will be drawn up which will form the basis for discussion at a Member/Officer Workshop. Items for discussion include access, IT, signage and use of the Assembly Room.

2. PROPOSALS

2.1 Programme - The Project Steering Group will work to the initial programme set out below. This will be further refined as the project develops.

Activity	Date by
Steering Group Inception Meeting.	11 th July 2013
Report to Executive	30 th Sept 2013
Design Team. Appointment	Sept to Nov 2013

Full design of access, public realm and fit out proposals for the TIC and Assembly Room.	March 2014
Tender for capital works and fit out	April – May 2014
Listed Building + Building Regulation Approval(s)	June 2014
Appoint Main Contractor + mobilisation period.	July – Aug 2014
Capital works commence.	Sept 2014
Capital works completed.	February 2015
Defects period completed (12 months).	March 2016
Final Claim certified.	June 2016

The Capital works are programmed to be undertaken between September 2014 and February 2015 and are timed (in the event that it is required), to allow for temporary alternative accommodation arrangements for the Tourist Information Centre during the quieter winter period.

2.2 Budget - A capital budget was allocated as part of the 2013/14 budget process for works to the Old Town Hall and the surrounding areas of the Greenmarket of £1,500,000 in 2014/15.

It is estimated that costs could be reduced in line with the following breakdown when the works completed as part of Phase 1 are factored in:

£000's	Year 1 2013/14	Year 2 2014/15	Year 3 2015/16	Total
Capital				
Building works		635	33	668
Fees: Professional - external	50	45	5	100
Professional - internal	12	13		25
LA fees: Planning & Bldg		5		5
Sub total: Capital	62	698	38	798
Revenue				
Temporary relocation costs TIC		10		10
Loose furniture and fittings		10		10
Tenant – relocation / compensation costs		15		15
Sub total: Revenue		35		35
Total				833

The budget will be reviewed and adjusted as project content and costs are developed / confirmed.

To enable the forecast main capital expenditure to be fully expended during 2014/15, a budget of £125,000 will need to be approved to cover project management fees and appointment of a project team from October 2013.

3. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- I. The Executive note progress on the preparatory work for Phase 2 Improvements to the Old Town Hall and support ongoing actions to deliver the project.
- II. The Executive approve, for recommendation to Council, the re-profiling and release of dunging of £797,000, profiled £62,000 in 2013/14, £698,000 in 2014/15 and £38,000 in 2015/16 to commence work on the Phase 2 in line with the programme outlined in this report.

3.1 Reasons For Recommendations

- I. To ensure that the City Council maximises the use and commercialism of the Old Town Hall following completion of the Phase 1 Repair and Restoration works including developing its role as an information hub for Carlisle's historic, cultural and visitor assets.

Contact Officer: Jane Meek

Ext: 7190

**Appendices
attached to report:**

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

- None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Community Engagement –

Economic Development –

Governance –

- Legal – As the property owner the Council is entitled to carry out repairs and/or alterations to the fabric of its building providing it complies with the requirements of any leases granted to tenants.
- All contractual relationships with providers must be entered into in accordance with the Council's Contract Procedure Rules.

Local Environment –

Resources –

- Staffing/Resources - There are sufficient in house resources to manage the project through to completion.
- Financial – Funding of £1.5 million in the 2014/15 capital budget was approved as part of the 2013/14 budget process for the Old Town Hall and Greenmarket public realm works, to improve facilities, appearance and services to the buildings in this small part of the city. The estimated cost of the Phase 2 works to the Old Town Hall as outlined in this report has reduced to £733,000 split £797,000 capital and £35,000 revenue when the works completed as part of Phase 1 are factored in.

This report requests that the Executive approve, for recommendation to Council, the release and re-profiling of the capital funding of £798,000 from the allocated £1.5 million based upon the estimated budget breakdown provided in Section 2.2. The budget will be reviewed and adjusted as project content and costs are confirmed.

The revenue costs of £35,000 outlined in 2.2 will need to be met from existing revenue budgets as these items do not meet the definition of capital expenditure and therefore cannot be funded from the capital funding.

The forecast reduction in rental income of £6,500 per annum from the required vacation of the unit currently occupied by Peter Fletcher Jewellers will need to be accommodated within existing budgets.

The Procurement route to be used to appoint contractors will need to be determined as part of the project, either utilising an existing framework agreement or undertaking the full tender exercises internally and using the CHEST e-tendering system.

DRAFT BUSINESS PLAN

1.i. Background

This business plan sets out the market context and operating projections for the refurbished Carlisle VIC. The business plan reviews recent performance of the VIC and then provides estimates of potential future role and performance. The plan then addresses the economic impact of the VIC and makes recommendations on management and operational aspects of the VIC.

ii. Recent Performance of Carlisle TIC

Against a backdrop of declining volume and value of tourism in Carlisle, the Carlisle VIC has witnessed a decline in most of its major performance indicators. Total enquiries and walk up visitor numbers have generally declined in recent years as has income from accommodation booking and retail activities. Many of these trends reflect national trends. Until recently, income per visitor was relatively stable but has declined in 2009. The net cost per visitor is increasing every year. The project aims to reverse those trends and establish Carlisle as a strategic VIC serving Cumbria and the Northwest region of England

iii. The Project

As a central element of the refurbishment and restoration of Carlisle Old Town Hall, the VIC will undergo a comprehensive upgrading at an estimated cost of £300k within a wider £833k total project cost. The VIC will include a strengthened orientation function; offer enhanced sales / advertising opportunities as well as providing information and booking services for accommodation, events, destinations, holidays and travel operators.

iv. Impact of the VIC Redevelopment

The impact of the VIC refurbishment could be to increase ongoing and sustainable visitor numbers to a sustainable level of between 140,000 and 170,000 by enhancing the overall quality of experience and, through combining the development with a strong focus on service quality, and developing new sources of income generation. This will enhance revenue and reduce the future operating deficit and cost per visitor.

v. Economic Impact

If the Old Town Hall is restored and the VIC proposals are implemented, it is estimated that the total direct incremental economic impact generated could be in the range of £730k to £1.2 million. Factoring in the multiplier effect indicates that the gross incremental economic impact generated could be in the range £1.2 million to £2 million with the

creation or safeguarding of between 22 and 37 Full Time Equivalent jobs in the Carlisle economy.

2.1. BUSINESS PLAN

The business plan sets out the projected performance of the refurbished Carlisle Visitor Information Centre (VIC) following completion of the Phase 1 refurbishment and upgrading of the Old Town Hall, which incorporates redevelopment of the regional VIC serving the City of Carlisle and Cumbria. To set the scene for the projections an analysis of the past performance of Carlisle VIC has been undertaken.

This business plan is based on the potential for the Old Town Hall to fulfil a key role in the heart of Carlisle both as a visitor attraction in its own right and as an information centre which offers the highest standards of information, orientation and customer service and which can generate significant economic benefits for the city of Carlisle and surrounding area. The remainder of this business plan is structured as follows:

- Section 2 Carlisle Old Town Hall
- Section 3 The Carlisle Visitor Market
- Section 4 Past Performance of Carlisle VIC
- Section 5 Business Plan for the Upgraded VIC
- Section 6 Economic Impact of the Strategic Carlisle VIC
- Section 7 Operational Aspects of Carlisle VIC
- Section 8 Management Options
- Section 9 Risk Assessment and Mitigation
- Section 10 Conclusions

2.2. CARLISLE OLD TOWN HALL

2.2.1. Historic Context

The historic significance of Carlisle Old Town Hall is documented in detail in the Conservation Plan. From the perspective of the Old Town Hall as a tourism asset for Carlisle, there are two aspects to be considered.

These are:

- The Old Town hall as the location of the VIC
- The Old Town Hall as a visitor attraction in its own right.

2.2.2. Strategic Context – Carlisle Visitor Information Centre

Carlisle VIC is one with strategic status in Cumbria. Strategic VICs are located in prime destinations and act as gateways to the region. They tend to handle the highest volume of enquiries through a range of channels: face-to-face, phone, email and web. Their staff

handle a large number of non-local enquiries about the region and England. A strategic VIC must be capable of the highest level of information provision within Cumbria. Carlisle is regarded as a “City 3” VIC by Destination Performance UK (DPUK) i.e. a VIC which serves a city with the following attributes:

“Smaller regional hub locations with populations of 80,000-150,000. Majoring on historic, rural and industrial attractions. Very active in tourism, all with TICs”

As the “anchor” city for the North West, the Border lands, and the western hub of Hadrian’s Wall, Carlisle is an important location for a strategic VIC. Cumbria Tourism defines a strategic VIC as one which is:

- A geographical ‘Gateway’.
- A transport hub e.g. primary or trunk road, railway station or airport location.
- Strategically important to the destination.

Located in the city centre within a Grade 1 listed historic building the Carlisle VIC will be central to achieving the aims for tourism in Carlisle set out by Carlisle Tourism Partnership. CTP seeks to achieve tourism growth of 10 per cent by creating 200 jobs and generating an additional £12 million a year in the city economy.

The VIC will support the vision set out in the Northwest Visitor Information Framework of creating a:

“World-class visitor information services that exceed the expectations of our visitors, provide a competitive advantage to the region, and that make a measurable and valuable contribution to the visitor economy.”

Visitor Information Centres have been shown to play a significant role in influencing visitor behaviour in such a way as to generate incrementally increased visitor spend in their area. The degree to which this occurs depends on the level of visitors, as opposed to residents, using the VIC. It is estimated by Carlisle VIC that over half of all existing visitors to the VIC are visitors to the city. Therefore there is significant scope for the VIC to play a central and enhanced role in generating economic impact and employment impact through generating incremental spend from visitors to the city.

2.2.3. The Old Town Hall as a Visitor Attraction

In addition to housing the VIC, the Old Town Hall is a historic building in its own right. It lies at the centre of the historic quarter of the city and the Council’s plan to develop the Old Town Hall as a centre point of the historic quarter and its connections with the Hadrian’s Wall World Heritage Site which can attract new investment and visitors to the

city. The Historic Quarter Steering Group has identified four key strands which form the basis of its development strategy. These are:

- Marketing & Promotion
- Development of Key Assets
- Movement Strategy
- The Cultural Offer

In support of these aims, there are a number of ongoing related and interlinked projects, including:

- Development of an interpretive framework for the city centre
- Events and Festivals
- Marketing and Promotion of the Historic Quarter
- Enhancements at Tullie House, Carlisle Castle and the Cathedral Precinct
- Public realm improvements
- Roman Gateway linking Hadrian's Wall and the city centre

The redevelopment of the Old Town Hall represents a development of a major city asset. There is scope to incorporate aspects of its story and the artefacts relating to its role as a magistrates court and jail in its refurbishment. The Assembly Room has been identified by Members as a high quality city centre venue for Civic functions, Meeting and Exhibition space which could enhance the overall attractiveness of the building. Overall the aspiration for the project should be to restore the Old Town Hall as a high quality, historic venue which offers the highest standards of visitor information service amidst a high quality and relaxing city centre attraction.

2.3. THE CARLISLE VISITOR MARKET

2.3.1. Carlisle as a Destination

Carlisle is a historic Cathedral City with over 2000 years of heritage and today it is a market town, major shopping centre, transport interchange on the M6 and west coast main railway line, and employment and service centre for Cumbria and southwest Scotland and is now a university city. It is a focal point for tourists visiting the Lake District, Hadrian's Wall and Southwest Scotland

In April 2009 Britton McGrath Associates, in their case for tourism development, commissioned by Hadrian's Wall Heritage Ltd, concluded that Carlisle has strong heritage assets and many of the key ingredients necessary for a successful visitor destination but it is currently under-performing by comparison to its potential. Based on relatively conservative assumptions, the economic returns and value-added from implementing a proposed development programme with an estimated value of £32 million would be significantly positive. In real terms the investment programme could generate an average

incremental visitor spend of £103.2m per annum to the Carlisle urban area, £14.6m per annum to the Carlisle district and £88.6m per annum to the Cumbria region

However under the do nothing scenario, total visitor expenditure in Carlisle and Cumbria could decline from a forecast £780 million in 2015 to just under £709 million by 2034, in real (2009) prices. The growth aspiration forms the backdrop to establishment of the Carlisle Tourism Partnership formed in September 2009.

It is against this background that the restoration of the Old Town Hall and development of an enhanced VIC within it is viewed as a central element both of delivering the tourism action plan and of achieving the aims of the City Council and the Historic Quarter Steering Group. Two of the key strategic thrusts of Carlisle City Council are:

- Maximising the economic and cultural potential of the Historic Quarter and its key assets
- Strengthening the City Centre with a mix of new retail, leisure and business uses.

Restoration of the Old Town Hall and upgrading the VIC will contribute significantly towards achieving these objectives.

3.3.2. Recent Trends in Tourism in the City of Carlisle

It is estimated that direct and indirect tourism expenditure currently supports around 2,100 jobs in Carlisle. Recent years have witnessed a 7% decline in the reported volume and value of tourism to the City of Carlisle over a 4 year period.

Staying visitors only account for 67% of tourist days.

3.3.3. Volume and Value of Day Visitors

The estimated day visitor market volume and value are:

DAY VISITORS TO CARLISLE:	2007	2008
Tourist Numbers	1,836,000	1,765,000
Revenue	£66,400,000	£63,840,000
Spend per head	£36	£36
Source : STEAM		

Updated figures required if available?

Although the day visitor market is significant, it has remained largely unchanged in recent years. It is not feasible to differentiate the Carlisle day visitor market into those who are residents of the city or those who may originate beyond the city. In conventional tourism

economic impact analysis, the spending of local residents is not considered to represent injections of new money into the area, but merely the “recycling” of money already in the area. For the purposes of business planning and assessment of the economic impact of the new VIC, the assessment model developed by VisitEngland excludes local residents from the overall calculations. However it is known that in Carlisle, the resident market represents a minority of VIC users, indicating that there is potential for significant impact to generate incremental expenditure from the staying visitor market.

3.3.4. Reversing Decline in Carlisle Tourism

A number of mitigating actions have now been put in place by public agencies, to generate renewed growth in the visitor market. Regeneration of Carlisle Old Town Hall and the upgrading of the Carlisle Visitor Information Centre located within it represent a key response to help reverse this decline.

3.4. PAST PERFORMANCE OF CARLISLE VIC

3.4.1. Total VIC Enquiries

As the overall tourism volume and value in Carlisle have declined, the usage of Carlisle VIC has shown a 35% decline over a 6 year period. However, over the same period whilst the numbers of enquiries being made by telephone and mail have shown an equivalent decrease, e-mails have increased by 87%.

These trends are reflective of the national picture with email enquiries increasing across the UK at the expense of mail and telephone enquiries. However, it is anticipated that the TIC will still provide a significant service to telephone enquiries due to the continued value of the TIC as a source of local knowledge for many residents and potential visitors.

3.4.4. Monthly Visitor Profile

The usage of Carlisle VIC peaks in the third quarter summer months and mirrors the visitor profile for England and for Cumbria as a whole indicating that the centre serves mainly a leisure tourism market in those months. This is confirmed by the VisitEngland VIC study which indicated that, on average, around 50% of users of Northwest VICs were holidaymakers or day trip visitors. Source: Carlisle VIC

This is reinforced by Carlisle VIC's own figures which estimate that the user profile of the VIC is comprised of 67% visitors to Carlisle compared with 30% for TICs across England as a whole. It is the April – September market which is declining slightly on a year to year basis. Early and late year values indicate that generally out of season numbers which are more likely to be comprised of local residents are holding up reasonably well indicating

that the market segment in which tourism in Carlisle is declining to some degree is in the seasonal leisure market.

3.4.5. Market Share

The VIC market penetration rate amongst the Carlisle staying visitor market has declined at a marginally greater rate than the overall percentage reduction in staying visitors indicating that the VIC is serving a reducing proportion of the existing staying visitor market

Based on available data it is estimated that Carlisle VIC welcomes around 11% of the total staying visitor market to Carlisle. The Carlisle VIC market share has reduced by around 2.2% in only three or four years. However the level of decline has reduced in recent years indicating that efforts to promote the VIC more widely are generating success and major investment in the VIC is intended to turn about resurgence in usage and to assist in growing the visitor market in Carlisle.

This reflects a number of concerns which form part of the backdrop of the wider Old Town Hall project, namely that

- The VIC is low profile and not easy for visitors to find
- The profile of the Old Town Hall as a historic building and place to visit is low
- The awareness of the VIC amongst city visitors is therefore relatively low
- Awareness of the VIC and its promotional role is not high amongst city tourism businesses
- It is no longer of the highest standards or service quality
- It does not meet DDA requirements

The reduction in usage is unsurprising when set against the overall decline in visitor numbers in Carlisle as recorded by the STEAM data and reflects the decline in tourism which this project seeks to redress. However recent efforts to raise the profile of the VIC through promoting its use in connection with events such as Illuminating the Wall and in association with Christmas lights and seasonal events have been successful and a major redevelopment will serve only to increase its profile further.

3.4.6. Income Earning Performance of Carlisle VIC

In common with most other VICs across the country, Carlisle offers an increasing number of core services which generate income to help offset their operational costs. These are:

- Accommodation booking services
- Ticket sales and agency agreements
- Retail sales

A summary of the budgeted Carlisle VIC revenue for 2011/12 is provided below:

CARLISLE VIC INCOME 2011/12

General Sales/Retail sales £40,603

General Sales/Ticket sales £48,731

Meals and refreshment sales £615

Accommodation bookings commission £4,392

Assembly Room bookings £4,732

Total Income £99,073

Source: Carlisle VIC

3.4.7. Income from Accommodation Booking and Retail Sales

In recent years total income from accommodation bookings (and by extension commission revenue) and retail sales has declined substantially. This trend is currently being reversed due to a range of enhanced services offered by the VIC.

3.4.7.1. Income from Accommodation Bookings

Income from bookings and commission on bookings made has declined reflecting the reduction in importance of the accommodation booking function which VICs provide.

This trend is not unique to Carlisle and reflects a UK wide decline in the visitor use of VICs to make accommodation bookings. The 2009 Cumbria Visitor Survey indicated that only 2% of visitors to Carlisle used the VIC to book accommodation prior to arrival, mainly of serviced accommodation. In general, direct telephone or online booking directly with the establishment are the preferred booking channels.

3.4.7.2. Income from Retail

Overall retail income has shown a decline since 2003 with a reduction in spend per visitor to around £0.32 in 2009. This reflects an increasing competitiveness in the city centre and a general downturn in the prosperity of visitors to spend on non essential retail items due to the impact of the economic recession on consumer spending. However, an upgraded VIC will be able to offer a range of enhanced services and products which will help reverse this trend.

3.4.7.3. Average Income per Visitor

The income accruing to the VIC has generally declined in recent years. The national VIC impact study found that average income per visitor was £1.28 including those who did not book accommodation. In the North West the average figure is £1.39 (Source NWDA TIC

statistics) Total income per visitor at Carlisle, like retail, has declined in line with national and regional trends.

3.4.8. Net Cost per Visitor and Operating Deficit

Cost per visitor is an indicator which is routinely used to describe VIC performance. VICs are generally not profit generators and operate at a trading deficit offset by grant support. The cost per visitor varies depending on their footfall, location and visitor profile. From the available data it is possible to estimate their values for Carlisle based on VIC budgets for 2007 to 2009.

Operating deficit and cost per visitor			
Year	2007	2008	2009
Visitor numbers	131,758	125,542	126,369
Revenue			
Retail sales (inc tickets)	£53,332	£49,356	£40,035
Accommodation Bookings	£44,145	£44,154	£35,196
Total	£97,477	£93,510	£75,231
Income per visitor	£0.74	£0.39	£0.32
Retail income per visitor			
Costs			
Staff	£113,512	£112,427	£107,558
Property costs	£21,180	£23,009	£21,718
Transport	£946	£644	£924
Supplies and Services	£106,285	£87,424	£107,634
Support Services	£21,800	£21,600	£23,400
Total	£263,723	£245,104	£261,234
Surplus / Deficit	-£166,246	-£151,594	-£186,003
Cost per visitor	-£1.26	-£1.21	-£1.47

Notes:

1. All figures are gross. The overall effect is to establish the level of **budget surplus / deficit** and Cost per visitor.
2. The figures need to be updated to reflect current and projected values.

3.4.8.1. Benchmark Comparisons

Net Cost per Visitor

On the basis of recent VIC performance and on estimated year end budgets figures, the net cost per visitor of operating Carlisle VIC decreased between 2007 and 2008 but has increased sharply in 2009 based on recent years' actual costs and was £1.47 per visitor in 2009

In terms of benchmarking whilst the cost per visitor of Carlisle VIC is close to the national average, it is the most expensive VIC in the Cumbria comparator group reflecting its status as a strategic VIC for the wider region.

Source: Carlisle VIC – Update required.

Revenue

By comparison Carlisle is the best performer in terms of Cumbria VIC's with an income per visitor at £0.96 which is well above the next best, Kendal, with reported income per visitor of £0.42.

3.4.8.2. Operating Deficit

In recent years the operating deficit of Carlisle VIC has reduced over the period 2007/2008 but has increased sharply to £186,000 in 2009, an increase of 21% on 2008.

Update required.

The VIC upgrading should give it impetus to improve its performance further both in terms of visitor throughput and in achieving its potential to increase gross visitor numbers and revenue, thereby reducing the Operating Deficit in future years.

3.4.9 .Use of the Assembly Room

The number of events and hence revenue generation through hire of the Assembly Room has declined in recent years to an average of 160 events. If the proposed use of the Assembly Room as a Civic, Meeting and Exhibition Space is progressed and a suitable charging structure adopted the income stream generated based upon projected usage could help reduce the operating deficit of the VIC.

3.4.10. Service Quality

“The local Tourist Information Centre in Carlisle has very helpful and friendly staff. They are extremely knowledgeable about everything round about, from local activities, to B&B's, and where to visit. Everything that you would expect from a Tourist Information office.”
Customer Review on Qype, November 2008

Recent NWDA service visits in October 2008 and July 2009 have indicated that generally service and facility standards are acceptable at Carlisle VIC but that there are some gaps in physical and service quality. It is clear that there are some aspects of the experience which require to be addressed if Carlisle is to operate as a Strategic VIC, not all of them

relating to the physical aspects of the VIC. There is evidence that visitor requirements are not being fully met and that if visitors impressions of Carlisle are being enhanced by the VIC it is generally as a result of the information available and not by the interaction with staff in the VIC. The upgraded VIC must offer scope to enhance the service quality in association with the upgraded facilities and to achieve this will require the development and implementation of a range of service quality programmes.

Consideration should be given to changing this para reflecting current / targeted improvements.

3.4.11. Summary of Carlisle VIC Performance

Carlisle VIC has shown a general decline in the number of walk up enquiries handled in recent years, although there is some evidence that levels have begun to increase. The challenge will be to sustain and enhance that increase through providing a major refurbishment for the VIC within the context of the wider Old Town Hall redevelopment.

Similarly, the retail performance has declined in recent years although much of that may be due to external economic factors as there is some evidence that where the VIC has been able to influence retail income it has been reasonably successful in doing so.

Although their service remains invaluable to visitors, the question of the function and value of VICs around the UK has been under analysis in recent years. In recent years, walk up visitor numbers at Carlisle VIC have declined significantly, however it is likely that a refurbished VIC would welcome increased numbers of visitors. Visitor surveys continue to show that across the UK VICs remain primary sources of information for visitors, with an average of 46% of VIC users making changes to their trips and generating increased visitor spend in their area as a result of using a VIC. Thus Carlisle VIC will play a key role in achieving the targets for tourism in Carlisle as it will be the main source of information about the city and surrounding area for visitors and will have major influence over the generation of incremental visitor spend.

It is acknowledged that due to technical advances in online technology and 4G telephone systems that the role of VICs is moving away from providing accommodation bookings to offering more of a face to face customer service and helping visitors to stay longer and spend more in the area. In parallel, the finances available to run VICs is becoming less readily available and local authorities across the UK must ensure that where VICs are supported they are providing a more cost effective service and acting more as generators of incremental tourism business, rather than simply as information centres which are run at significant cost. To this end, VICs must become more commercially oriented and engage with services from enhanced retail to ticketing and Wi-fi provision which complement their core business of information provision. Carlisle VIC has some significant assets to offer to

the visitor market which could be used to increase visitor numbers and revenue generation. The general trends emerging are that:

- As visitor numbers to Carlisle have declined, so the numbers using the Carlisle VIC have declined accordingly but may now be moving towards increasing
- Carlisle VIC staying visitor market penetration has declined but may now be increasing
- Revenue from accommodation bookings and retail has declined
- Retail income per visitor has declined to some degree but not as sharply as total retail income, reflecting local influence over stock control and buying policies
- Revenue per visitor is currently lower than the average for a group of similar VICs across England but is forecast to improve.
- Cost per visitor is higher than the average for a group of similar VICs across England
- Use of the Assembly Room whilst declining in recent years has shown an increase in events since completion of the Phase 1 Repair and Restoration works.
- Service quality and standards should be enhanced as a central aspect of the overall VIC upgrading.

Overall the trends are that where the VIC can influence local conditions on matters such as retail policy, there have been some positive achievements. However where the external market factors are influencing performance, such as trends in the wider visitor market and economic downturn, the VIC performance has been subject to general decline, as have many other VICs in England. The opportunity to redevelop the Old Town Hall offers a chance to move from a “rearguard action” approach to one of positive thinking and moving the Carlisle VIC upwards as a regionally important centre. The next section looks forward to the refurbished VIC offering a range of services which respond to customer demand.

3.5. BUSINESS PLAN FOR THE UPGRADED VIC

Carlisle is delivering a range of initiatives aimed at reversing the decline in tourism. A key aim of the Old Town Hall project is:

“To develop its role as a gateway to Carlisle’s Historic and cultural attractions, orientating visitors and showcasing key historic and visitor assets”

This requires reinvigoration of the VIC, a change in mindset towards achieving growth in all key performance indicators and consolidation of its role as a regional VIC for Carlisle and for the wider area. This will require:

- Physical upgrading of the building exterior and interior

- Using the physical upgrading as a springboard to enhance customer service quality
- Putting the VIC in a central role in the advertising and marketing of local businesses
- Linking the VIC to increased usage of the Assembly Room to benefit from increased footfall
- Developing the VIC as a regional orientation centre
- Putting in place performance management systems relevant to the VIC operation

A key aspect of the redevelopment project for the Old Town Hall is that the VIC can be run on a more cost effective basis. This can be achieved through:

- Increasing footfall
- Increasing revenue from visitors through:
 - o Enhanced retail
 - o Providing other revenue earning visitor services
- Developing other revenue earning functions and services in response to customer demand
- Reducing costs

The objective is to reduce the net cost per visitor to a level which represents enhanced value for money for the Council whilst increasing the effectiveness of the VIC as a generator of tourism growth. On that basis, this section sets out:

- Services to be provided
- Visitor Number Projections
- Financial Projections

3.5.1. Services to be provided

To meet the requirements of a strategic VIC, the business plan should be informed by the Cumbria & NW Visitor Information Centre Service Standards for Strategic & Destination Level VICs. The redevelopment of the VIC permits the following services and functions to be offered, some of which are additional to those currently existing. The refurbished Carlisle VIC will provide the following services:

- Visitor Information and Services.
- Civic, Meeting and Exhibition activities in the Assembly Room.

3.5.2.1 Visitor Information

The importance of the VIC is underlined in the Locum report 2008:

“Cumbria’s Tourist Information Centres have a declining value as places to make bookings, but have a continuing, perhaps increasing, value as places for people to get face to face advice. It is, therefore, important for the county to not just maintain a high level of face to face information provision, but to increase it.”

- Locum Consulting, October 2008

According to VisitEngland the main reason people visit a VIC is to obtain visitor information, particularly on visitor attractions. Sourcing information on local travel and transport services and events are also important reasons for calling in at the VIC whilst finding information on accommodation, places to eat, activities to participate in and leisure facilities in the area, are of secondary importance among walk-in visitors.

The refurbishment of the Old Town Hall will offer an opportunity to refocus the service provision away from accommodation bookings and towards enhancement of the experience of Carlisle to generate increased visitor spend. The types and range of information provided need not be expanded significantly indeed there appears to be too much stock held at the moment. Space for storage and display will be more limited so rationalisation of print stock held must be undertaken and the uptake of brochures and leaflets related more to the levels of demand. Similarly the level of print runs of Carlisle brochures and the stocks held of main brochures from other locations must match demand.

The aim is to influence visitors to extend their stay and to encourage them to visit more places, leading to increased visitor expenditure in the city and area. If this is achieved then the VIC will fulfil an essential element of the customer journey whilst enhancing the economic impact of tourism in Carlisle and Cumbria.

Around 69% of visitors across the Northwest indicated that the VIC is their only source of information prior to their visit indicating that the VIC still plays a central role in promoting and selling the city to potential visitors, indicating that the VIC is still an important advance marketing tool for the region.

a) 24 Hour information provision

Use of the ground floor window space permits provision of a plasma screen and unit based information system. Local experience with touch screen has not been generally good due to levels of inappropriate use and damage to equipment and it is therefore not recommended that 24 hour information provision is provided via a “through the glass” touch screen system but via rotating visual displays on a plasma screen or liquid crystal screen system which can be provided by suppliers such as Motive Technology Systems, Lanner or The Kiosk Company all of whom supply hardware solutions to the leisure and retail sectors. The system will display advertisements for tourism businesses on a rotating basis.

3.5.2.2 Revenue Generating Activities

Only a very small proportion of visitors spend money at the TIC. Overall in the VisitEngland study, only 11% of visitors spent money on buying gifts/souvenirs, and 6% spent money buying maps or guidebooks. Commercial activities must therefore focus on maximising revenue through providing services and products that customers want to buy in order to increase revenue per visitor. It is anticipated that VIC usage and revenue will increase and will accrue from six main sources

- Accommodation booking services
- Agency agreements
- Retail Activity
- Advertising Revenue from local businesses
- Public Access or Wi-Fi Internet Terminal
- Carlisle GPS product sales?

a) Accommodation Booking Services

Although the use of VICs for accommodation booking services is declining across the UK, the service should be continued but not allocated to a separate work station in the VIC. For the business plan, the 7% annual decline in booking income in recent years will be applied to the future year's projected budget. Given the rate of decline the VIC must be prepared to lose this source of revenue altogether in future years.

b) Agency Agreements

It is estimated that around 5% of VIC users purchase tickets for attractions events and transport. The success of Carlisle VIC in acting as a ticket outlet for major events has been demonstrated through its role as ticket outlet for the "Illuminating the Wall" event on 13th March 2010 for which the VIC was a major ticket outlet generating a 400% increase in footfall

The VIC acts as a major ticket outlet for other events and must continue to engage in agency agreements with local tour operators, transport providers and other major events. The VIC has recently developed a range of agency agreements for ticket sales with commercial organisations and these should be continued and developed as long as the agency agreement fee generates a commission rate of no less than 5% given the time required for staff to make an agency booking and the equivalent value of the staff time. It is known that in other areas, there has been friction between the local TIC and the community when the TIC has sought to charge a 10% commission on events developed and promoted by local amateur groups. It is suggested therefore that whilst the commission rate should apply when dealing with commercial organisations and promoters, discretion should be used when being requested to sell tickets for local voluntary or charitable events.

c) Retail

Under the proposed design concept developed by Vertigo Creative Studios, retail space will increase from the current 40% of floor area to 45% offering scope to increase retail income. However the VIC must also focus on increasing the value of visitor spend through offering merchandise which is distinctive and sells, including Carlisle branded merchandise which is unique to the VIC, and on improving retail displays. Spending budget on stock which does not sell does not represent good use of ever scarce resources and the cost of retail should not exceed around 45% of retail turnover which is a rule of thumb in visitor attractions. Product ranges which sell are gifts, souvenirs (especially locally branded souvenirs), maps and guidebooks. To enhance retail income it is essential that VIC staff undertake retail training in order to ascertain what merchandise can generate highest sales volumes. In recent years, prior to 2009, the VIC has done well to retain its retail income per capita but it is recommended that a specialist in retail and merchandising is brought in to provide regular advice and training to relevant staff involved in retail purchasing and merchandising in order to enhance retail spend. These training programmes could be accredited and should be included in staff professional development programmes.

The VIC should aim to increase total retail income and spend per visitor by around 2.5% per annum.

d) Sale of Advertising Opportunities

Scope exists in the refurbished VIC to offer advertising opportunities to local businesses using the proposed plasma screen graphic display units to be incorporated in the VIC, in the lobby area and on a 24 hour access basis through the window in the ground floor area. The intention is that the VIC could sell advertising space on these units as part of its Carlisle "Marketing Opportunities" product range to offer to tourism Carlisle businesses. There are 70 businesses listed in the 2009 Historic Carlisle brochure which probably represents a relatively small percentage of all of the businesses in the area which welcome visitors. Estimated income is modest at first but increases as more businesses take advantage of the available advertising opportunities on the system. Examples are as follows:

- Out of Hours Displays using the ground floor window and standard displays of local accommodation providers etc
- Poster screens and leaflet display racks in the VIC
- Electronic LCD/Plasma displays screens inside the VIC – 2 such units are suggested

It is envisaged there is a standard charge available for different types of displays. Initial advertising rates are assumed to be £120 per annum increasing to £130 per year in year 3 as part of the overall VIC marketing opportunities package. Revenue increases from the sale of 15 packages in year 1 to 30 in year 4.

e) Public Access Terminals

The Assembly Room or the VIC could incorporate a number of public access internet enabled PCs. These have proven to be popular in VICs elsewhere and are used by visitors to check their e-mails or undertake accommodation searches. Income from the public access units is set at £3 per hour with an estimated 4,000 (i.e. 2.5% of all VIC users) making use of the public access terminals. An increase in usage fee to £4 per hour is anticipated in year 3 with user numbers increasing at 3% per year. Public access has been held up as an effective revenue generator in Nottingham VIC where in 2006 customers wanted convenient internet access in the city centre and there were few alternative providers nearby. The service was popular from the outset but demand has grown subsequently. Customers are charged £1.50 per half-hour or £3 for a full hour and the service generated around £10,000 in its first year of operation. Public access was also widely used in other VICs such as Dundee where it was of particular use for overseas visitors and generated significant revenue.

f) Wi-Fi Provision

The wider availability of new media such as 4G and iPhone Apps etc may however act against public access in future and user trends will require careful monitoring. An alternative is to provide Wi-Fi access throughout the Old Town Hall via a BT Openzone hotspot or similar. With BT Openzone users can connect at over a million UK and Ireland locations including those provided by the BT FON Wi-Fi Community which includes many locations including cafés and coffee shops. Major hotel chains such as Hilton, Marriott, Intercontinental and Best Western hotels are BT partners and there are revenue generation benefits for these partners. The Financial Times estimates that the number of hotspots could treble in the next few years as a result of the increasing use of 4g phones. Revenue accrues to the VIC through the sale of Wi-Fi vouchers or through credit card payments when users login to the network. As no physical infrastructure is needed the the network hub could be located within the VIC area of the Old Town Hall, but serving all areas. Potential usage is difficult to quantify but for business planning purposes a level of income no lower than that which would be achieved from public access is assumed.

f) Assembly Room

Given the use of the Assembly Room as a City Centre venue for Civic, Meeting, or Exhibition Space, subject to agreement of a charging structure, revenues from room hire will accrue to the VIC. There is a need to ensure that management and operational arrangements are put in place to ensure that the Old Town Hall is perceived by visitors to be a “joined up” experience ranging from information services to venue provision.

The economic and financial impact of the use of the Assembly Room as Civic, Meeting and Exhibition Space will need to be factored into the Business Plan.

3.5.2.3 Orientation Function

VICs are highly influential in determining what visitors do, where they go and how much they spend in the local economy. Around 46% of visitors change their original trip plans as a direct result of the information received at VICs. The Carlisle VIC has a central role as an orientation point for Cumbria. The 2009 Carlisle Visitor Survey indicated that whilst 4% of day visitors and 5% of staying visitors to Cumbria used a VIC as their source of information, 10% of visitors to Carlisle used the VIC, far higher than the percentage usage of any other VIC in Cumbria. In addition, 11% of visitors to Carlisle indicated that they were visiting Cumbria as part of a wider tour, far higher than in any other district, emphasising the pivotal role that Carlisle plays as a gateway, not only to Cumbria but to other areas on a wider tour route.

This highlights the central role that the Carlisle VIC will have in:

- Informing visitors to the city
- Encouraging them to see more
- Encouraging longer stays
- Facilitating enhanced visitor spend
- Providing information and orientation about the wider aspects of Cumbria
- And providing a role in informing visitors about other locations as part of a wider tour e.g. South west Scotland

The refurbished Carlisle VIC will not only be an information centre for the city. A key function of the centre will be to orientate visitors as they experience the historic city centre and tour across the wider region. A number of themes have been identified which could form the basis of orientation and which will encourage visitors to visit locations across the area. The themes have been developed as part of the innovative project being progressed by CTP and Viewranger.

a) Viewranger GPS Mapping and Trails

CT has been developing a unique range of Carlisle and Hadrian's Wall Mobile Tourguides. This is a web based project which will have a retail implication as visitors will be allowed to purchase SD cards and packs containing all of the routes in the VIC. The product has been developed by Viewranger and is owned by CT and could form the basis of the themes for the orientation provision in the VIC as well as a distinctive sales product. A number of generic themes have been identified by CTP and are as follows:

- Historic Carlisle and Hadrian's Wall Country
- The Lake District
- Scotland

The GPS system could be a very unique product for Carlisle and retail sales have been based upon a recommended retail price of £10 with around 0.005% of all walk up visitors purchasing the product.

UPDATE REQUIRED. All the information on the GPS is update and ready to be marketed but there is still a bit of work still to be done in order of it working on the correct mobile platforms.

b) Impact of Visitor Orientation

The rationale for a high quality orientation function within the VIC is to encourage visitors to explore and discover the area, from the inner city and its historic buildings to Hadrian's Wall and other areas nearby but with visitors feeling that they can follow the orientation theme they are still "on course" as it were and know they will return to Carlisle. The economic impact is achieved through the use of the orientation function to encourage visitors to stay longer in Carlisle, visit further afield and use Carlisle as the centre point of a region wide visitor flow to develop a "hub exploring" market segment. The themes build upon the role of Carlisle as the centre of Hadrian's Wall country and as a gateway to other parts of Cumbria and to Scotland. Sales of the GPS product are envisaged to assist in achieving enhanced retail spend per visitor through offering a unique high quality product aimed at enhancing the visitor experience of Carlisle.

3.5.3. Visitor Number Projections

Visitor numbers to new or upgraded visitor facilities are often high in year one but decline in subsequent years to an ongoing year-to-year norm. In year 1 there is a novelty factor which leads to high levels of interest. Very few facilities demonstrate an increase in numbers on a year to year basis, with most seeing small percentage fluctuations around a stable annual average. Therefore, business planning must be based, from the outset, on what is believed to be a sustainable level of ongoing business to ensure that optimism bias is realistic. Optimism Bias (OB) is defined by the Treasury Green Book as:

'the demonstrated, systematic, tendency for project appraisers to be overly optimistic..... tending to overstate benefits, and understate timings and costs, both capital and operational.'

There are a number of factors which may lead to increased footfall at the VIC. These are:

- Raising of the profile as a result of the general public awareness of the project
- Local, regional and travel trade press coverage
- Increased attractiveness of the VIC
- Improved signage
- Enhanced service provision
- Increases in visitor numbers as a result of partner marketing activities

Following refurbishment and the attendant local and regional press activity surrounding the reinstatement of the building, the visitor numbers are estimated to increase from their current levels of 130,113 to around 160,000 in year 1 and being sustained within a range

of 140,000 to 170,000 in subsequent years. To increase awareness a focussed campaign should be put in place to encourage local businesses to visit the VIC and to refer their own customers to it as an information source.

3.5.4. Financial Projections

This section sets out estimated costs and revenues for the VIC.

3.5.4.1 Cost Estimates

Cost estimates are based upon the actual VIC cost estimates for the year 2009/2010. In estimating future VIC operating costs, the following assumptions have been made:

- There is no change in staffing levels
- Staff costs increase on the basis of a 2% incremental increase over year
- All other costs of supplies and services and premises increase on the basis of 2% per year
- Visitor numbers increase to 160,000 in year 1 and by around 3% thereafter in line with CTP growth targets.

3.5.4.2 Revenue Projections

Projected revenue is shown in the following table. Assumptions are as follows:

- Walk Up visitor numbers are 160,000 in Year 1.
- There is growth in the number of walk up visitors to the VIC at around 3% per year in line with CTP overall growth targets.
- There is growth in the retail income and total income of around 3% per year in accordance with CTP overall goals for tourism in Carlisle.
- Similarly there is growth in gross ticket sales of 3% per year.
- There is decline in accommodation bookings revenue of 7% per annum to reflect recent trends.
- A role for the VIC in managing or promoting the Assembly Room.
- There is an increase on a year to year basis of the number of businesses buying advertising space.
- The advertising rate increase in years 3 and 4.
- There are 4,000 users of the public access or Wi-Fi facility in year 1 increasing by around 3% per year, as reflected in the Nottingham experience.
- There is income from Assembly Room rental.

Visitor Numbers and Revenue Projections					
	2011/12 actual	Year 1 2016	Year 2 2017	Year 3 2018	Year 4 2019
Visitor numbers	130,113	160,000	164,800	169,744	174,836
Retail income per visitor	£0.36	£0.37	£0.38	£0.39	£0.40
Total Retail Income	£47,443	£59,200	£62,624	£66,200	£69,935

Viewranger GPS sales	£0	£8,000	£8,240	£8,487	£8,742
Advertising rate	0	£120	£120	£130	£130
Number of advertisers	2	15	20	25	30
Advertising revenue	£250	£1,800	£2,400	£3,250	£3,900
Booking commission	£2,956	£2,749	£2,557	£2,378	£2,211
Ticket sales (gross)	£76,740	£78,659	£80,625	£82,641	£84,707
Public access use	0	4,000	4,120	4,244	4,371
Fee for public access use	£0	£3	£3	£0	£0
Income from public access	£0	£12,000	£12,360	£16,974	£17,484
Meals and Refreshment sales	£1,540	?	?	?	?
Assembly Room bookings	£4,595	?	?	?	?
TOTAL INCOME	?	?	?	?	?

UPDATE FIGURES REQUIRED. INCOME HEADINGS TO BE REVIEWED / ADJUSTED

Based on these assumptions, there is net growth in the income per visitor of around 2% over 4 years. The increase could be greater but the overall increase is offset as a result of the declining income from accommodation booking commission.

3.5.5. Year 1 to Year 4 Financial projections

Based on these assumptions, the overall cost and revenue estimates for four years of operation and based on 160,000 walk up visitors in year 1 is shown below:

Financial Projections Year 1 to 4					
Costs	2011/12 Actual	Year 2016	Year 2 2017	Year 3 2018	Year 4 2019
Employee costs	£105,439	£107,548	£109,699	£111,893	£114,131
Premises	£22,959	£23,418	£23,887	£24,364	£24,852
Transport	£852	£869	£886	£904	£922
Supplies and Services	£115,853	£118,170	£120,533	£122,944	£125,403
Support Services	£23,399	£23,867	£24,344	£24,831	£25,328
Total Costs	£268,502	£273,872	£279,349	£284,936	£290,635
Income					
General Sales / Retail Sales	£47,443	£59,200	£62,624	£66,200	£69,935
Viewranger GPS sales	£0	£8,000	£8,240	£8,487	£8,742
General Sales / Ticket sales	£76,740	£78,659	£80,625	£82,461	£84,707
Meals and refreshment sales	£1,540	?	?	?	?
Accommodation bookings /commission	£2,956	£2,749	£2,557	£2,378	£2,211
Public access use	£0	?	?	?	?
Assembly Room bookings	£4,495	?	?	?	?
Advertising Income	£250	£1,800	£2,400	£3,250	£3,800
Total Income	£133,274	?	?	?	?

Surplus / Deficit	-£135,228	?	?	?	?

The projected figures indicate that there is a potential reduction in deficit from X% of operating costs to around Y% of operating costs by 2019 as a result of increased revenue emanating from improved retail performance, provision of enhanced services and increased usage of the Assembly Room.

3.6. Economic Impact Assessment

There are close linkages between the visitor economy and other sectors such as retail and catering. The upgraded VIC will play a central role in helping to reverse the downturn in visitors to Carlisle and consequently generate growth in expenditure across the city economy as a part of a coordinated tourism partnership action plan. It will:

- Enlighten visitors about what there is to experience in the area
- Get them exploring further around the Cumbria area and in Carlisle
- Encourage them to stay longer in Carlisle....and spend more
- Enthuse them about the area and generate positive word of mouth recommendations
- And provide a significant resource in achieving the CTP growth targets

It has been demonstrated by VisitEngland that VICs play a clearly identified role in influencing visitors to stay longer in cities, creating additional expenditure and providing a service which modifies visitor behaviour in ways which benefits local attractions and visitor facilities. Using the incremental visitor expenditure assessment model developed as part of the VisitEngland study, assessments have been made of the impact that a refurbished Carlisle VIC could have on enhancing the visitor economy and increasing the value of the visitor market in accordance with the goals of the CTP.

6.6.1. Additionality and Displacement

The VIC serves a local market as well as the visitor market. However the economic impact associated with the redeveloped VIC accrues through the additionality created in facilitating growth in the visitor market through enhancing length of stay and generating increased visitor spend but not through the displacement caused by recycling of resident disposable income within the city economy. The incremental visitor expenditure assessment model developed by VisitEngland regards spending by residents as displacement and only takes into account the genuinely incremental expenditure generated by visitors to a destination. The model indicates 'Additional total spend from day and staying visitors rising from £663,020 to £1,238,389'.

6.6.2. Creating and Safeguarding Jobs in Carlisle

In association with the incremental expenditure model it has been possible to use a type II multiplier analysis to estimate the impact of the VIC on creation or safeguarding of employment. When the multiplier is applied the model indicates expenditure increasing to £2,018,574 with a rise in FTE created or safeguarded jobs from 20 to 37.

6.6.3. Determining the Economic Impact of Carlisle VIC

There are a number of assumptions as follows:

- VIC walk up visitor numbers are 160,000.
- The number of Assembly Room customers using the VIC is based on a range from 10% to 40%.
- Values for % influence and incremental visitor spend are based on the VisitEngland model.
- The type II multiplier is based on the Scottish Government Type II Tourism Multiplier value for 2004, this being the most recent and relevant UK value available.
- The employment multiplier is derived from the STEAM values for Cumbria in 2008.

6.7. CONCLUSIONS

The restoration of the Old Town Hall offers a significant opportunity for Carlisle. It will:

- Restore an important historic building in the centre of Carlisle reinforcing its role as a visitor attraction and destination.
- Create renewed interest in the building and encourage additional visitors.
- Offer a significant opportunity to extend the number of events held in the Assembly Room
- All of these factors will combine to increase walk up visitor numbers to the strategic VIC created within the Old Town Hall
- The VIC will offer enhanced opportunities for income generation through increased retail, public usage of internet terminals and potential to generate advertising revenue
- Permit CTP to offer a full strategic VIC service based on the service standards set by Cumbria Tourism which will help increase visitor numbers, spend and overnight stays.
- Contribute to the economic growth of the local economy driven by facilitated private sector business growth which will contribute to an increase in FTE jobs.

Most importantly it will build upon the already generally high standards and good reviews of Carlisle VIC and will add significantly to the attractiveness of the city as a visitor destination by building upon the Phase 1 Restoration and Repairs completed in June 2013.

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the lake district
Cumbria



CARLISLE AMBASSADORS'

Agenda

Meeting: Wednesday 26 March 2014

Location: Carlisle Business Interaction Centre, Paternoster Row

Arrival / Registration: 12.00noon

Theme: Opportunities

Presentations: 12.10pm start

Welcome / Introductions

Virgin Trains

UKTI

Round Up of Emerging Developments

Q&A

David Helliwell

Damien Henderson

Ian Whittaker

Jane Meek

David Helliwell

Networking & Lunch: 1.15pm – 2.00pm

CARLISLE PLACE PLAN

PROJECT	LOCATION	LEAD ORGANISATION	DELIVERY / OUTPUTS	SUPPORT REQUIRED
Civic Centre Foyer	Civic Centre, Carlisle	Carlisle City Council	Delivery: Jan 2014 Refurbishment of foyer / public area to reflect Carlisle Story	
Signage & Interpretation	Carlisle City Centre, Gateways and key nodal points	Carlisle City Council / Cumbria County Council	Delivery: June 2014 New gateway signage, interpretive signage at key entry points	
Prospectus for Carlisle		Carlisle City Council	Delivery: March 2014 / Provision of a prospectus to market / promote Carlisle	
Carlisle College Arts & Digital Media Centre	Carlisle College	Carlisle College	Delivery: ??? Provision of a state of the art Digital Media Centre	

PROJECT	LOCATION	LEAD ORGANISATION	DELIVERY / OUTPUTS	SUPPORT REQUIRED
Tourism Information Centre	Old Town Hall, Carlisle City Centre	Carlisle City Council	Delivery: March 2015 Provision of improved access, modernised service provision, realising opportunities to tell the story	
Hoardings Design Suite		Carlisle City Council	Delivery: Dec 2013 Provision of a hoardings design suite for use by all developers / agents	
Discover Carlisle Website		Carlisle City Council	Delivery: ??? Refresh of website to reflect Carlisle Story / content improvements	

Carlisle Tourist Information Retail policy

Contents

1. Pricing methods
2. Payment Procedures
3. Refund and exchange
4. Stock Control
5. Procurement of Stock
6. Customer Service

1. Pricing methods

Markup - To determine the initial markup %

$$\text{Expenses} + \text{Profit} + \text{Reductions}$$

Products should be marked up by at least 50% on the cost of product.

What to consider when pricing

Consumer Factors

- Supply and demand
- Quality of product

Competition

- Who are your local competitors
- What are they selling the product for
- How do they display the product

Markdowns – Reduction in the initial retail cost, usually half of the markup %

2. Payment Procedures

Chip & Pin (*Credit /Debit Cards*)

All transactions undertaken with Credit/Debit card payments have to be put through the till as well as the C&P machine. The end of day 'Z' reading of the C&P machine must take place at the same time as the 'Z' reading of the till. The 'Z' reading from the C&P machine and the C&P payments on the till 'Z' reading must agree. Any discrepancies are investigated and recorded. The C&P value is entered on to the Daily Income Reconciliation sheet.

We accept Visa, MasterCard, Switch, and Maestro

N.B. We do not accept American Express.

Cash

Counterfeit Notes

Counterfeit banknotes are rare but any notes taken and not detected at the point of sale will be charged back to the original source. Information on identifying genuine notes and the process if counterfeit notes are detected can be found at the following links:

<http://www.bankofengland.co.uk/banknotes/educational.htm>

<http://www.bankofengland.co.uk/banknotes/about/counterfeits.htm>

Cheques

Cheques should be made payable to *Carlisle City Council* . Ensure the amount in words & figures match and that the cheque is signed and dated. Cheque transactions must be entered in to the till.

Phone Payments

We accept payments over the phone for all ticket sales and retail.

Payments over the phone must be record in the book and the customer details should be destroyed immediately after payment has been taken.

3. Refund and exchanges

Refund and exchanges should be clearly displayed on the receipt and near the point of sale.

Accepting returns and giving refunds: the law

You must offer a full refund if an item's faulty, not as described or doesn't do what it's supposed to.

When you don't have to offer a refund

You don't have to refund a customer if they:

- knew an item was faulty when they bought it
- damaged an item by trying to repair it themselves or getting someone else to do it (though they may still have the right to a repair, replacement or partial refund)
- no longer want the item (eg because it's the wrong size or colour) unless they bought it without seeing it

You have to offer a refund for certain items only if they're faulty, eg:

- personalised items and custom-made items, eg curtains
- perishable items, eg frozen food or flowers
- newspapers and magazines
- CDs, DVDS and computer software they've unwrapped

Customers have exactly the same rights on refunds when they buy items in a sale as when they buy them at full price.

Online, mail and phone order sales

Online, mail and telephone order customers have the right to cancel for a limited time even if the goods are not faulty. Sales of this kind are known as ['distance selling'](#).

You must offer a refund to customers who buy through distance selling if they cancel goods within 7 calendar days of receiving them.

You must then refund the customer within 30 days. They don't have to provide a reason for cancelling.

Proof of purchase

You can ask the customer for proof that they bought the item from you. This could be a sales receipt or other evidence such as a bank statement or packaging.

Items returned by someone other than the buyer

You only have to accept returns from the person who bought the item.

Penalties for displaying notices

It's illegal to display any notice that deliberately misleads consumers or deceives them about their rights - for example, a sign that says you don't accept returns or offer refunds.

Returns With Receipts

We are happy to exchange or refund any item returned in a saleable condition, in its original packaging with its receipt within 28 days* or for items purchased in a sale, within 15 days.

A refund will be issued by the original payment method, to the value of the item printed on the receipt.

For debit/credit card refunds, the card and the cardholder must be present.

Returns Without Receipts

If you do **not have a receipt**, we may, at our discretion offer an exchange to the value of the current or most recent selling price. This does not restrict your rights to return faulty items with proof of purchase.

4. Stock control

Stock Checks

- Mini Stock checks to take place every month.
- Full stock check at the end of the financial year

Security and theft

- Bag check for staff

Wastage

- Record waste on the stock system
- Report waste to staff
- Manage markdown costs effectively to stop waste

Stock rotation

- Keep the retail area looking fresh with rotation of stock products
- New products need monitored on a 6 month and 12 month period
- Monthly checks on No Sale Items (reduction in stock if not selling)

5. Procurement of stock

When considering new products refer to the criteria list

- Locally produced within a 30 miles radius
- Quality product
- Customer demand
- Specific to the area
- Fit in the local area display

**Environment & Economy
Overview and Scrutiny
Panel**

Agenda
Item:
A.4

Meeting Date: 10th April 2014
Portfolio: Economy and Enterprise
Key Decision: Not Applicable:
Within Policy and Budget Framework
Public / Private Public

Title: CARLISLE ECONOMIC PARTNERSHIP
Report of: Director of Economic Development
Report Number: ED 18/14

Purpose / Summary:

The purpose of this report is to brief Members of the Environment and Economy Overview and Scrutiny Panel on the Carlisle Economic Partnership, its priorities and action plan

Questions for/input required from Scrutiny

1. Links with the Local Economic Partnership

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

1. BACKGROUND

The Carlisle Economic Partnership (CEP) is a public/private board designed to assist the growth of the functional economic area. The partnership was established in August 2011 and has been modelled on the County-wide Local Economic Partnership (LEP) in order to feed into and support the LEP.

A fundamental piece of work for the partnership was the development of a robust and comprehensive evidence base which has helped inform the development and implementation of a range of actions to help improve the local economy and drive growth (Report to E&E O and S 29/11/12). These are categorised under the following headings:-

- Priority 1 – Business
- Priority 2 – Skills and Employment
- Priority 3 – Infrastructure
- Priority 4 – Image

Sub Groups have been tasked with identifying actions for each of the four priority areas. Priority 3 Infrastructure is split into two – the Digital Economy Sub Group and the Infrastructure Group.

Priority 1 – Business

The purpose of this group is to inspire and support businesses to reach their potential to grow Carlisle's economy and jobs. Actions include:

- Establish Carlisle Business Growth Hub to support businesses
- Promote and support enhanced international trade activity
- Establish a task group with key manufacturers to identify opportunities and agree
- plans to grow manufacturing
- Develop the food and drink supply chain
- Encourage and facilitate use of low carbon renewable to support sustainability and
- growth of Carlisle businesses

Updates on Priority Actions:-

- Business Growth Hub is now established
- European Structural and Investment (ESIF) – follow on Business Start-up Support and Growth Hub are identified in the ESIF as anchor projects
- Scottish Borders – the Chamber of Commerce are organising an event on 16th May on potential Scottish Independence with Dumfries & Galloway Chamber

Priority 2 – Skills & Employment

The purpose of this group is to ensure motivated and skilled people, both employees and entrepreneurs. Actions include:-

- Complete Carlisle skills audit
- Engagement in Cumbria's LEP's skills and Employment Commission to examine challenges of deprivation, job opportunities and attracting and retaining graduates
- Support high quality careers advice
- Engaging current and emerging skills and employment funding

Updates on Priority Actions:-

- Careers Event – was held on 30th January 2014 at the Sands Centre. Both the MP and University of Cumbria supported the event. Different training providers were available to give advice mid afternoon until mid evening. The event was aimed at Year 8 upwards including adults
- The Edge – This project is now at the stage of getting businesses on board and progress is being made collating training needs information.
- Carlisle College are looking to offer Institute of Leadership Management (ILM) units in Leadership & Management
- Employment Skills Group – are scheduled to meet again soon. Alan Wilson is the Chairman.
- Apprenticeship Breakfast Event was held at Carlisle College on Wednesday, 5th March

Priority 3 – Infrastructure

The purpose of this is to ensure the right infrastructure is in place to support business competitiveness and growth. This is split into two groups – Digital Economy and Infrastructure. The Digital Economy Sub-Group's key actions are firstly to stimulate demand and create relevant business cases for private sector superfast (and faster) broadband investment and universal/enhanced mobile phone coverage. Secondly to encourage take up of broadband opportunities/addressing availability of wifi.

The Digital Carlisle Group is leading on the work to develop a commercial model to provide free Wifi in the city centre. Tenders have been submitted by three companies interested in providing Wifi within Carlisle City Centre. The selection and appointment process took place in February, aiming for implementation by Spring 2014.

The Infrastructure Sub-Group have a number of key actions including:-

- Co-ordination of public transport provision
- Enhancing and developing key employment sites particularly along the M6 Corridor
- Support airport related activities
- Support and enhance Carlisle City Centre
- Ensure the strategic housing needs to support the economic growth forecasts in the
- Local Plan

Updates on Priority Actions:-

The Local Plan work is leading on this priority.

City Council Planning Policy Team are about to go out for Stage 2 Preferred Options Consultation.

Durranhill Industrial Estate £250K obtained from Homes & Communities Agency for improved infrastructure

Priority 4 - Image

The Sense of Place/Carlisle Story is fundamental to this and Action Plan has been developed.

Updates on Priority Actions:-

The Carlisle Ambassadors Group was launched last September on the back of the Carlisle Story. The Ambassadors meetings are designed to bring people together from businesses and organisations across Carlisle and the Region. The meetings are held on a bi-monthly basis in different venues to enable the Ambassadors to see new developments and initiatives. The last meetings of the Carlisle Ambassadors took place on 27th March 2014 at the Business Interaction Centre and included presentations from UKTI and Virgin Trains.

Cumbria Tourism have used the Carlisle Story narrative and images within their latest marketing

A marketing workshop was held in January to demonstrate how to use the Carlisle Story Toolkit, with 38 attendees from a range of sectors receiving their own copy of the Toolkit to take away.

Government Departments such as; Department for Business Innovation and Skills (BIS) and Department for Communities and Local Government (DCLG) have been in contact having picked up on the Carlisle Story, so it is starting to have the affect of raising awareness of Carlisle at this level.

2. CEP ACTION PLAN 2013/15

Over the last 12 months the Partnership has achieved a number of its objectives and is currently in the process of reviewing its actions and has identified 17 actions it wishes to explore over the next 12 months.

Recommendations for Development:-

Recommendation 1: *CEP gives consideration as to how Carlisle can extend its economic reach to bring more business and consumer spend into the city region.*

Recommendation 2: *The CEP should consider conducting further research into the long term economically inactive to establish potential partnership actions.*

Recommendation 3: *Conduct further research into outmigration of young people from Carlisle to establish potential partnership actions.*

Recommendation 4: *The CEP should carry out research into the footprint and nature of manufacturing in Carlisle and derive issues / opportunities from this.*

Recommendation 5: City partners establish a commission for education and skills development to focus on key areas of underachievement.

Recommendation 6: The proposed Education commission also focuses on improving business / education links to improve awareness and understanding of the opportunities for an employability of young people.

Recommendation 7: The CEP conducts further research to establish the potential (within key sectors) for improving 'exports' (domestic and international) and establish support to ensure that products and services with identified potential reach new markets beyond Cumbria and the UK.

Recommendation 8: The CEP explores with partners a reviewed tourism strategy that is in keeping with developing the city as a historic destination.

Recommendation 9: The CEP develops a focussed campaign to further Carlisle's image as a place to visit, learn, do business and invest.

Recommendation 10: The CEP develops clear actions for improving the number of new start-ups from all sectors, but particularly focussed on high growth.

Recommendation 11: The CEP and Carlisle City Council ensure that maximum value is gained for the Growth Hub / Rural Growth Network / Business Interaction Centre by aligning communications, monitoring and agreeing a pathway for growing and securing established businesses.

Recommendation 12: The CEP carries out mapping of broadband provision and uptake across Carlisle and works with any relevant parties to improve provision for and uptake by Carlisle Businesses.

Recommendation 13: CEP to establish Carlisle's position regarding investment and external funding.

Recommendation 14: CEP works to establish the factors that attract and dissuade businesses and lenders from investing in Carlisle.

Recommendation 15: CEP establishes an inward investment plan for Carlisle, working with Invest in Cumbria, UKTI and the Chamber of Commerce.

Recommendation 16: *CEP conducts further work with the Cumbria Intelligence Observatory and University of Cumbria Centre for Regional Economic Development (CRED) to understand better the sector issues and future needs.*

Recommendation 17: *CEP conducts an annual 'facing the future' exercise to assess the direction of the economy and employment trend.*

2. CONCLUSION

The CEP set itself a challenging agenda, however by working in partnership a number of initiatives and projects to support Carlisle economy have been delivered. The CEP are now looking to build on these initiatives and will be developing a new Action Plan based on the recommendations above.

Contact Officer: Jane Meek

Ext: 7190

**Appendices
attached to report:**

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

