

Meeting Date: 11 February 2013
 Portfolio: Finance, Governance and Resources
 Key Decision: Yes Recorded in the Notice Ref: KD 037/12
 Within Policy and Budget Framework: Yes
 Public/Private*: Public
 Title: **Draft Carlisle Plan 2013/16**
 Report Number: PC 01/13
 Report of: Policy and Communications Manager

PURPOSE/SUMMARY:

This report presents the draft Carlisle Plan, including the new vision and priorities for the City Council. It also provides a draft action plan to deliver the priorities.

RECOMMENDATIONS:

The Executive is requested to:

1. Consider and comment on the presentation and content of the Carlisle Plan with a view to seeking continuous improvement in the way the City Council delivers services to its local communities.
2. Refer the Draft Carlisle Plan to Overview and Scrutiny Panels for consultation.
3. Refer the action plan to partners, including community and voluntary groups, for consultation.

TRACKING:

Executive:	8 April 2013
Overview and Scrutiny:	Community 14 February 2013 Resources 21 February 2013 Environment & Economy 28 February 2013
Council:	30 April 2013

1. BACKGROUND

- 1.1 The Carlisle Plan 2013/16 replaces the previous Corporate Plan 2010/13 and forms part of the Council's Policy Framework.

2. PROPOSALS

- 2.1 The Carlisle Plan for 2013/16 is attached as Appendix 1. It sets out the City Council's vision for Carlisle and the six priorities for action over the medium term (2013/16). The text under each priority provides the background and further detail on how the priority will be achieved.
- 2.2 The draft action plan for delivering the priorities is attached as Appendix 2. This includes medium term actions that aim to be delivered over the life of the Carlisle Plan and actions to be delivered within the financial year. This aligns the Carlisle Plan with the budget year. Future actions that develop can fit into the budget planning process.
- 2.3 The Carlisle Plan will be monitored by the Senior Management Team and regular progress will be reported to the Executive. The actions for each priority will be reviewed and developed as they progress. It is suggested that Overview and Scrutiny could receive progress updates on the priorities and actions as part of the quarterly monitoring reports.

3. CONSULTATION

- 3.1 The Plan will be considered by the Overview and Scrutiny Panels as described in the table below:

Community Overview and Scrutiny Panel	14 February 2013
Resources Overview and Scrutiny Panel	21 February 2013
Economy and Environment Overview and Scrutiny Panel	28 February 2013
Executive	8 April 2013
Full Council	30 April 2013

- 3.2 A programme of engagement events are planned throughout March 2013. They will assist in raising awareness of the Council's vision and priorities, as well as helping to shape the actions to deliver the Carlisle Plan. In addition, consultation on the action plan will be undertaken with partners engaged in delivering each key action. The City Council will consult with community and voluntary groups on the action

plan to identify opportunities to develop working with this sector and support existing initiatives. This demonstrates the authority's commitment to the Cumbria Compact and fulfils the requirement to undertake 12 week consultation on policy development.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 4.1 The recommendations ask the Executive to review the content and layout of the Carlisle Plan before it is put out for consultation. It also ensures that the Carlisle Plan is subject to Overview and Scrutiny, which forms an important part of the consultation.

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Appendices attached to report: Appendix 1 - Carlisle Plan 2013/16
Appendix 2 - Carlisle Plan Action Plan 2013/16

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:

The Carlisle Plan forms a substantive part of the City Council's policy and performance management framework, monitoring of which enables stakeholders, including local people, to make a judgement about how effective the Council is in achieving its key priorities. The City Council continues to monitor service standards and customer satisfaction and is looking at new ways to gather and review customer information.

Risks will be managed in accordance with the Risk Management Policy and the City Council will continue to embed the Public Sector Equality Duty in the delivery of all its services. The proposals for consultation on the Carlisle Plan with the community and voluntary sector will ensure the City Council meets its commitment to the Cumbria Compact.

Carlisle Plan 2013/16

Vision:

To promote Carlisle as a prosperous City, one in which we can all be proud.

We will support the growth of more high quality and sustainable business and employment opportunities.

All our key decisions will support business growth. Our services will focus on being “business friendly”, working more closely with businesses to meet their needs.

We will develop vibrant sports, arts and cultural facilities, showcasing the City of Carlisle.

We will support the tourism, arts and creative industries. Arts and leisure are important parts of making Carlisle a great place to work, live and visit. We will identify opportunities to enhance our sporting, cultural and heritage offer. We will find and support more sustainable ways to deliver this as a long term priority.

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

We will look beyond Carlisle, building a stronger city as part of a stronger Cumbria. We will work to establish Carlisle as a nationally recognised sub-regional capital. We will build trust and confidence in the City Council, so that we become an effective partner in the key areas of housing and economic growth.

We will work with partners to develop a skilled and prosperous workforce, fit for the future.

Working in partnership, we want to help businesses identify the requirements needed to develop a skilled workforce and support education providers to help this be a reality. We will develop a better understanding of the needs of two very different sets of partners – businesses and learning and skills providers.

Together we will make Carlisle clean and tidy.

We all want Carlisle to be a place that is clean and a city in which we can all be proud. There is a shared responsibility between us and the community to achieve this. We want to do this by being proactive rather than reactive.

We will make decisions that are consistent with 'Clean-up Carlisle', one of our key initiatives. We will continue to tackle these issues, building a sustainable and better local environment.

We will address Carlisle's current and future housing needs.

Carlisle needs to provide more than 450 homes a year to support economic growth. We will take a bold and decisive lead on planning for future housing need, working with key partners to ensure that these plans deliver high quality homes that Carlisle people need.

We will focus on the quality of our homes, particularly in the private rented sector. We will work to make sure that housing is energy efficient and sustainable.

We will work with our partners to deliver affordable and specialist housing where required.

Carlisle Plan Action Plan 2013-16

We will support the growth of more, high quality and sustainable, business and employment opportunities.

Action 1: Develop an Employment Land Strategy		
Carry out an Employment Land Review as part of the Local Plan including identifying strategic employment sites.	J Meek	April 2013 onwards
Local Plan – Preferred Options – Agree key employment sites	J Meek	September 2013
Action 2: Work with partners to promote the employment sites in the city		
Developing the M6 Corridor protocol.	J Meek	Spring 2013
Develop a Prospectus promoting Carlisle as a great place to start up, relocate and grow a business.	J Meek	Spring 2013
Action 3: Improving Industrial Estate / Employment land performance		
Develop options for managing / developing the Kingstown Industrial Estate and other key sites.	J Meek	April 2013
Action 4: Develop a City Centre Development and Performance Strategy		
Establish a set of measures to monitor the economic performance of the city centre.	J Meek	April 2013
Develop a revised City Centre Masterplan to form part of the Local Plan. Identifying opportunities for the development of sites for office, leisure and retail accommodation.	J Meek	May 2013
Develop and deliver a city wide broadband and WIFI project designed to develop online access, speeds and uptake.	J Meek	May 2013
Develop and deliver a programme of public realm improvements in key areas of the city.	J Meek	2013/14
Action 5: Invest in Carlisle programme		
Engage and support businesses and new investment in the city via the Economic Development Liaison Panel and improved links with existing businesses.	J Meek	April 2013

We will develop vibrant sports, arts and cultural facilities, showcasing the City of Carlisle.

Action 1: Delivery of a city centre Arts Centre		
Work with partners to select a suitable site or property.	K Gerrard	April 2013
Develop governance, operational and business plans.	K Gerrard	July 2013
Continue to support the development of the Arts Centre through a three year programme of development works.	K Gerrard	2013/14 to 2015/16
Action 2: Old Town Hall Project		
Deliver the Old Town Hall restoration and repair project.	J Meek	June 2013
Develop options to refurbish and modernise the Tourist Information Centre.	J Meek	June 2013
Action 3: Deliver a Carlisle 'Events City' prospectus of cultural and sporting events for 2013/14		
Develop an events programme, budget and resource plan for 2013/14	K Gerrard / J Meek / A Culleton	April 2013
Action 4: Developing a partnership approach to tourism		
Deliver the City Tourism event and work with partners to identify initiatives to support tourism.	J Meek	April 2013
Action 5: Develop our sports and leisure facilities		
Deliver a sport and leisure facilities assessment of need and suitability plan	K Gerrard	February 2013
Develop sport and leisure facilities to address the need for wet and dry facilities by 2015/16	K Gerrard	April 2013
Support the delivery of key sports and leisure facilities via the Harraby School and Community Project.	K Gerrard	2013/14 to 2015/16
Deliver the cycle way link to complete the Carlisle cycle scheme	A Culleton	Summer 2013

We will work more effectively through partnerships to achieve the City Council's priorities.

Action 1: Enhanced partnership working		
Map partners relevant to priorities	Senior Management Team (SMT)	April 2013
Identify partners shared aims and objectives and how we can work together	SMT	April 2013
Review member/officer partnership representation	M Lambert	April 2013
Quantify and redirect existing partnership spend	SMT	April 2013
Identify partnership champions and tap into their knowledge of what makes partnerships work	SMT	Ongoing 2013/14

We will work with partners to develop a skilled and prosperous workforce, fit for the future.

Action 1: Understanding the current position – business needs and learning providers and collaborating to address these needs		
With key Further Education / Higher Education partners draft a skills analysis for Carlisle	K Gerrard	May 2013
Use this analysis to develop a learning and skills partnership designed to address the current and future skills gaps for Carlisle. To be led through the Carlisle Strategic Partnership / Carlisle Economic Partnership (CEP)	K Gerrard / J Meek	June 2013
Action 2: Develop a collaborative approach to stimulating new business and growing small businesses		
Support the delivery of the Carlisle Growth Hub project and Business Interaction Centre (BIC) in Carlisle.	J Meek	April 2013
Explore with partners other ideas and options for developing and delivering a pathway of support, funding and facilities for business growth. Support the CEP to deliver this pathway.	J Meek	June 2013

Together we will make Carlisle clean and tidy.

Action 1: Monitor the new enforcement policy for tackling environmental crimes		
Monitor the outcomes of the enforcement policy and take appropriate actions to ensure targets are achievable.	A Culleton	Ongoing 2013/14
Action 2: Deliver the 'Love Where you Live' campaign		
Implement the marketing, communications and promotional plans	A Culleton	Ongoing 2013/14
Implement education activity with local schools and other appropriate groups	A Culleton	Ongoing 2013/14
Monitor and report on key results from the campaign, identifying new approaches.	A Culleton	Ongoing 2013/14
Action 3 : Deliver the Cleaning Up Carlisle programme in 2013/14		
Increase the usage of mechanical sweepers	A Culleton	Ongoing 2013/14
Implement a programme of street cleansing	A Culleton	Ongoing 2013/14

We will address Carlisle's current and future housing needs.

Action 1: Deliver the key housing projects arising from the City Housing Strategy		
Deliver a programme to install energy efficiency measures in domestic homes and to tackle fuel poverty.	K Gerrard	2013/16
Utilise a wide range of funding streams to bring empty homes back into use.	K Gerrard	2013/16
Action 2: The strategic housing needs are fully understood and integrated into the Local Plan.		
Ensure that sufficient land is identified in the Local Plan to provide for the housing needs of the area.	K Gerrard / J Meek	By 2014
Action 3: In the light of welfare reform changes ensure that vulnerable residents and client groups housing needs are understood		
Assess the housing and welfare / benefits needs arising from the government Universal Credit programme and seek to work with partners to meet these needs.	K Gerrard	April 2013
Review work programmes and service level agreements to ensure advice services	K Gerrard	April 2013 - onwards

Appendix 2

supported by the Council are well co-ordinated and deliver good value for money.		
Review the use of Discretionary Housing Payments fund to ensure the most effective use.	K Gerrard	Through to 2016