

AGENDA

Executive

Monday, 05 July 2021 AT 16:00

In the Council Chamber, Civic Centre, Carlisle, CA3 8QG

Apologies for Absence

To receive apologies for absence.

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

To confirm the minutes of the meetings of the Executive held on 8 February; 15 February and 8 March 2021.

[Copy Minutes in Minute Book Volume 47(6)]

PART A

To be considered when the Public and Press are present

- A.1 BUSINESS RATES OUTTURN 2020/21** **5 - 12**
- (Key Decision – KD.13/21)
- The Corporate Director of Finance and Resources to submit the 2020/21 provisional outturn and performance position for Business Rates and the impact it will have on the overall General Fund Balance.
(Copy Report RD.13/21 herewith)
- A.2 REGENERATION PROGRAMME UPDATE AND ECONOMIC DEVELOPMENT PROGRAMME MANAGEMENT OFFICE** **13 - 48**
- (Key Decision – KD.16/21)
- The Corporate Director of Economic Development to submit a Regeneration Programme update and seek approval for establishment of an Economic Development Programme Management Office and the expansion of the Regeneration Team to provide this resource.
(Copy Report ED.19/21 herewith)
- A.3 NOTICE OF EXECUTIVE KEY DECISIONS** **49 - 60**
- (Non Key Decision)
- The Notice of Executive Key Decisions, published on 4 June 2021, is submitted for information.
(Copy Notice herewith)
- A.4 SCHEDULE OF DECISIONS TAKEN BY THE LEADER/PORTFOLIO HOLDER** **61 - 66**
- (Non Key Decision)
- A Schedule detailing decisions taken by the Leader / Portfolio Holders under delegated powers is attached for information.
(Copy Schedule herewith)
- Background Papers – as detailed within the Schedule

A.5 SCHEDULE OF DECISIONS TAKEN BY OFFICERS 67 - 72

(Non Key Decision)

A Schedule detailing decisions taken by Officers under delegated powers is attached for information.

(Copy Schedule herewith)

Background Papers – as detailed within the Schedule

A.6 JOINT MANAGEMENT TEAM 73 - 74

(Non Key Decision)

The Minutes of the meeting of the Joint Management Team held on 2 June 2021 are submitted for information.

(Copy Minutes herewith)

A.7 RESTARTING COMMUNITIES FUND 75 - 82

(Non Key Decision)

The Corporate Director of Economic Development to submit a report requesting approval of grant funding eligibility criteria and application process for parish councils and urban communities to access the Restarting Communities Fund.

(Copy Report ED.18/21 herewith)

A.8 END OF YEAR PERFORMANCE REPORT 2020/21 83 - 114

(Non Key Decision)

The Policy and Communications Manager to submit a report containing the end of year 2020/21 performance against the current Service Standards, together with a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Performance against the 2020/21 Key Performance Indicators is also included.

(Copy Report PC.23/21 herewith)

PART B

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

- NIL -

Members of the Executive

Councillor J Mallinson (Leader's Portfolio)
Councillor G Ellis (Deputy Leader, and Finance, Governance and Resources Portfolio Holder)
Councillor N Christian (Environment and Transport Portfolio Holder)
Councillor S Higgs (Culture, Heritage and Leisure Portfolio Holder)
Councillor Mrs E Mallinson (Communities, Health and Wellbeing Portfolio Holder)
Councillor P Nedved (Economy, Enterprise and Housing Portfolio Holder)

Notes to Members:

Decisions made at this meeting, if not subject to call-in, will normally become live on 15 July 2021

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

Meeting Date: 5 July 2021
Portfolio: Finance, Governance and Resources
Key Decision: Yes: Recorded in the Notice Ref: KD09/21
Within Policy and Budget Framework YES
Public / Private Public

Title: BUSINESS RATES OUTTURN 2020/21
Report of: CORPORATE DIRECTOR OF FINANCE AND RESOURCES
Report Number: RD.13/21

Purpose / Summary:

This report summarises the 2020/21 provisional outturn and performance position for Business Rates and the impact it will have on the overall General Fund Balance.

Members should also note that these figures, as presented, may be subject to change pending the completion of the NNDR3 return and final confirmation of any business rates pooling gains for 2020/21.

Recommendations:

Members are asked to note the provisional outturn position for Business Rates at 31 March 2021 and approve the creation and transfer to a new earmarked reserve as outlined in paragraph 2.6.1

Tracking

Executive:	5 July 2021
Scrutiny:	BTSP 15 July 2021
Council:	N/A

1. BACKGROUND

1.1 The aim of this report is to:

- i) Advise Members of the current position on the 2020/21 Business Rates Accounts i.e. the total value of accounts raised and how much has been collected in the 2020/21 financial year.
- ii) Highlight and explain any variances against the expected (or budgeted) position.

1.2 Members are reminded that the Council Tax outturn position was reported to its meeting on 2 June 2021.

2. BUSINESS RATES PROVISIONAL OUTTURN AS AT 31 MARCH 2021

2.1 2020/21 is the eighth year of the Business Rate Retention Scheme (BRRS) and the Collection Fund Accounting Regulations and the sixth year the Council has participated in the Cumbria Pooling arrangement.

2.2 For 2020/21, the BRRS baseline for the Council of £3.335m was used as its budget estimate for income to be retained from Business Rates and an additional £2.400m was estimated to be generated from additional business rate income over the baseline level and from the effects of participating in the Cumbria Pool. A further £0.134m was expected for the Business Rate Multiplier Grant. A total of £5.869m was therefore expected to fund General Fund revenue activities.

2.3 Under normal circumstances any additional income over and above the baseline level is shared 50/50 between the Council and Central Government in what is known as a 'levy'. However, local areas can form combined pools, where the net position of top ups and tariffs result in the pool being a net top-up authority. The benefit of forming the pool is that 100% of additional income is kept within that pool and not paid over to central government, meaning the local area benefits from growth in business rate income. However, there are also potential risks as the pool has to deal with any fall in business rates itself as the Government will not pay any safety net payments when income falls below 92.5% of the baseline.

2.4 The County Council are the administering body for the pool, with all Districts in Cumbria participating in the arrangement. Each district pays the 50% levy that would have gone to Central Government into the Pool. This is then distributed amongst the members on an agreed formula. The distribution is as follows:

Gross Retained Levies

- Administration Costs by County Council
- = Net Retained Levy

40% distributed on basis of spending baseline proportions
40% distributed on basis of gross levy proportions (i.e. how much each authority pays into the pool)
20% retained as a volatility reserve for any future decline in income

2.5 2020/21 Outturn

There are three elements to the 2020/21 outturn, firstly the performance of the City Council's Business Rate Retention, secondly the performance of the Pool and finally the performance of the Collection Fund.

It should be noted that due to the ongoing effects of responding to the COVID-19 pandemic, there have been significant changes and impacts on the Business Rates accounts for the year. These will have an ongoing impact into 2021/22 and will require some changes to the accounting of Collection Fund and General Fund balances.

In order to support businesses through the pandemic, Government announced that there would be additional expanded relief given to the retail, leisure and hospitality sector. This relief was 100% of business rates for those businesses in the qualifying groups.

Therefore, as the Council would not collect Business Rates from these businesses, the Government provided compensation to local authorities in the form of a Section 31 grant. The Council received £22.315m in respect of expanded retail relief, nursery discount and local newspaper relief. However, this compensation has been paid gross, i.e. the 50% local share and the 50% central government share, so that the Council is not negatively impacted in cashflow terms by the loss of rates. As part of the year end closedown, the Council will only recognise its share of the grants due

Section 31 grants are credited to the General Fund and not the Collection Fund as is the case for any rating income collected. Therefore, the Collection Fund will be in deficit due to rating income not being collected as was expected at the start of the year. However, the General Fund will have excess income due to the crediting of the S.31 grants. The Collection Fund Deficit is recognised through the General Fund in 2021/22 in line with proper accounting practice and it will therefore be necessary to carry forward the General Fund surplus to offset the deficit into 2021/22 through an earmarked reserve.

2.6 Business Rate Retention & Pooling

The table below shows the outturn for the Council's Business Rate Retention Scheme.

Carlisle City Council	£000
Income due from Rates Retention	(10,688)
Tariff payable	12,569
	1,881
Discretionary Reliefs Funded by S.31 Grant	(7,706)
Total Net Retained Income	(5,825)
Baseline Funding	(3,335)
Total Additional Income	(2,490)
Levy Payable (to Pool)	(1,245)
Income Retained	(1,245)

Therefore, the Council retains an estimated £1,245,368 and pays £1,245,368 into the pool. The total performance of the pool for 2020/21 is not currently available as this requires information from all 6 district councils in Cumbria based upon their NNDR3 returns and at the time of writing these were not all completed. However, it is estimated that, based on the level of the Levy payable to the Pool and the monitoring information from throughout the year, that £600,000 could be redistributed as the Council's share of the pool performance. An element of this gain may be used to establish a Volatility Reserve as a separate earmarked reserve, however, all members of the Pool are free to decide what to do with the volatility element. Therefore, based upon the information available to us at this point in time, the estimated benefit of participating in the pool has effectively reduced the levy rate from 50% to 26% i.e. the Council gains £1,845,368 out of £2,490,737 growth, as opposed to £1,245,368 without pooling.

2.6.1 2020/21 Budget

The budget for funding from Business Rates was set at the baseline level which is set by Government and an additional amount to allow for growth and pooling benefits. However, actual income credited to the general fund is based on the 'NNDR1' estimate produced at the end of January 2020 and includes the estimate of Business Rate Income, the estimate for grant funding (Section 31 Grants) and the actual position on the Collection Fund. Therefore, the position **against the budget for retained income** is as follows:

Carlisle City Council	£000
Business Rate Baseline	(3,335)
Business Rate Multiplier Grant	(134)
Budgeted Growth/Pooling	(2,400)
Total Budgeted Funding	(5,869)
Income due from Rates Retention per NNDR1	(17,018)
Deficit on Collection Fund Brought Forward	216
Tariff payable	12,569
Section 31 Grants for Funded reliefs ¹	(11,189)
Income due from Renewables Rate Growth	(371)
Enterprise Zone Reliefs	(469)
Levy Payable ¹	1,245
Pooling Redistribution ¹	(600)
Total Net Retained Income against Budget	(15,617)
Total Additional Income to be returned to Reserves	(9,748)

Note1: These figures are currently estimates and may be subject to change once final NNDR3 form is submitted and final pooling figures are known.

Therefore, £9.748m will be returned to reserves, however as mentioned in paragraph 2.5, this surplus is due to income credited to the general fund from section 31 grants and will be needed to counteract the deficit funding shown in general fund in 2021/22. This was estimated in January 2021 to be £9,462,618.

Therefore, it is recommended that £9,463,000 of the additional income recorded in 2020/21 be transferred to an earmarked reserve at 31 March 2021 and released to General Fund in 2021/22. It is recommended that responsibility for this reserve rests with the Corporate Director of Finance and Resources and that approval to release the reserve can be given by the Corporate Director of Finance and Resources via an Officer Decision Notice.

The remaining additional income balance is recommended to be returned to the General Fund Reserve balance.

2.6.2 Collection Fund

The final aspect of Business Rate Retention relates to the position on the Collection Fund. The Business Rates Collection Fund records all the entries in relation to income and expenditure in relation to Business Rates. In 2019/20 the final deficit

on the Business Rates Collection Fund was £1,089,131 of which the Council's share was £435,653.

The current position on the Business Rates Collection Fund is shown below:

Carlisle City Council	£000
Balance Brought Forward Deficit	1,089
Net Rates Payable	(19,666)
Transition payments	528
Cost of Collection	178
Shares to Major Preceptors	42,248
Shares of Estimated Deficit B/Fwd (NNDR1)	(540)
Renewables	371
Enterprise Zone	298
Appeals Settled Provided for in 2019/20	(1,545)
New Appeals to be provided for 2020/21	665
Losses on Collection	200
In Year Deficit	22,737
Total Carried Forward Deficit	23,826
Carlisle City Council Share	9,530
Cumbria County Council Share	2,383
Central Government Share	11,913

The estimated deficit on the collection fund of £540,097 is carried forward on the Balance Sheet and will be paid as part of the redistribution in 2021/22.

2.7 Summary Business Rates

2.7.1 Based upon current estimated figures, Business Rates income has performed well in 2020/21 and has exceeded revised budgeted expectations by an estimated £9,748,000, although this is primarily due to the different accounting treatment for S.31 grants compared to business rates income. The Council has achieved estimated additional income from Retained Business Rates income of £2,490,737 in 2020/21 and by participating in the Cumbria Pool has managed to retain £1,845,368 of this. The Council's business rates collection performance for 2020/21 was 94.38% compared with 97.38% in 2019/20; the reduction being down to the impact of COVID.

3. Impact on General Fund Reserves

As well as the Business Rates outturn position shown above, there have been some very minor changes as a result of the final business rates position that do not alter the position of general fund reserves shown in the table below.

	31/03/2021 £'000s	31/03/2022 £'000s	31/03/2023 £'000s	31/03/2024 £'000s	31/03/2025 £'000s	31/03/2026 £'000s
Prudent Level of Reserves	(3,100)	(3,100)	(3,100)	(3,100)	(3,100)	(3,100)
Council Resolution General Fund Reserve	(3,134)	(3,601)	(3,213)	(3,058)	(3,077)	(3,129)
Revised Level of Reserves	(3,134)	(3,601)	(3,213)	(3,058)	(3,077)	(3,129)
Transfers to/from reserves as highlighted in provisional GFRevenue Outturn Report (RD05/21 - 02/06/21)	(1,895)	1,721				
Changes to General Fund Outturn Position	2					
Additional Funding from Business Rates	(9,749)					
<u>Transfers to Earmarked Reserves¹:</u>						
S.31 Grants	9,463					
Revised Reserves Balance	(5,313)	(4,059)	(3,671)	(3,516)	(3,535)	(3,587)

Note 1: Transfers to/(from) earmarked reserves subject to approval

Note 2: The Final Reserves Balance will be dependent on additional transfer as part of the Statement of Accounts including the final position on Business Rates.

- 3.1 The above table shows that the revised reserve balance has increased by £284,000 from the provisional outturn report (RD05/21) as a result of the overall anticipated income from Business Rates Retention and Pooling.

4. **RISKS**

With the implementation of Business Rate Retention, the Council relies on Business Rate income to support its service delivery. Any significant loss of income would have a significant impact on the Council's Medium-Term Financial Plan.

5. **CONSULTATION**

- 5.1 Business and Transformation Scrutiny Panel will consider the report on 15 July 2021.

6. **CONCLUSION AND REASONS FOR RECOMMENDATIONS**

- 6.1 The provisional outturn position and comments on performance will feed into the overall Revenue accounts for 2020/21.

- 6.2 Members are asked to note the provisional outturn position for Business Rates at 31 March 2021 and approve the creation and transfer to a new earmarked reserve as outlined in paragraph 2.6.1

7. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 7.1 The collection of Council Tax and NNDR directly affects all residents receiving services from Carlisle City Council.

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**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:

Legal – The Council has a statutory obligation to collect Council Tax (Local Government Finance Act 1992 and Council Tax (Administration and Enforcement) Regulations 1992 and NNDR (Local Government Finance Act 1988).

Property – No implications

Finance – Included within this report

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

Information Governance - No Implications

Report to Executive

Item
A.2

Meeting Date:	5 July 2021
Portfolio:	Leaders / Economy, Enterprise and Housing
Key Decision:	Yes
Policy and Budget Framework	No
Public / Private	Public
Title:	Regeneration Programme Update and Economic Development Programme Management Office
Report of:	Corporate Director of Economic Development
Report Number:	ED.19/21

Purpose / Summary:

The report provides an update on the on the regeneration projects and sets out the work programme and activities to be undertaken for this financial year, 2021-22. Approval is sought to add projects, for which funding has been secured, to the capital programme and to delegate authority for some decision-making to enable projects to enable key milestones to be met. Finally, in order to be able to undertake the role of Accountable Body for these major projects and programmes effectively, the report sets out the proposal for the creation of an Economic Development Programme Management Office, and also to increase the capacity of the Regeneration team to support the development and delivery of these projects.

Recommendations:

The Executive is asked to:

1. Note the Future High Streets Fund (FHSF) Memorandum of Understanding included in Appendix A, the provisions contained therein
2. Give approval to sign the FHSF Memorandum of Understanding and therefore confirm the Council's acceptance of the £9,124,606 grant funding offered.
3. Give approval for the Council to be the accountable body for the FHSF programme, as per paragraph 2.11

4. Approve, for recommendation to Council, a budget of £6,742,839 (in addition to the Greenmarket scheme already included in the Council's capital programme) be added to the Council's Capital Programme, according the financial profile for the years 2021-22, 2022-23 and 2023-24 as set out in Table 3 of this report
5. Release the budget for the Greenmarket scheme already included in the capital programme in accordance with the Council's budget resolution agreed in February 2021.
6. Note the Remediation Road Map for the Caldew Riverside site and the key decision points as set out in Table 5 of this report.
7. Delegate authority, regarding the Caldew Riverside remediation strategy key decision points, to the Corporate Director of Economic Development following consultation with the Leader of the Council, Portfolio Holder for Economy Enterprise and Housing, Corporate Director of Finance & Resources and Corporate Director of Governance & Regulatory Services to:
 - a) implement the appropriate remediation strategy options.
 - b) Agree scope and contract amount for practical actions within the remaining budget.
8. Note the progress on the development of the Carlisle Town Deal, the agreement of Heads of Terms (included in Appendix B), the agreed programme of projects as set out in Table 6 of this report and the programme of activity over the next twelve months to progress towards agreeing the Town Deal
9. Note the additional resources required to deliver City Council's major economic development projects and the associated costs and that these costs will be offset using grant funding that has been secured.
10. Agree to the establishment of a Major Projects Programme Management Office for an initial 3 year period (subject to review) and increasing the capacity of the regeneration team.
11. Approve, for recommendation to Council, additional revenue budget of £91,545 for this financial year 2021/22 to fund the PMO and the regeneration team and an additional £82,560 for the following two years 2022-23 and 2023-24, as set out in Table 8 of this report and funded from Revenue Reserves.

Tracking

Executive:	5 July 2021
Scrutiny:	
Council:	20 July 2021

1. BACKGROUND

- 1.1 Carlisle has been successful in securing over £200m of government funding to deliver housing, infrastructure, and regeneration projects (see Table 1).
- 1.2 The City Council is the Lead Authority and Accountable Body for programmes / projects of a value in excess of £30m, which includes Borderlands, St. Cuthbert's Garden Village, the Future High Street Fund and Town Deal.
- 1.3 The Future High Street Fund is now moving into the implementation stage with detailed design work starting to commence on the four projects. The Town Deal is now moving into Stage 2 with the production of seven green-book compliant business cases. These increased workstreams are additional to the ongoing work on the four Carlisle-based Borderlands projects (Station, Citadels, Place and Hadrian's Wall) and the Caldew Riverside remediation/redevelopment project.

Table 1: Carlisle Projects and Programmes					
Programme / Project	Value	Duration	Lead Authority	CaCC responsibilities	Accountable Body
Town Deal	£19.7m	2021 - 2026	CaCC	<ul style="list-style-type: none"> • Business case development / submission • Business case assurance • Project / programme management • Legal / grant Funding Agreements • Accountancy / financial management • Monitoring / evaluation / reporting 	CaCC
Town Deal Capital Accelerated Fund	£1.0m	2020 - 2022	CaCC	<ul style="list-style-type: none"> • Project Management • Accountancy / financial management • Monitoring / evaluation / reporting 	CaCC
Future High Street Fund	£9.1m	2021 - 2024	CaCC	<ul style="list-style-type: none"> • Project / programme Management 	CaCC

				<ul style="list-style-type: none"> • Legal / grant Funding Agreements • Accountancy / financial management • Monitoring / evaluation / reporting 	
Borderlands – Carlisle Station Gateway	£23.8m	2020 - 2026	CuCC	<ul style="list-style-type: none"> • Project management • Legal - relating to the treatment of CaCC assets 	NCC
Borderlands – Citadels	£72.0m	2021 - 2027	University of Cumbria	<ul style="list-style-type: none"> • Project management • Legal - relating to the treatment of CaCC assets • Land assembly 	NCC
Borderlands - Place Programme	£3m	2020 - 2024	CaCC	<ul style="list-style-type: none"> • Project Manage the Place Programme for Longtown • Accountancy / financial management • Monitoring / evaluation / reporting 	NCC
St Cuthbert's Garden Village	TBC	TBC	CaCC	<ul style="list-style-type: none"> • Programme management - Development Corporation programme management • Production of SCGV Local Plan • Project management – Start with the Park 	CaCC
CSLR	£134m	2022 - 2024	CuCC	<ul style="list-style-type: none"> • Ensuring pipeline of housing delivery • Adoption of SCGV Local Plan • Production of housing delivery statement 	CuCC

2. FUTURE HIGH STREET FUND

- 2.1 The Ministry of Housing, Communities and Local Government (MHCLG) created a £675 million capital fund to help local areas adapt to the changes in the retail sector and on the high street.
- 2.2 The objective of the Future High Street Fund is to renew and reshape city centres and high streets in a way that improves experience, drives growth and ensures future sustainability. The Fund has five main investment themes:
- a. Investment in physical infrastructure;
 - b. Acquisition and assembly of land including to support new housing, workspaces and public realm ;
 - c. Improvements to transport access, traffic flow and circulation in the area
 - d. Supporting change of use including (where appropriate) housing delivery and densification; and
 - e. Supporting adaptation of the high street in response to changing technology.
- 2.3 The City of Carlisle was selected in August 2019 for the £1 billion Future High Street Fund (FHSF) and the City Council was invited by Ministry for Housing Communities and Local Government (MHCLG) to develop a strategy for the city centre and a business case for investment.
- 2.4 A business case has been prepared which was submitted to MHCLG by the 30 July 2020.

Table 2: FHSF Development Phase Milestones	
Milestone	Date
Expression of Interest submitted to FHSF	22 March 2019
Accepted to business case development phase	August 2019
Draft SOBC submitted	16 March 2020
Submission of business case	30 July 2020
In principle funding offer from the MHCLG	December 2020
Revised Business Case Funding Offer	26 February 2021
Grant award notification letter	06 April 2021
Grant Funding Agreement Clarification	7 May 2021
Grant Offer Letter / MoU	3 June 2021

Overview of the FHSF strategy / objectives

- 2.5 The vision is to create a distinctive, coherent and inclusive city centre that will improve the perception of the Carlisle, increase social value, and ultimately

improve economic performance through greater resident and visitor footfall and demand. The strength of the historic and cultural offer already embedded within the city will be enhanced securing a vibrant legacy from the investment.

- 2.6 The primary strategic objectives of the Carlisle FHSF are as follows:
- a. Renewing Carlisle city centre as a place to live, work and visit.
 - b. Reactivating Carlisle's Historic Quarter.
 - c. Catalysing Carlisle's leisure and night-time economy.
- 2.7 The business case submitted outlined six projects and through a prioritisation and re-profiling exercise this was reduced to 4 projects that are within the budget of £9.1m awarded. These include:

1. Reimagining Market Square (Green Market / Old Town Hall)

Market Square is the most substantial public space in the city centre, spanning 6,000 square metres. This significant space could be better utilised and become more of a focal point for residents and visitors alike. Through improving the infrastructure and public realm of the square, it will become a bigger draw for residents and visitors alike.

Interventions funded by the FHSF will include removing unnecessary street furniture, providing an enhanced nodal point to provide focus, and providing enabling infrastructure to host temporary or pop-up events (such as a cinema in the summer months or an ice rink in winter).

This scheme is already included in the Council's capital programme as it includes a contribution from the Council of £388,232 that was approved in February 2021. The total value of this scheme is therefore £2.770m

2. Repurposing 6-24 Castle Street

As part of moving away from a reliance on retail in the city centre, current vacant units could be used for several non-retail purposes that attract people to the city centre. This includes repurposing vacant units for residential uses (given that there is a lack of this in the city centre at present), or creating more creative industry business start-up / hot-desking workspace, as there is currently only one such facility in the city centre. This could help reactivate Carlisle's Historic Quarter increasing both weekend and weekday footfall and improving Carlisle's perception as a place to live and work.

The listed buildings of 6-24 Castle Street are currently vacant and in the freehold possession of Carlisle City Council. Previously occupied by the University of Cumbria, the buildings have been knocked through to create one large property but retain the appearance of separate buildings from the

outside. As such, this large, complicated property faces several expensive challenges to its reuse.

The FHSF allocation for this project has been reduced from the original business case and therefore a phased approach to redevelopment will be followed. The funding will be used to reduce the conservation deficit on the buildings and make them more appealing to the market for redevelopment.

3. Preparing Central Plaza site for redevelopment

The Central Plaza was a Grade II Listed building which was previously a hotel until it closed in 2004. It occupies a key site on Victoria Viaduct, and its deterioration has arguably blighted this part of the city centre relative to other areas. Redevelopment attempts in subsequent years failed to put the property back into use due to its poor condition. The hotel was deemed structurally unsafe and Carlisle City Council was left with no other option than to demolish the building in the autumn of 2019.

The Central Plaza has historically presented a complex opportunity from a physical, legal (ownership reverted to the Crown Estate) and delivery perspective. These complexities have prevented redevelopment schemes from progressing past concept stage due to financial viability issues.

With the site now cleared and £4.7m grant funding available, a number of the redevelopment options have become viable. These options will be progressed during this financial year 2021-22, with a view to commencing the delivery of a preferred scheme during 2022-23.

4. Pedestrian enhancement of Devonshire Street

Carlisle city centre's emergent night-time cluster is constrained by unsupportive urban design and lack of permeability. The streetscape is not particularly attractive for cafes and restaurants which may wish to provide outside seating during the summer months – for example, along Devonshire Street (which has several bars and restaurants) there is heavy peak time traffic and several bus stops and bus waiting facilities. This reduces the ambience of the street.

Reducing the carriageway on Devonshire Street could provide excess space for pedestrians and businesses to spill into, which would encourage activity and dwelling time in the street. There is an opportunity to rationalise the width of the carriageway and widen the northern footway. This will create a meaningful activity zone, with more space for people to walk and spend time sitting outdoors. The businesses currently located on the northern edge of the street offer a possibility to create a spacious outdoor seating area.

FHS Programme Delivery

2.8. In summary the spend profile of the programme is as follows:

Table 3: FHSF Programme Spend profile

FHSF ask	21/22	22/23	23/24	Total
Repurposing 6-24 Castle Street	£170,250	£510,750	£454,000	£1,135,000
Preparing Central Plaza site for redevelopment	£712,447	£1,787,340	£2,249,858	£4,749,645
Reimagining Green Market/ Market Square as Carlisle's events space*	£357,265	£721,796	£1,302,707	£2,381,768
Pedestrian enhancement of Devonshire Street	£73,639	£220,918	£196,371	£490,928
Delivery costs	£122,422	£122,422	£122,422	£367,266
Total	£1,436,023	£3,363,225	£4,325,358	£9,124,607

* This does not include the Council contribution of £388,232

Overview of MOU

2.9. The Memorandum of Understanding (MOU) sets out the terms, principles and practices that will apply to the working relationship between the MHCLG and Carlisle City Council regarding the administration and delivery of the FHSF proposal at Carlisle City Centre. This MOU applies to the financial year ('FY') 2021/22 only. Funding from 2022/23 onwards will be subject to the outcome of the Spending Review. The indicative allocation for each year is set out in the following table:

Table 4: MHCLG Grant payment Schedule

Financial Year	Excluding Contingency (£)	Contingency (£)
2021/22	1,164,790	271,233
2022/23 (indicative)	2,689,527	673,698
2023/24 (indicative)	3,462,071	863,287
Sub-total	7,316,388	1,808,218
Total 2020/21 – 2023/24	9,124,606	

2.10 MHCLG expects the Council to use the funding provided for the purposes outlined in the business case. Should delivery not progress as agreed, MHCLG will review whether it is appropriate to grant the next tranche of funding and whether greater monitoring and oversight may be needed.

2.11 The agreed funds will be issued to the Council as non-ringfenced grant payments under Section 31 of the Local Government Act 2003, for expenditure

as agreed in the approved business case. MHCLG will advise the Council on the procedure for drawing down payments for any contingency costs incurred. The Council will be required to be the Accountable Body for the FHSF programme and as part of that responsibility, provide regular project, financial, and risk reporting to MHCLG.

Monitoring and Evaluation

- 2.12. A monitoring and evaluation framework will be agreed by the end of June 2021. The Council will collaborate with MHCLG over monitoring and evaluation requirements, which will involve reporting twice a year on inputs, activities and outputs, as well as spending and delivery milestones at a programme and project level. This includes collecting accurate data and using the agreed metrics and methods as set out in the Monitoring and Evaluation guidance.
- 2.13 The Council will endeavour to promptly share information at appropriate times as and when requested by MHCLG, including:
- Current funding that has been spent
 - Planned expenditures
 - Updates on key project milestones and risks
 - Procurement and governance
- 2.14 The Council will notify MHCLG of any proposed changes to the approved business case. Wherever possible this notification will be provided in advance of changes.

3. CALDEW RIVERSIDE REMEDIATION

Caldew Riverside development site

- 3.1. Caldew Riverside is a 3.16 ha (7.81 acres) site located within an Edge of Centre location to the South of Carlisle City Centre and within 200 metres from Carlisle Railway Station and 40m from the historic quarter. The site is brownfield in Carlisle City Council ownership, it comprises a council owned surface car park and to the south is a parcel of land occupied by trees, scrubland and hardstanding.



Figure 1: Caldew Riverside site area.

- 3.2. The Caldew Riverside development site contains three site parcels as follows:
- Parcel A – Viaduct Car Park
 - Parcel B – brownfield site with hardstanding and scrubland.
 - Parcel C – Caldew Riverside Car Park.
- 3.3. The site was historically used as a gas works and as rail sidings and is therefore contaminated. The level of contamination progressively increases towards the southern end of the site where the former gas works was located on Parcel A. Notwithstanding this, the site has been identified within both the Carlisle Local Plan and Borderlands Inclusive Growth Deal as a regeneration opportunity with

significant potential to support the growth, vitality and viability of the city centre – as it offers the unique potential to deliver a new housing ‘offer’ in the city.

- 3.4. The site is the best and only available location for the delivery of strategic scale residential development close to the city centre. Due to its location, it has the potential to deliver a high quality, transformational riverside residential development that will showcase and catalyse the city centre living market in terms of both supply and demand. This development site can accommodate an estimated 120 - 150 homes as identified in the current local plan period, with 20% affordable housing policy compliance within the designated zone.

Site investigation and Remediation work

- 3.5. Caldew Riverside land parcels A, B and C (Figure 1 above) have been investigated to some degree in phases since 2008. The focus of site investigation in 2012 was to help inform a potential development of a Tesco Store on Parcel B, and in particular to assess the degree of impact on that development from the adjacent Parcel A, the former gas works. Relatively little investigation has taken place on Parcel C, which is former railway land and currently a car park.
- 3.6. In 2019 Arcadis, whose team has been involved in the Caldew Riverside Project since 2008, was appointed to undertake a review of existing historical site investigation reports and determine preliminary remediation options of the whole site. Sampling and analysis of groundwater samples from existing wells indicated that contamination of the land persisted. The site poses complex contamination issues and a detailed site investigation and further monitoring of the encroachment of the ground water contaminants is required to inform an effective remediation strategy to allow the reuse of the site for development.
- 3.7. Three development options for repurposing the site were considered. The cost implications for remediating the whole site were economically unviable due to the cost of fully remediating Parcel A. Option 2 was the preferred option which involves the remediation of Parcel C and part of Parcel B, the exact delineation of remediation to be determined through further site characterisation and the design and implementation of a remediation strategy and implementation plan.
- 3.8. Funded by the Town Deal Accelerated Fund, £850,000 has been secured to deliver a project that aims to address the legacy contamination issues that have prevented redevelopment schemes identified for the site from proceeding, due to the impact of the associated remediation costs on economic viability. This project will work towards preparing the site for return to land supply thereby overcoming the key barrier to development and addressing market failure.

- 3.9. The scope of works is to provide characterisation of Parcel C and the areas of Parcel B not formerly investigated to a substantial degree. This will provide information about the ground conditions and subsequently help inform the remediation strategy required. The site investigation works also includes scope to better delineate the extent of Parcel B that is more seriously affected by migration within the groundwater from Parcel A. Understanding how the contamination has changed over time and a more detailed understanding of the subsurface sources of contamination will determine what measures need to be in place to reduce overtime the contamination levels in the undeveloped area of Parcel B that emanate from Parcel A.

Overview of Remediation Route Map

- 3.10. Preliminary site investigations to identify subsurface sources of contamination on Parcels B and C and has informed the programme and Route Map outlined in Table 1. This is an iterative programme of work identifying key decision points (Table 1 in bold).

Table 5: Caldew Riverside Route Map

STAGE	TASK	COMPLETION DATE
Preliminary site investigations	Site investigation – Ground Penetrating Radar Survey undertaken	31 January 2021
	Site Investigation - Ecology Survey undertaken	01 January 2021
	Planning permission for site investigation approved	31 March 2021
	Contractor for SI and Phase 1 remediation work appointed	31 March 2021
Stage 1 Site Characterisation to Remediation Strategy	Task 1 - Supplementary Ground Investigation to provide characterisation of Parcel C and the areas of Parcel B not formerly investigated.	10 September 2020
	Task 2 - Interpretative Report	October 2021
	Task 3 - Remediation Strategy and Options	October/November 2021
	Task 4 - Targeted Groundwater / NAPL Monitoring	November 2021 to February 2022
	Task 5 - Contamination Mobility study and Natural Source Zone Depletion Analysis	November 2021 to February 2022
Stage 2 Detail Design of Remediation	Task 6 - Pathway Management Remediation	January to March 2022
	Task 7 - Remediation Design – Land Parcels B and C	January to March 2022
	Task 7a - Planning Permission for remediation Design	February 2022

Implementation Plan	Task 8 - Remediation Implementation Decision Point	February 2022
Stage 3 Implementation of Remediation	Task 9 - Finalisation of Remediation implementation Plan Specific Remedial Tasks	TBC
	Task 10 - Undertake Remediation Specific Remedial Tasks	TBC
	Task 11 - Verification Reporting Specific Remedial Tasks	TBC
	Task 12 - Regulatory sign-off of Remediation / Verification (Specific remedial Tasks)	TBC

3.10 Decision points between stages include:

- **TASK 5** – aims to understand potential for migration of residual contaminants and evaluate current source zone depletion rates to provide a benchmark to establish the requirement of undertaking targeted contaminant recovery activities that could include the installation of a barrier and determine the need for extraction over time . Outcome will support determination of depth and type of barrier install.
Decision: To implement the appropriate remediation strategy options.
- **TASK 8** - to understand the remediation requirements across both land parcels to facilitate future redevelopment. This decision point will be used to evaluate and deliver the elements of the scheme that are affordable within the available budget and that would maximise the future value and attractiveness to potential developers.
Decision: Agree scope and contract amount for practical actions within the remaining budget.

4. CARLISLE TOWN DEAL

Background

4.1 In October 2020 Carlisle's Town Deal Board, a private-public partnership made up of key organisations across Carlisle, including Carlisle City Council, Cumbria County Council, Cumbria LEP, the University of Cumbria and Tullie House, agreed and submitted a Town Investment Plan (TIP) to government to secure up to £25 million of public investment for the city.

4.2 The TIP outlines the following strategy for Carlisle:

By 2030 Carlisle will be a thriving centre for businesses, residents, education, and culture providing new jobs, thousands of extra homes, better skills, a high quality leisure offer, a clean environment, and a great quality of life for a growing resident population and workforce. It will be a flourishing visitor destination, welcoming tourists to the City and offering an attractive gateway to the beauty of the wider Cumbrian and Borderlands region.

4.3 This vision is underpinned by the following strategic objectives:

- SO1: GROWING CITY - To grow the working-age population of Carlisle and expand the business and employment base, through investment in housing, business growth, high-quality job creation, and education & skills.
- SO2: VIBRANT CITY - To increase vibrancy and activity in Carlisle city centre, creating a thriving community of students, residents, businesses and workers using the centre for education, housing, work and leisure activities, during the day and into the evening.
- SO3: CONNECTED CITY - To make Carlisle a highly accessible and connected city, supporting growth by making it easier for residents, workers, students and businesses to arrive at and move around the City.
- SO4: DESTINATION CITY - To grow Carlisle's visitor economy, attracting additional footfall, vibrancy and spending to the City.
- SO5: RESILIENT AND INCLUSIVE CITY - To enable Carlisle's businesses, people and communities to be resilient to economic, social and environmental challenges including climate change, economic exclusion and unemployment, digital exclusion, and recovery from the Covid-19 pandemic.

4.4 The Investment Plan takes a holistic 'whole town' approach to regeneration, providing a strategy for growth in the city over the next ten years, capturing investments that have already been confirmed, including Borderlands and Future High Street Fund projects, as well as proposing 7 new projects for Town Deal Funding. These projects are:

- Start with the Park, St. Cuthbert's Garden Village
- Southern Gateway
- Project Tullie: Welcome & Entrance to Tullie House Museum
- Lighting Up Carlisle
- Digital and Community Learning Hub
- Citadels Business Infrastructure
- Carlisle Market Hall

Heads of Terms Agreement

4.5 In March 2021 Carlisle received a Heads of Terms agreement of £19.7 million for its Town Deal, following submission of the Town Investment Plan in October 2020. Since then, the City Council and project sponsors have worked with the Town Deal Board to rescope the programme as presented in the TIP to account for the funding offer and identify the £5.3 million of savings across the programme.

4.6 At the meeting on 10 May 2021 of the Town Deal Board, the Board agreed a £19.7 million programme based on retaining all 7 of the original TIP projects, albeit for some at a reduced cost. An overview of each project and the Town Deal funding request for each project is available below:

Table 6 : Town Deal Projects and Funding Ask:

Project name	Project outline	Town Deal Funding
Start with the Park, St. Cuthbert's Garden Village	The 'Start with the Park' project will provide the 'Greenway' a connective, multi-modal green travel route connecting the key settlements of SCGV with Carlisle City Centre and providing a high quality leisure and recreation facilities. The project will position SCGV as a unique and attractive destination for working-age families. delivering 7km of new/improved walking and cycling infrastructure and 5Ha of public realm/green space developed, setting the scene for future phases of development.	£2,000,000
Southern Gateway	An integrated programme of investments in active and sustainable travel and public realm to better connect key developments in the Southern Gateway area of Carlisle, including the Railway Station, Citadels, Devonshire Street and the former Central Plaza site, and to connect St. Cuthbert's Garden Village with the City Centre. delivering 1KM new/improved walking and cycling infrastructure, 3,380 M2 new/upgraded road infrastructure, 0.7Ha of public realm developed/improved.	£6,600,000
Project Tullie: Welcome & Entrance to Tullie House Museum	Part of a wider programme of investment at Tullie House Museum, this project will better connect the Museum to the surrounding streetscape, increasing its visibility by providing a clear and contemporary point of arrival for visitors. Improving 412M2 of floor space, generating 7,500 additional visitors PA and 478,000 visitor spend PA, 9 jobs supported/created and contributing towards the upgrade of one heritage building/cultural facility	£918,000
Lighting Up Carlisle	Investment of capital funding in digital lighting equipment to support an expanded and transformed events programme. generating 100,000 visitor spend PA and 6,180,000 additional visitor spend, upgrading 7 heritage buildings, supporting 115 jobs and 300 businesses supported.	£620,000

Digital and Community Learning Hub	Refurbishment of the City Centre Library to create an accessible digital skills and community learning hub, and installation of digital equipment and training materials in 13 community venues. Improving 1,200 M2 of floorspace, supporting: 1,500 learners, 50 businesses, and 900 people to progress into jobs/self employment. 4 jobs created/supported	£2,350,000
Citadels Business Infrastructure	Part of a wider development scheme to bring a new University campus on the grade I listed Citadels site, this project will create a purpose built hyper fast digitally enabled business interaction and accommodation space, linked to the University of Cumbria's flagship campus development. The project will create 888M2 new business space, supporting/creating 149 jobs over 7 years and supporting 25 businesses PA.	£4,000,000
Carlisle Market Hall	Investment to improve the infrastructure and internal structure in the Market Hall to improve the experience for shoppers and visitors and exploring options to create a food court and events space. Improving 2350M2 of floor space, upgrading 1 heritage building, supporting 60 businesses, creating/supporting 127 jobs, and generating 20,800 additional visitors, and £1,328,000 visitor spend PA	£3,015,000

4.7 In addition to the funding the project, 1% of the total funding secured from the Town Deal will be used to fund programme management (£197,000).

4.8 The Heads of Terms Agreement outlined a number of conditions that Carlisle will need to address as part of the agreement. These conditions will need to be addressed within the coming months, ahead of the submission of Business Cases. The conditions are listed below and a plan for addressing these conditions is outlined in our response to government regarding the Heads of Terms offer (Appendix B)

- Provide a more detailed future stakeholder engagement plan for both public and private sector which is focussed on Towns Fund interventions.
- The business cases for projects will be taken through Carlisle City Council in line with local assurance processes

- Public Sector Equalities Duty: Carlisle will undertake programme-wide level impact assessment, relevant project-level impact assessment and relevant Environmental Impact Assessments
- Market Hall Project: provide risk register including mitigations; provide further detail on outcomes related to job creation.
- Digital and Community Learning Hub Project: provide a breakdown of costings for each element of the project; provide further detail on the outcomes relating to the number of learners supported.

Delivery Plan and programme activity over next 12 months

Table 7: Outline Project Delivery Plan and Financial Profile

Project	21/22	22/23	23/24	24/25	25/26
Carlisle Market Hall	£2,156,560	51,510	£606,930		
Citadels Business Infrastructure	£159,000	533,000	1,368,000	£1,368,000	£572,000
Digital & Community Learning Hub		350,000	1,750,000	£250,000	
Lighting-Up Carlisle	£90,000	344,000	£52,000	£52,000	£82,000
Southern Gateway		670,000	1,700,000	£2,430,000	1,800,000
Start with the Park (SCGV)		250,000	£700,000	£940,000	£110,000
Project Tullie		£58,000	£234,000	£626,000	

- 4.9 Three fast track projects have been identified, which are highlighted in red in the below outline delivery plan. 'Fast track projects' are those where delivery can commence this financial year (2021/22). These are highlighted in red in the figure above.
- 4.10 As the Town Deal Programme has now been confirmed, Carlisle now moves into **phase two** of the development of a Town Deal. This involves the production, appraisal and approval (by the Town Deal Board and Lead Authority) of 7 Business Cases (one for each project). The timescale for Business Case development is fixed: all Business Cases need to be submitted to government by **March 2022**, furthermore, any fast-track projects will require business cases

to be developed by the **end of October 2021** to ensure funding can be secured this financial year.

4.11 Once detailed business cases have been developed for each project, towns must submit a Town Deal Summary Document to the Towns Hub. This should include:

- A list of agreed projects (including BCRs)
- Details of business case assurance processes followed for each project
- An update on actions taken in relation to the Heads of Terms key conditions and requirements
- A Delivery Plan (including details of the team, working arrangements and agreements with stakeholders)
- A Monitoring and Evaluation Plan
- Confirmation of funding arrangements and financial profiles for each project
- Confirmation of approval of planning applications
- Letters of approval from the Town Deal Board and Lead Council

5. ECONOMIC DEVELOPMENT PROGRAMME MANAGEMENT OFFICE

- 5.1 The City Council are now in the process of contracting with the MHCLG for delivery of the agreed Future High Street Fund and Town Deal programmes. This will require the City Council to act as the Accountable Body and be accountable for the overall management and administration. In this role the Council will be required to:
- Manage, monitor, and evaluate the programmes
 - Manage contractual arrangements with project partners to ensure delivery
 - Be responsible for the financial management of the overall programme
 - In the case of Town Deal, support lead partners in the development of detailed business cases to secure funding
 - Reporting to government as required
- 5.2 The regeneration team has increased its capacity incrementally to respond to the growing workstreams flowing through the section. With the recent approval of the Future High Street Fund and Town Deal programmes, with packages of four projects and seven projects respectively, these workstreams have increased significantly.
- 5.3 In order to be able to undertake the role of Accountable Body for these major projects and programmes effectively it is proposed that a Programme Management Office (PMO) be established, for an initial 3 year period (subject to review), along with an increase of resources within the Regeneration team. The proposal is modelled on the approach by Northumberland County Council and the structure of the recently-established Borderlands PMO.
- 5.4 The PMO would initially have three permanent members of staff – the Programme Manager, Programme Officer, and a part-time Administrative Assistant.
- 5.5 It is recognised that the PMO will required specialist support from the legal, property and finance teams to deliver the projects and carry out the Accountable Body functions and responsibilities. This support has been discussed at the Major Projects Economic Growth Board. The Legal Services, Property Services and Financial Services Managers have confirmed that their teams do not currently have the resources available to provide the level of support anticipated.
- 5.6 To support the delivery of these major projects and programmes it is proposed that the capacity of the Regeneration team is increased. This will provide the resources required to ensures that project development and delivery for the Borderlands, Future High Street Fund and Town Deal programmes keeps on track and that the wider economic development and heritage protection work continues to be progressed.

- 5.7 It is proposed that the team is expanded from four members of staff to six. The two posts would be an additional Regeneration Officer post and also a client side project manager post. This will ensure that the necessary resources and skills are in place to continue the business case development work for the Town Deal, whilst managing the delivery of the capital projects that have moved into implementation (e.g. FHSF).
- 5.8 From the funding that has been secured, allocations for programme management have included to support the costs that will be incurred by the Council in the development, delivery and management of these major economic development projects and programmes. This includes the costs of the necessary finance, legal and property support that will be required.
- 5.9 As the FHSF and Town Deal are capital grants, any claims for the programme management costs must be based on activity and expenditure that can be treated as capital and which are incremental in supporting the delivery of an asset. This means that some activity – such as the legal and finance support – would not be eligible and would need to continue to be funded from revenue budgets. There will be a requirement to ensure correct accounting and allocation for those posts that will be funded from capital grants. Capital financing requirements do allow for project teams to be capitalised, but there are strict restrictions around what can and cannot be capitalised. For example, training and holiday pay are not allowable as a charge to capital and only officer time that can be directly attributable to a capital asset are allowable as being funded from capital resources. Any costs that cannot be capitalised would fall as a charge on the revenue budget.
- 5.10 As some posts are already base budgeted, the Regeneration Manager has worked closely with the Financial Services Manager to identify the optimum way in which the capital funding can be used alongside existing revenue budgets to minimise the request for additional resources and to try and enable posts directly impacting on the delivery of the schemes to be funded from the capital funding. The table at the end of this report also shows those changes where posts are to be considered as part of a wider Economic Development restructure and re-graded. The additional costs associated with this are included in the overall budget requirement of the PMO.
- 5.11 The proposals cover the next three years of activity for the PMO and regeneration team and entail:
- An additional revenue budget requirement of £91,545 for this financial year 2021/22
 - An additional revenue budget requirement £82,560 for each of the following two years 2022-23 and 2023-24

	2021/22	Current Grade	Proposed Grade	FTE	Proposed Cost	Current Base Budgets	FHSF [C]	SCGV [R]	Additional Funding Required
PMO	Programme Manager	H	I	1					
	Programme Officer	F	F	1					
	Administrative Assistant	C	C	0.6					
	Finance Support								
	Legal Support								
	Property Support								
Regen	Regeneration Manager	L	M	1					
	Regeneration Officer (FHSF)	H	H	1					
	Regeneration Officer (Town Deal)	F	G	1					
	Regeneration Officer (Borderlands)	F	G	1					
	Project Manager	K	K	0.8					
	Heritage & Urban Design Officer	I	I	1					
	TOTAL				499,545	226,000	122,000	60,000	91,545

	2022/23; 2023/24	Current Grade	Proposed Grade	FTE	Proposed Cost	Base Budget	FHSF [C]	Town Deal [C]	SCGV [R]	Additional Funding Required
PMO	Programme Manager	H	I	1						
	Programme Officer	F	F	1						
	Administrative Assistant	C	C	0.6						
	Finance Support (Accountancy + Procurement)									
	Legal Support									
	Property Support									
Regen	Regeneration Manager	L	M	1						
	Regeneration Officer (FHSF)	H	H	1						
	Regeneration Officer (Town Deal)	F	G	1						
	Regeneration Officer (Borderlands)	F	G	1						
	Project Manager	K	K	0.8						
	Heritage & Urban Design Officer	I	I	1						
	TOTAL				539,810	226,000	122,000	49,250	60,000	82,560

6. RISKS

- 6.1 The capacity to manage the programme of projects and ensure that sufficient the resources in place to support deliver the key corporate economic development / regeneration priorities has been identified as a major risk within the ED Directorate risk register and has been escalated as a corporate-level risk. The establishment of the PMO and an increase of resources within the Regeneration team is the proposed control and mitigative action to manage this risk.

7. GOVERNANCE

- 7.1 As part of the accountable body function, the Council must demonstrate that robust governance processes are in place to ensure proper, transparent, and involve accountable decision making.
- 7.2 In terms of initial governance principles, the PMO will need to have a strong interface between the existing governance structures that have been established to manage the delivery of the major projects and programmes. This will enable it to carry out the key tasks of managing, monitoring, and evaluating the programmes – and reporting to government as required.
- 7.3 The PMO would report to the Major Projects Economic Growth Board and present a ‘highlight report’, which would report on current activity, progress against milestones, budgets and risks. The Growth Board itself would act as the gateway for information and decision-making.
- 7.4 It is proposed that the Economic Development and Legal / Governance teams work together on the creation of a transparent Governance process - and a scheme of delegation similar to the one relating to the Sands Project, which has worked well in practice.

8. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 8.1 The Executive is asked to:
1. Note the Future High Streets Fund (FHSF) Memorandum of Understanding included in Appendix A, the provisions contained therein
 2. Give approval to sign the FHSF Memorandum of Understanding and therefore confirm the Council’s acceptance of the £9,124,606 grant funding offered.
 3. Give approval for the Council to be the accountable body for the FHSF programme, as per paragraph 2.11

4. Approve, for recommendation to Council, a budget of £6,742,839 (in addition to the Greenmarket scheme already included in the Council's capital programme) be added to the Council's Capital Programme, according the financial profile for the years 2021-22, 2022-23 and 2023-24 as set out in Table 3 of this report.
5. Release the budget for the Greenmarket scheme already included in the capital programme in accordance with the Council's budget resolution agreed in February 2021.
6. Note the Remediation Road Map for the Caldew Riverside site and the key decision points as set out in Table 5 of this report.
7. Delegate authority, regarding the Caldew Riverside remediation strategy key decision points, to the Corporate Director of Economic Development following consultation with the Leader of the Council, Portfolio Holder for Economy Enterprise and Housing, Corporate Director of Finance & Resources and Corporate Director of Governance & Regulatory Services to:
 - c) implement the appropriate remediation strategy options.
 - d) Agree scope and contract amount for practical actions within the remaining budget.
8. Note the progress on the development of the Carlisle Town Deal, the agreement of Heads of Terms (included in Appendix B), the agreed programme of projects as set out in Table 6 of this report and the programme of activity over the next twelve months to progress towards agreeing the Town Deal
9. Note the additional resources required to deliver City Council's major economic development projects and the associated costs and that these costs will be offset using grant funding that has been secured.
10. Agree to the establishment of a Major Projects Programme Management Office for an initial 3 year period (subject to review) and increasing the capacity of the regeneration team.
11. Approve, for recommendation to Council additional revenue budget of £91,545 for this financial year 2021/22 to fund the PMO and the regeneration team and an additional £82,560 for the following two years 2022-23 and 2023-24, as set out in Table 8 of this report and funded from Revenue Reserves.

9. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 9.1 The major economic development / regeneration projects for which funding has now been secured - and the establishment of the PMO and expansion of the

regeneration team to support their delivery - will contribute to all five of the Plan priorities:

- P1: Supporting business growth and skills development to improve opportunities and economic prospects for the people of Carlisle.
- P2: Further develop sports, arts and cultural facilities to support the health and well-being of our residents.
- P3: Improving the quality of our local environment and green spaces so that everyone can enjoy living, working and visiting Carlisle.
- P4: Address current and future housing needs to protect and improve residents' quality of life.
- P5: Promoting Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential.

Contact Officer: **Steven Robinson** **Ext: 7535**

Appendices Appendix A - Future High Street Memorandum of Understanding.
attached to report: Appendix B - Carlisle Town Deal Heads of Terms

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

- **None**

CORPORATE IMPLICATIONS:

LEGAL – The report outlines a significant number of projects which the Council has funding to progress. All Grant Funding Agreements and related documents must be reviewed by the legal services team prior to accepting the monies. Particularly where the Council is acting as Accountable Body, there will also be a need for third party agreements and these should be drawn up by the legal services team.

Legal input should also be sought at the earliest possible opportunity, for example, when developing the business cases required for the Towns Deal funding, in order that advice may be provided on such matters as title to any Council assets involved, third party easements and issues, due diligence on investors and cooperation agreements, the need for procurement or advertisements and SRO advice.

The report also sets out the intention that a Project Management Office be established, including funding for legal support. The projects outlined will require substantial legal input and the intention is to recruit to the internal legal team, however, where 'peaks' of work require, external legal support may also be sought, to be funded by the project.

Finally, it is proposed that a Governance structure and Scheme of Delegation is agreed, similar to those in place for the Borderlands deal and the Sands Centre construction project. This Scheme should be prepared in full consultation with the Monitoring Officer and will be brought back to Executive for approval.

PROPERTY SERVICES - The additional funding will be used to bolster internal resources within the Property team however any costs associated with specialist external resources will have to be met from the respective project budgets.

Given that a number of the construction projects are Council owned assets this will allow the projects to be assessed through the Property team's whole life strategies to ensure all property issues are considered at inception and monitored throughout to ensure that long term maintenance and property management issues are minimised.

FINANCE – The report outlines the key economic development projects being progressed and the outcomes of recent funding bids to government.

The report requests that the confirmed allocation of Future High Street Funding (£9,124,607) be added to the Council's capital programme so that project delivery can be progressed. It should be noted that the scheme for the Greenmarket investment (£2,381,768) is already included in the capital programme as this required a contribution (£388,232) from the Council and this was approved as part of the budget setting process in February 2021. Therefore, only the additional parts (£6,742,839) of the FHSF are requested to be added to the capital programme.

The Memorandum of Understanding for the FHSF is for 2021/22 only and therefore funding for 2022/23 onwards is subject to the outcome of the Government's Spending Review.

As the Council is acting as Accountable Body for the FHSF and Town Deal, it will need to ensure that it has suitable arrangements in place with third parties who will deliver some of the projects, e.g. Cumbria County Council, Tullie House etc, so that it can be

certain that grant conditions will be followed and adhered to. There will likely be a requirement for funding agreements with these third-party bodies for this.

The Council will need to consider any VAT implications associated with the delivery of the schemes as the significant expenditure that will be flowing through its accounts will increase the amount of VAT reclaimed.

PMO

The report details the requirements in order to deliver the schemes (FHSF and Towns Deal) and that a Project Management Office should be established. There is funding within each scheme as an allowable cost for delivery of the projects, however, the proposed PMO costs exceed these capital grants and therefore request an additional amount for funding from the revenue budget. It should be noted, and carefully considered, that these grants are capital grants and there are specific and restricted regulations around the use of capital in funding staffing costs. The employee's activity must have directly contributed to bringing an asset into operational use. Any costs that do not fall within the guidelines will automatically be deemed revenue and not allowable as being funded from capital funding.

It is recommended that the additional revenue budget requirement be funded from General Fund Reserves. Reserves are forecast to be above minimum levels (forecast at £3.587m at 31/03/26 against a minimum level of £3.1m) for the life of the MTFP and could therefore be used to fund this additional supplementary estimate.

The proposals for the PMO include costs for existing post re-grades. If these re-grades are permanent once the PMO ceases, then the additional cost of these posts will need to be found for these posts.

Although the PMO will utilise existing staffing resource, there are elements within the proposals that could see new temporary posts created. It should be noted that any temporary resource that is brought in for a period of more than two-years will be entitled to redundancy pay when the contract ceases and the proposal does not include any funding for this potential cost, so provision will need to be made from existing Economic Development base budgets..

EQUALITY – As stated in the report, Carlisle will undertake programme-wide level impact assessment, relevant project-level impact assessment and relevant Environmental Impact Assessments.

INFORMATION GOVERNANCE – There are no information governance implications with this report

MEMORANDUM OF UNDERSTANDING

Between

Ministry of Housing, Communities and Local Government

-and-

Carlisle City Council

1. Purpose

1.1. This Memorandum of Understanding ('MOU') sets out the terms, principles and practices that will apply to the working relationship between the Ministry of Housing, Communities and Local Government ('MHCLG') and Carlisle City Council ('the Council')(collectively 'the Parties') regarding the administration and delivery of the Future High Streets Fund ('FHSF') proposal at Carlisle City Centre. This MOU applies to the financial year ('FY') 2021/22.

2. Background

2.1. In December 2020, MHCLG announced the outcome of the FHSF competition. The Council were successful with their bid for Carlisle City Centre.

2.2. This MOU covers the funding commitments from MHCLG and the communication expectations between the Parties.

3. Purpose of Funding

3.1. MHCLG considered the business case submitted by the Council for the FHSF proposal at Carlisle City Centre and agreed to allocate funding up to **£9,124,606** across FY2021/22, FY2022/23 and FY2023/24. Funding from 2022/23 onwards will be subject to the outcome of the Spending Review. The indicative allocation for each year is set out in the following table:

Financial Year	Excluding Contingency (£)	Contingency (£)
2021/22	1,164,790	271,233
2022/23 (indicative)	2,689,527	673,698
2023/24 (indicative)	3,462,071	863,287
Sub-total	7,316,388	1,808,218
Total 2020/21 – 2023/24	9,124,606	

- 3.2. The funding is provided to form part of the necessary capital investment required for delivery of the FHSF proposal at Carlisle City Centre. MHCLG expects the Council to use the funding provided for the purposes outlined in the business case approved by MHCLG, and that evidence will be provided to demonstrate this. Should delivery not progress as agreed, MHCLG will review whether it is appropriate to grant the next tranche of funding and whether greater monitoring and oversight may be needed. Assurance on project progress shall be borne out through the formal monitoring process set out in Clause 7 of this MOU.
- 3.3. The business case approved by MHCLG sets out the details of the projects, including budget, spending profile, scope, key assumptions, outputs, timeline, key milestones, and risks. Together these project parameters set out what is expected by the Parties, and these are set out in the following table:

Funded Projects	Repurposing 6-24 Castle Street, Preparing Central Plaza site for redevelopment, Reimagining Green Market/ Market Square as Carlisle's events space, Pedestrian enhancement of Devonshire Street
Spending Profile	Annex A: Spend Profile
Project Outputs & Outcomes	The Council will deliver on the outcomes presented in the business case, but a final, more detailed set of project outputs and outcomes will be agreed following the baselining exercise.
Projected Timeline & Key Milestones	Annex B: Work Plan
Risk Management	Annex C: Risk Register

4. Financial Arrangements

- 4.1. The agreed funds will be issued to the Council as non-ringfenced grant payments under Section 31 of the Local Government Act 2003, for expenditure as agreed in the approved business case.
- 4.2. Payments to the Council will normally be made annually, towards the beginning of each financial year, as agreed between MHCLG and HM Treasury.
- 4.3. Annual amounts for each financial year will be agreed by the Parties in principle before the payment is made. MHCLG will advise the Council on the procedure for drawing down payments for any contingency costs incurred.

- 4.4. The Council will provide regular project, financial, and risk reporting to MHCLG, in such a format as MHCLG reasonably requires, demonstrating spend against the previous funding and that outputs and outcomes are being met, in line with the approved business case.
- 4.5. This information will be taken into consideration by MHCLG before subsequent annual payments to the Council are finalised and paid. MHCLG reserves the right to make appropriate adjustments to payments and may withhold payments where there are significant concerns over delivery.
- 4.6. If the Council needs to amend the annual spending profile, requiring a change to the indicative allocations in Clause 3.1, the Council will give notice to MHCLG by the last working day of November of the previous financial year.
- 4.7. Requests by the Council to amend an annual spending profile will be considered by MHCLG but approval will be subject to the availability of resources. There are no guarantees that such requests will be accommodated.

5. Duration and Review Point

- 5.1. This MOU covers the financial year 2021/22 and will be reviewed and amended to cover future years no later than February 2022.
- 5.2. This MOU will come into effect upon signature by the Parties and will remain in effect until it is terminated by either Party in accordance with the terms in Clause 10 of this MOU. It may be extended by the written agreement of the Parties.
- 5.3. Each year of the planned funding period will be covered by an MOU, including the extension of this MOU where the Parties agree to the extension.
- 5.4. Notwithstanding Clause 5.1 and 5.3 of this MOU, if an MOU is not in place by the end of financial year 2021/22, this MOU will continue to apply.

6. Branding and Communication

- 6.1. MHCLG will provide the Council with guidance on the Branding and Communication associated with FHSF projects. The Parties agree to adhere to the guidance and any updates subsequently released by MHCLG.

7. Monitoring and Evaluation

- 7.1. MHCLG will provide the Council with guidance on the Monitoring and Evaluation of FHSF projects.
- 7.2. MHCLG will provide grant funding subject to the Council hereby agreeing to full transparency open book working and a duty of good faith regarding all matters relating to the project, the Council, and this MOU.
- 7.3. The Council will collaborate with MHCLG over monitoring and evaluation requirements, which will involve reporting twice a year on inputs, activities and outputs, as well as spending and delivery milestones at a programme and

project level. This includes collecting accurate data and using the agreed metrics and methods as set out in the Monitoring and Evaluation guidance. MHCLG shall assist the Council where possible, and the Parties will work together to satisfy these requirements. MHCLG reserves the right to quality assure data and conduct site verifications.

7.4. The Council will endeavour to promptly share information at appropriate times as and when requested by MHCLG, including:

- Current funding that has been spent
- Planned expenditures
- Updates on key project milestones and risks
- Procurement and governance

7.5. The Council will not be required to lead data collection for the evaluation but is expected to assist MHCLG or external partners where required.

7.6. MHCLG reserves the right to publish relevant data and use it to inform public statements.

8. Changes to approved Business Case

8.1. The Council will notify MHCLG of any proposed changes to the approved business case. Wherever possible this notification will be provided in advance of changes.

8.2. The Council will require approval by MHCLG for any significant alterations to the project parameters, as set out in Clause 3.3.

8.3. MHCLG will provide details of the formal Change Procedure.

9. Compliance with MOU

9.1. The Parties to this MOU are responsible for ensuring that they have the necessary systems and appropriate resources in place within their respective organisations to comply fully with the requirements of this MOU.

10. Changes to the MOU

10.1. The arrangements under this MOU will be kept under review. Amendments to this MOU may only be made upon written agreement between the Parties.

11. Resolution of Disputes

11.1. Any dispute that may arise as to the interpretation or application of this MOU will be settled by consultation between the Parties.

12. Legal Enforcement

12.1. This MOU is not legally enforceable. It describes the understanding between both parties for the use of funding specified in Clause 3 of this agreement.

Signed on Behalf of the Council:

Name:

Date:

Signed on Behalf of MHCLG:

Name:

Date:

ANNEX A: SPEND PROFILE

ANNEX B: WORK PLAN

ANNEX C: RISK REGISTER

Heads of Terms offer for Carlisle

Introduction

Carlisle is the capital of the Borderlands region. It is home to key institutions such as the University of Cumbria. Good development land availability and strong transport connectivity ensures Carlisle is ideally placed to grow, as evidenced by the planned St Cuthbert's Garden Village. Moreover, Carlisle benefits from a rich heritage as well as a strong private sector. However, Carlisle has a declining working-age population and a low skill, low wage economy. Many residents suffer from digital exclusion and live in deprived areas.

Government will work with Carlisle City Council and its Town Deal Board to support the delivery of a Town Deal, with the goal of ensuring all Carlisle residents have a share in the town's success.

The commitment

This document lays out the Heads of Terms offer to Carlisle, under the Towns Fund. This is not a contractually binding document and the offer is subject to various conditions being met. The Heads of Terms will act as a Memorandum of Understanding for the future development and delivery of Carlisle's Town Investment Plan and project proposals. It sets out joint expectations as Carlisle enters the business case development phase.

Government will provide up to **a total of £19.7 million from the Towns Fund**, which will be used to transform Carlisle into a thriving centre for businesses, residents, education and culture, providing new jobs, thousands of extra homes, better skills, a high-quality leisure and culture offer, a clean environment, and a great quality of life for a growing resident population and workforce. Carlisle will be a flourishing visitor destination, welcoming tourists to the city and offering an attractive gateway to the beauty of the wider Cumbrian and borderlands region.

Carlisle has proposed a range of projects that will contribute towards achieving this vision. These include:

- The acquisition and refurbishment of Carlisle Market Hall
- The creation of Citadels: Business Infrastructure
- The delivery of the Digital and Community Learning Centre
- The delivery of Lighting-Up Carlisle
- The transformation of the Southern Gateway
- The development of Start with the Park: St Cuthbert's Garden Village
- The delivery of Project Tullie, the transformation of the entranceway at Tullie House

Carlisle will need to prioritise these projects within the funding envelope being offered. Funding for individual projects will be subject to successfully completing Phase 2 of the Towns Fund process. This includes detailed project development and business case assurance at local level.

Process, governance and assurance

Local partners will work with government to demonstrate the feasibility, viability and value for money of their projects by developing and submitting the Town Deal Summary Document,

including (as per the Further Guidance and Stage two guidance: business case development):

- A list of agreed projects
- Details of business case assurance processes followed for each project
- An update on actions taken in relation to the Heads of Terms key conditions and requirements
- A Delivery Plan (including details of the team, working arrangements and agreements with stakeholders)
- A Monitoring and Evaluation Plan
- Confirmation of funding arrangements and financial profiles for each project
- Undertaking Public Sector Equalities Duty analysis
- Approval from the Town Deal Board and Lead Council

Carlisle should conduct project assurance in line with agreed routes for each individual project and should provide a more detailed future stakeholder engagement plan for both public and private sector which is focussed on Towns Fund interventions.

If the priority projects identified for funding do not progress, MHCLG cannot guarantee that funding can be assigned to alternative projects or that if it is those will be to the same value. This may result in an overall reduction in the amount of funding received.

Within two months of accepting this offer, Carlisle should confirm in writing details of projects being taken forward and a plan for addressing key conditions relating to those projects and the overall Town Investment Plan. This should be sent to towns.fund@communities.gov.uk, copied to the town lead.

Carlisle must then complete business cases for the projects being taken forward and submit the Summary Document within 12 months of the deal being agreed. MHCLG will then provide the agreed funding up to the maximum amount of **£19.7m** for those projects, provided that all conditions are met.

Signed:

Signature has been redacted

Chair of the Town Deal Board

Signature has been redacted

Chief Executive of lead Council

Signature has been redacted

MHCLG Secretary of State / Minister

20/04/21

Date

NOTICE OF EXECUTIVE KEY DECISIONS

4 June 2021

Notice of Key Decisions

This document provides information on the 'key decisions' to be taken by the Executive within the next 28 days. The Notice will be updated on a monthly basis and sets out:

- Details of the key decisions which are to be taken;
- Dates of the Executive meetings at which decisions will be taken;
- Details of who will be consulted and dates for consultation;
- Reports and background papers which will be considered during the decision making process;
- Details of who to contact if further information is required
- Details of where the document can be inspected
- Details of items which the public may be excluded from the meeting under regulation 4(2) and the reason why
- Details of documents relating to the decision which need not, because of regulation 20(3) be disclosed to the public and the reason why.

The dates on which each new Notice will be published are set below:

Publication Dates

4 June 2021	22 October 2021	18 February 2022
2 July 2021	12 November 2021	21 March 2022
30 July 2021	19 November 2021	
27 August 2021	17 December 2021	
24 September 2021	21 January 2022	

Key decisions are taken by the City Council's Executive and these are usually open to the public. Agendas and reports and any other documents relevant to the decision which may be submitted can be viewed in the Customer Contact Centre at the Civic Centre, Carlisle or on the City Council's website (www.carlisle.gov.uk). Agendas and reports are published one week ahead of the meeting.

A Key Decision is an Executive decision which is likely –

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant* having regard to the local authority's budget for the service or function to which the decision relates;
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

*significant expenditure or savings to the authority in excess of £70,000

The City Council's Executive Members are:

Councillor J Mallinson (Leader / Chairman)
Councillor G Ellis (Deputy Leader, and Finance, Governance and Resources Portfolio Holder)
Councillor N Christian (Environment and Transport Portfolio Holder)
Councillor S Higgs (Culture, Heritage and Leisure Portfolio Holder)
Councillor Mrs Mallinson (Communities, Health and Wellbeing Portfolio Holder)
Councillor P Nedved (Economy, Enterprise and Housing Portfolio Holder)

Should you wish to make any representations in relation to the items being held in private or If you require further information regarding this notice please contact Democratic Services on 01228 817039 or committeeservices@carlisle.gov.uk.

Index of Active Key Decisions

		Date Decision to be considered:	Date Decision to be taken:
KD.08/21	Medium Term Financial Plan and Capital Investment Strategy	2 August 2021 consultation period to include Overview and Scrutiny as appropriate	31 August 2021
KD.10/21	Budget Process 2022/23 – 2026/27	22 November 2021, 13 December 2021, 20 December 2021 consultation period to include Overview and Scrutiny as appropriate	19 January 2022
KD.13/21	Business Rates Outturn 2020/21		5 July 2021
KD.14/21	The Asset Management Plan 2022 - 2027	2 August 2021 consultation period to include Overview and Scrutiny as appropriate	31 August 2021
KD.15/21	Carlisle Plan 2021 - 2023		31 August 2021
KD.16/21	Regeneration Programme Update and Project Management Office		5 July 2021

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.08/21
Type of Decision:	Executive
Decision Title:	Medium Term Financial Plan and Capital Investment Strategy
Decision to be taken:	The Executive will be asked to consider the Medium -Term Financial Plan 2022/23 – 2026/27 and Capital Investment Strategy reports and make recommendations to Council on 14th September 2021.
Date Decision to be considered:	2 August 2021 consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	31 August 2021
Is the Decision Public or Private?:	The decision will be taken in public
Documents submitted for consideration in relation to the Decision:	The report of the Corporate Director of Finance and Resources will be available five working days before the meeting
Contact Officer for this Decision:	Corporate Director of Finance and Resources, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Ellis)
Relevant or Lead Overview and Scrutiny Panel:	Business and Transformation Scrutiny Panel

All public reports can be viewed in the Customer Contact Centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.10/21
Type of Decision:	Executive
Decision Title:	Budget Process 2022/23 – 2026/27
Decision to be taken:	<p>The Executive will be asked to: Consider strategic financial issues arising from the budget setting process:</p> <ul style="list-style-type: none"> (a) Revenue Estimates including spending pressures, bids and savings (22nd November 2021) (b) Individual Charges Reviews (22nd November 2021) (c) Provisional Capital Programme including new spending proposals (22nd November 2021) (d) Corporate Assets – Repair and Maintenance Programme (22nd November 2021) (e) Treasury Management Base Estimates (22nd November 2021) (f) Local Taxation (including CTRS) (22nd November 2021) (g) Consideration of Scrutiny Consultation feedback (13th December 2021) (h) Draft Revenue Settlement Figures (if available) (20th December 2021) (i) Summary Revenue Budget (including decision on Business Rate Pooling) (20th December 2021) (j) Summary Capital Programme (if required) (20th December 2021) (k) Draft Treasury Management and Investment Strategy including MRP Strategy (20th December 2021) (l) Executive Draft Budget Proposals for consultation (20th December 2021) (m) Consideration of Final Budget Consultation (19th January 2022) (n) Draft Revenue Settlement Figures (if available) (19th January 2022) (o) Final Revenue Budget Summary (19th January 2022) (p) Provisional Capital Programme (19th January 2022) (q) Treasury Management and Investment Strategy including MRP Strategy (19th January 2022) (r) Executive's Final Budget Proposals (19th January 2022)
Date Decision to be considered:	22 November 2021, 13 December 2021, 20 December 2021 consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	19 January 2022
Is the Decision Public or Private?:	The decision will be taken in public.

Documents submitted for consideration in relation to the Decision:	The report of the Corporate Director of Finance and Resources will be available five working days before the meeting
Contact Officer for this Decision:	Corporate Director of Finance and Resources, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Ellis)
Relevant or Lead Overview and Scrutiny Panel:	Health and Wellbeing Scrutiny Panel - 22 November 2021, Economic Growth Scrutiny Panel - 2 December 2021, Business and Transformation Scrutiny 7 December 2021 and 6 January 2022

All public reports can be viewed in the Customer Contact Centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.13/21
Type of Decision:	Executive
Decision Title:	Business Rates Outturn 2020/21
Decision to be taken:	To consider and approve the Business Rates Outturn report and impact on General Fund reserves as at 31/03/21
Date Decision to be considered:	
Date Decision to be taken:	5 July 2021
Is the Decision Public or Private?:	The decision will be taken in public.
Documents submitted for consideration in relation to the Decision:	The report of the Director of Finance and Resources will be available five working days before the meeting
Contact Officer for this Decision:	Corporate Director of Resources, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Ellis)
Relevant or Lead Overview and Scrutiny Panel:	Business and Transformation Scrutiny Panel

All public reports can be viewed in the Customer Contact Centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.14/21
Type of Decision:	Executive
Decision Title:	The Asset Management Plan 2022 - 2027
Decision to be taken:	The Executive will be asked to consider the Council's Asset Management Plan and make recommendations to Council on 14 September 2021.
Date Decision to be considered:	2 August 2021 consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	31 August 2021
Is the Decision Public or Private?:	The decision will be taken in public.
Documents submitted for consideration in relation to the Decision:	The report of the Corporate Director of Governance and Regulatory Services will be available five working days before the meeting
Contact Officer for this Decision:	Corporate Director of Governance and Regulatory Services, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Ellis)
Relevant or Lead Overview and Scrutiny Panel:	Business and Transformation Scrutiny Panel

All public reports can be viewed in the Customer Contact Centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.15/21
Type of Decision:	Executive
Decision Title:	Carlisle Plan 2021 - 2023
Decision to be taken:	The Executive will be asked to recommend the new Carlisle Plan 2021-2023 to Council for adoption.
Date Decision to be considered:	
Date Decision to be taken:	31 August 2021
Is the Decision Public or Private?:	The decision will be taken in public.
Documents submitted for consideration in relation to the Decision:	The report of the Deputy Chief Executive will be available five working days before the meeting
Contact Officer for this Decision:	Deputy Chief Executive, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Leader
Relevant or Lead Overview and Scrutiny Panel:	Business & Transformation Scrutiny Panel, Health & Wellbeing Scrutiny Panel, Economic Growth Scrutiny Panel

All public reports can be viewed in the Customer Contact Centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.16/21
Type of Decision:	Executive
Decision Title:	Regeneration Programme Update and Project Management Office
Decision to be taken:	<p>The Executive will be asked to:</p> <ol style="list-style-type: none"> 1. Consider the Grant Funding Letter and the Memorandum of Understanding for the £9.1m Future High Street Fund programme and give their approval to accept the grant funding, the expenditure profiles and the addition of the projects to the Council's capital programme. 2. Note the progress on the development of the Carlisle Town Deal and the agreement of Heads of Terms for the £19.7m programme and note the programme of activity over the next twelve months to progress towards agreeing the Town Deal 3. Note the progress on the Caldew Riverside Remediation project and the programme of activity and agree a scheme of delegation regarding the remediation strategy options. 4. Consider the resource allocation required for development, delivery and management of the major regeneration projects and programme and give their approval for the establishment of an Economic Development Programme Management Office and the expansion of the Regeneration Team to provide this resource.
Date Decision to be considered:	
Date Decision to be taken:	5 July 2021
Is the Decision Public or Private?:	The decision will be taken in public
Documents submitted for consideration in relation to the Decision:	The report of the Corporate Director of Economic Development will be available five working days before the meeting
Contact Officer for this Decision:	Corporate Director of Economic Development, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Leader / Economy, Enterprise and Housing

Relevant or Lead Overview and Scrutiny Panel:	Economic Growth Scrutiny Panel
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All public reports can be viewed in the Customer Contact Centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

Notice prepared by Councillor John Mallinson,
Leader of Carlisle City Council

Date: 4 June 2021

Notice of Decision taken by The Leader – Councillor John Mallinson

Leader's Decision Reference:	LD.04/21
Subject Title:	Application to the first round of the Government's Levelling Up Fund June 2021

Subject Matter:	<p>The Levelling Up Fund was announced at the 2020 Spending Review. The Fund focuses on capital investment in local infrastructure to build on and consolidate prior programmes such as the Towns Fund.</p> <p>The Fund is being administered via two rounds of bids. Following careful consideration amongst partners and consultation with the Carlisle MP it is felt that a bid to the first round of the Fund offers the greatest chance of a successful application. The deadline for applications to this first round is 12:00noon, Friday 18th June 2021. An important part of the application process is to obtain the support of Council for the bid. The short timescale of the application process necessitates a Special Council session.</p> <p>The first round of the Fund focuses on three themes – Transport investments, Regeneration and Town Centre investment and Cultural Investment. The Carlisle City Council proposed application focuses on cultural investment by building on the developing plans for Project Tullie. These plans have been presented to an informal Council and regular updates are provided to the Portfolio Holder and officers via the Project Tullie Board meetings.</p> <p>The fund criteria encourage each bid to include a local financial contribution representing at least 10% of total costs. The recommendation to Council is that Carlisle City Council provides a capital contribution to a maximum of 10% of the total costs but not more than £1.5M.</p> <p>If successful, the Council will need to work closely with Tullie House to deliver the project and this will require a funding agreement between our two parties. The development, implementation and monitoring of this agreement will be outlined in the Special Council report.</p>
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Relevant Portfolio Area:	Leader / Culture, Heritage and Leisure / Finance, Governance and Resources
Decision Taken:	To hold a Special Council and table a report outlining recommendations regarding an application to the Government Levelling Up Fund.

Key or Non-Key Decision:	
	YES – Key Decision Reference:

Date Decision Made:	1 June 2021	
Reports and Background Papers considered:	TBC	
Reasons for Decision:	To engage Council in deciding if an application to round one of the Governments Levelling Up Fund should be made in support of the Tullie House Trust, Project Tuille plans.	
Details of alternative options considered and rejected:	None. Alternative options will be explored should Council not agree to pursue an application to round one of the fund.	
Interests Declared:	none	
Date published:	1 June 2021	
Urgent Decision not subject to call in:	YES	
Consent of Chairman/Deputy Chairman of Council to Urgency:	YES – 1 June 2021 by the Mayor	

Deadline for call-in:	N/A
Implementation date if not called in:	1 June 2021

Relevant Scrutiny Panel:	Health and Wellbeing Scrutiny Committee / Business and Transformation Scrutiny Committee
Call-in notified to and date notified:	N/A
Approved for implementation on:	1 June 2021

Signed _____

Date 1 June 2021

All public reports can be viewed on the Council's website www.carlisle.gov.uk

Notice of Decision taken by The Leader – Councillor John Mallinson

Leader's Decision Reference:	LD.05/21	
Subject Title:	Representative on Outside Bodies 2021/22 – Tullie House Museum and Art Gallery Trust Board	
Subject Matter:	<p>The Executive was asked to make representations to outside bodies on 2 June 2021 (report GD.36/21). Councillor Mrs Bowman and Councillor Glover were appointed to the Tullie House Museum and Art Gallery Trust Board.</p> <p>Since the publication of the Executive Decisions there has been a request to change the appointment from Councillor Mrs Bowman to Councillor Meller.</p>	
Relevant Portfolio Area:	Cross Cutting	
Decision Taken:	That Councillor Glover and Councillor Meller be appointed as Carlisle City Council's representative on the Tullie House Museum and Art Gallery Trust Board	
Key or Non-Key Decision:		NO
		YES – Key Decision Reference:
Date Decision Made:	11 June 2021	
Reports and Background Papers considered:	Report GD.36/21 – Executive 2 June 2021	
Reasons for Decision:	To ensure that the Council are represented on outside bodies within the Community.	
Details of alternative options considered and rejected:	Not to change the Member representation on Tullie House Museum and Art Gallery Trust Board	
Interests Declared:	None	
Date published:	11 June 2021	
Urgent Decision not subject to call in:		NO
Consent of Chairman/Deputy Chairman of Council to Urgency:		N/A
Deadline for call-in:	Friday 18 June 2021 at 17:00	

Implementation date if not called in:	Monday 21 June 2021
Relevant Scrutiny Panel:	Business and Transformation Scrutiny Panel, Economic Growth Scrutiny Panel, Health and Wellbeing Scrutiny Panel
Call-in notified to and date notified:	
Approved for implementation on:	

Signed

Date___11th June 2021

All public reports can be viewed on the Council's website www.carlisle.gov.uk

Officer Decisions

Below is a list of decisions taken by Officers which they have classed as significant, full details and supporting background documents can be viewed on the Council's website www.carlisle.gov.uk/CMIS/

Decision Ref No	Title: Subject and Decision Taken:	Reports and Background Papers considered:	Date Decision Taken:	Decision Maker:
OD.43/21	Rough Sleeping Initiative 2021/22 To act as the lead authority for Cumbria and accept £528,258 of grant funding from the Ministry of Housing, Communities and Local Government to extend the current countywide projects until 31 March 2022.	Report GD.27/19 and Decision Notices: OD 041/19, OD 034/19, OD 65/20, OD 12/21 all available on www.carlisle.cmis.uk.com	17 May 2021	Corporate Director of Finance and Resources
OD.44/21	<p>Hammonds Pond Infants Play Area</p> <ul style="list-style-type: none"> This project will deliver thoroughly upgraded infants (up to 6 years) play provision at Hammonds Pond, Upperby, following an increase in user levels due to the construction of a new estate to the East of the park. Funding is in place from a Section 106 agreement between Story Homes (developers of the adjacent Ridings Estate) and the City Council, with a total of £174,588 available for the improvement of recreation facilities at Hammonds Pond. A detailed online and hard-copy consultation questionnaire for play area improvements was produced and widely advertised, with over 500 responses received during four weeks. The feedback received was used to draw up specification documents for a fixed budget project to deliver upgrades to the infants section of the play area. This was openly tendered via The Chest portal during November/December 2020. <p>Designs and quotations were received from six play equipment suppliers and, following tender scoring, the decision was made to award the contract to Playdale Playgrounds Ltd for a total value of £62,749.90.</p>	Hammonds Pond play area feedback summary (attached)	20 May 2021	Deputy Chief Executive

OD.45/21	<p>Sands Centre Redevelopment - Appointment of Design Fire Consultants</p> <p>An important part of the Sands Redevelopment Project is the development of an integrated fire strategy (existing events space with the new extension).</p> <p>Design Fire Consultants were previously appointed as part of the extension Multi-Disciplinary Design Team (MDDT) for the new build project.</p> <p>This decision is to directly appoint Design Fire Consultants to update the Events Centre fire strategy and ensure this provides one integrated fire strategy that will avoid the risks and potential extra costs associated with operating two distinct approaches.</p>	N/A	20 May 2021	Deputy Chief Executive
OD.47/21	<p>Release of S106 Funds to Capital Programme, 11062 12/0793 – The Ridings, Durdar.</p> <ul style="list-style-type: none"> A sum of £445,713.74 was received from Story Homes on 24/01/2020 as part of a Section 106 (developer contribution) agreement for a residential development off Durdar Road, Carlisle. The agreement states that the funds were to be utilised at Hammonds Pond, Upperby and divided as below: <p>Footpath improvements - £205,960.57 CCTV and security improvements - £12,657.00 Landscaping and drainage improvements - £52,508.01 Recreation facilities improvements - £174,588.16</p> <ul style="list-style-type: none"> The Healthy City Team intends to use these funds in a phased approach to deliver high quality, community driven improvements across Hammonds Pond to benefit both the residents of the existing local area and those of the new Ridings estate. Phase 2 of the project focusses on significant upgrades to the network of formal and informal footpaths within the park. Work to produce specifications for macadam footpath resurfacing in the park has been completed by City Council staff and was tendered in early 2021. It is now planned to include the replacement of 4 no. end of life pedestrian foot bridges and the 	None	27 May 2021	Deputy Chief Executive

	<p>stabilisation of several hundred metres of pond edge bank within the same package of works.</p> <ul style="list-style-type: none"> The sum of £5,000 requires releasing from the footpath improvements contribution to the capital programme for the 2021/22 financial year to allow a purchase order to be placed with a consulting engineering firm to carry out detailed surveys and produce all technical plans and drawings for the new bridges. <p>The remaining balance will be released following production of the designs, receipt of permissions and tendering via existing framework agreements.</p>			
OD.48/21	<p>Gateley Hamer contract extension</p> <p>Gateley Hamer have been contracted by the Council to provide specialist land assembly advice to inform the development of the Council's regeneration projects. This contact has been extended until June 2021 and will be funded by Cumbria LEP.</p>	N/A	21 May 2021	Corporate Director of Economic Development
OD.49/21	<p>Licensing decisions taken between 1 May 2021 and 31 May 2021</p> <p>The Licensing Manager has granted the attached licences or permissions under an express authorisation delegated to her and in accordance with the Council's policy requirements. (can be viewed on the Council website http://CMIS.carlisle.gov.uk/CMIS/CouncilDecisions/OfficerDecisions.aspx)</p>	Applications for various licences. Private Not for Publication by Virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act.	01 June 2021	Licensing Manager
OD.50/21	<p>Land at Greymoorhill, Carlisle</p> <p>Decision to grant of Deed of Easement and enter into a s.104 agreement for mains foul water discharge for above land.</p>	None	29 May 2021	Property Services Manager
OD.51/21	<p>Discretionary Disabled Facilities Grants</p> <p>Grant decisions approved (April 2020 – March 2021) and not approved (April 2020 – March 2021) under the provisions of Carlisle City Council's Housing Renewal Policy 2018</p>	Housing Renewal Assistance Policy Document 2018, Carlisle City Council's Code of Conduct Policy	03 June 2021	Regulatory Services Manager
OD.52/21	<p>Elected Member Training</p> <p>Councillor Nigel Christian to attend the virtual LGC Climate Change Conference on 16 & 17 June 2021 at a cost of £299 + VAT</p>	N/A	07 June 2021	Deputy Chief Executive

OD.53/21	Elected Member Training Councillor Alcroft APSE training on Carbon Literacy Masterclass on 30 th June and 2 July 2021 at a cost of £379	N/A	10 June 2021	Deputy Chief Executive
OD.54/21	Flexible Support Grant 2021/22 To accept £99,000 of grant funding from the Department of Work and Pensions and work in partnership to: improve employment outcomes or prospects of employment outcomes for long-term unemployed individuals experiencing homelessness and groups facing the most complex and intractable barriers to work.	None	08 June 2021	Corporate Director of Governance and Regulatory Services

JOINT MANAGEMENT TEAM

MINUTES – 2nd June 2021

Attendees	Leader; Deputy Leader; PH Communities, Health & Wellbeing; PH Culture, Heritage & Leisure; PH Environment & Transport; Corporate Director of Governance & Regulatory Services; Corporate Director of Finance & Resources; Corporate Director of Economic Development
Apologies	PH Economy, Enterprise & Housing; Chief Executive; Deputy Chief Executive

Agenda Item 1 – Minutes of Meeting 6th April 2021	Action
Noted and agreed	
Agenda Item 2 - Updates on Borderlands; St Cuthbert's Garden Village; Central Plaza	
The Corporate Director of Economic Development delivered the current update on the respective areas	
Special Item – Tullie House and Levelling Up Fund	
The Corporate Director of Economic Development presented a copy of the Draft Report to JMT ahead of Special Council scheduled for 15 th June 2021	
Agenda Item 3 – Future Items for Notice of Executive Key Decisions	
Noted and agreed	

Agenda Item 4 - JMT Forward Plan	
Noted	

Report to Executive

**Item
A.7**

Meeting Date: 5th July 2021
Portfolio: Economic Development
Key Decision: No
Policy and Budget Framework: Yes/No
Public / Private: Public

Title: Restarting Communities Fund
Report of: Corporate Director of Economic Development
Report Number: ED.18/21

Purpose / Summary:

A sum of £50,000 has been ring fenced in the Economic Recovery Reserve to support economic recovery for local parishes and urban communities as match funding to aid recovery following the COVID pandemic. The Council will approve the establishment of the reserve at their meeting on 20th July 2021. Due to the time critical nature of this opportunity at a time when restrictions are easing and communities coming together, this report is coming to Executive prior to approval of the reserve.

Management of the Reserve rests with the Corporate Director of Economic Development, the purpose of this report is to consider and approve the eligibility criteria and application process for the Restarting communities grant to be accessed by parish councils and urban communities within Carlisle District.

Recommendations:

It is recommended that the Executive agrees to:

1. approve the grant funding eligibility criteria and application process for parish councils and urban communities to access the Restarting Communities Fund; and
2. approve delegated authority to the Corporate Director of Economic Development in consultation with the Portfolio Holder for Economy, Enterprise and Housing to allocate funds in line with the eligibility criteria.

Tracking

Executive:	
Scrutiny:	
Council:	20 th July 2021

1. BACKGROUND

- 1.1 The impact of the COVID-19 pandemic has been unprecedented. People, communities and businesses in Carlisle have all been affected by COVID-19 in a multitude of different ways. However, as vaccines are deployed across the UK, a post-pandemic future is in view. The recovery process must consider the impact of Covid-19 and how to best support its communities and local businesses.
- 1.2 Government / European Regional Development Fund (ERDF) funding has been allocated to councils through the Reopening High Street Safely Fund including the Welcome Back Fund in 2020-22 as part of wider support government is providing to communities and businesses, to protect jobs, support the most vulnerable. The Restarting Communities Fund (RCF) from Carlisle City Council reserves provides a grant funding opportunity for local community groups based on the same principles, however, it will provide a more flexible approach to funding opportunities for local parishes, urban communities and local economies during this recovery period.
- 1.3 The RCF will allow local communities to put in place additional measures to create and promote a safe environment for local trade and tourism, particularly in local shopping areas and public spaces as their communities and economies reopen. Local communities can use the fund to develop plans for responding to the impacts of Covid-19 in managing events safely. This is a limited grant and therefore efforts will be made to ensure grants are allocated to applicants that have not received covid related grants from other sources.

2. PROPOSAL

- 2.1 The Council recognises that local communities will already be delivering activity to ensure the safe reopening. This funding is intended to be additional funding on top of that existing activity, it should not be replacing the source for already committed expenditure.
- 2.2 The RCF will contribute 80% of the total costs of agreed projects against grant funding criteria. Parish councils, community centres in unparished areas and constituted urban community groups within Carlisle District will be eligible to apply to the grant. A contribution of 20% of total cost will be required from the applicant. Refer to Appendix 1: Restarting Communities Fund Application Guidance.
- 2.3 Grants will be capped as follows:
 - Revenue project grants are capped at £1,000.
 - Capital project grants are capped at £4,000.

2.4 A single grant bid for capital and revenue or a combination of both can be applied for that meet the following:

- Communications and public information to ensure safe reopening of businesses and public places is managed successfully;
- Place marketing, for example, supporting safe celebration events;
- Beautification activities including changes to public realm and graffiti removal;
- Activities that future proof local businesses;
- Improvement of green spaces and provision of outdoor seating areas.
- Removal of parking bays / on-street parking to widen footways for social distancing; and / or
- Temporary barriers, including planters to be used as temporary public safety measures.

2.5 This fund will support community events to be held safely where they:

- Promote the district as a vibrant place in which to live, work and visit;
- Increase economic activity;
- Celebrate the civic history and heritage of the District;
- Engage with people from the local community; and/or
- Benefit the health and wellbeing of the community.

2.6 There are two main categories where activities cannot be supported:

- Activity that provides no additionality - This funding is intended to be additional funding on top of that existing activity; it should not be replacing the source for already committed expenditure or activities that are normally financed by the parish council, community centre or community group.
- Grants to businesses – Funding cannot provide direct financial support to businesses to make adaptations to premises, purchase PPE, purchase goods or equipment or offset wages or other operating costs.

2.7 The grant funding will be advertised through council members, community centres and via the parish clerks. Applicants will be required to complete an application form that will be assessed by a grant panel consisting of council officers, council member representative and a member of the Carlisle Parish Councils Association. The grant fund will be allocated on a first come first served basis and will be paid on receipt of a completion form and evidence of expenditure. The grant will only be available for projects that will be completed and claimed against this financial year.

3. RISKS

3.1 The applicant contribution has been set at 20% of the overall grant request. This has been set to facilitate smaller parishes to access the funding that may not have the reserves to provide a larger contribution without budgeting for it in advance. In

addition, the short time frame in which this fund is available does may not allow for time consuming fund raising for match funding.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 4.1 The RCF will enable parish council and community groups to open for business, in its widest sense, optimising on the opportunities to facilitate safe gatherings. Funding allocation will prioritise cultural events and beatification projects that will provide a 'safe' environment.
- 4.2 The Council in providing this grant directly from reserves rather than through the Reopening the High Street Safely Fund and Welcome Back Fund because this local approach will allow greater flexibility on eligible projects being taken forward for funding, avoiding the stringent ERDF requirements of these funding sources.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 5.1 The RCF contributes to three of the emerging Carlisle Plan priorities.

Contact Officer: Jane Meek

Ext: 7190

Appendices attached to report: Appendix 1: Restarting Communities Fund – Grant Guidance

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

- None

CORPORATE IMPLICATIONS:

LEGAL – Any grants issued should be distributed with a 'grant letter' setting out relevant terms and conditions.

PROPERTY SERVICES - No property comments.

FINANCE – Council have been recommended by the Executive to approve the establishment of the reserve for £50,000 for this scheme. Council will make this decision

on 20 July. Therefore, until this decision is made, no expenditure can be incurred, however, Executive can decide, through this report the criteria for the allocation of the funding to Parish Councils and urban community groups.

EQUALITY – None

INFORMATION GOVERNANCE – There are no information governance implications with this report.

Appendix 1:

Carlisle District Restarting Communities Fund (RCF)

Grant Guidance



Introduction

Carlisle City Council has allocated £50,000 to support parish councils and constituted urban community groups restarting community activities and supporting the local economy. This fund is designed to allow parishes and local communities to put in place additional measures to create and promote a safe environment for local trade and business, particularly in high streets, support the visitor economy and to bring the community together in a safe way. The fund will contribute 80% of the total costs of agreed projects (Parish council or urban communities contribution 20% of total cost from their own reserves/fundraising activities/other grants).

To assist you in identifying potential eligible spend against the Restarting Communities Fund (RCF) this document will summarise what is (and what is not) eligible spending, and the procedures that must be followed for spending to be claimable.

Who is eligible?

- Parish councils in the district of Carlisle.
- Constituted community groups or community centres in the district of Carlisle.
- For parish council or constituted community groups who have been in receipt of Covid related grants this will be taken into account when your application is assessed for funding.

What is eligible?

- A single bid that can be either revenue or capital or a combination to the specified grant funding limits
- Removal of parking bays to widen footways for social distancing*
- Temporary removal of on-street parking to widen pedestrian routes*
- Temporary barriers, including planters to be used as temporary public safety measures (barriers). N.B. any infrastructure on the highway must be 'passively safe', i.e. collapse on impact from a vehicle*
- Communications and public information to ensure safe reopening of businesses and public places is managed successfully
- Place marketing, for example, supporting safe celebration events
- Beautification activities including changes to public realm* and graffiti removal

- Activities that future proof local businesses
- Improvement of green spaces and provision of outdoor seating areas**

*Where proposals affect highways or footpaths written consent from the Highway Authority Cumbria County Council or landowner must be submitted with your application.

**Where proposals affect green spaces owned or managed by Carlisle City Council written consent is required.

This fund will support new community events where they:

- Promote the district as a vibrant place in which to live, work and visit
- Increase economic activity
- Celebrate the civic history and heritage of the district
- Engage with people from the local community
- Benefit the health and wellbeing of the community

NOTE

- Any items procured must be maintained by the parish/community group at their expense
- For any cost to be eligible, it must be evidenced as being over and above any expenditure that might otherwise have been incurred
- Carlisle City Council logo must be included in branding/materials
- To carry out any changes to the public realm, all necessary permissions must be in place and evidenced
- Public-facing messages should be welcoming (not just safety-related)

What is NOT eligible?

There are two main categories where activities cannot be supported:

- **Activity that provides no additionality** - This funding is intended to be additional funding on top of that existing activity; it should not be replacing the source for already committed expenditure or activities that are normally financed by the parish council or community group.
- **Grants to businesses** – Funding cannot provide direct financial support to businesses to make adaptations to premises, purchase PPE, purchase goods or equipment or offset wages or other operating costs.

The fund will also not support:

- Cleaning, cleaners, cleansing consumables, cleaning contractors, pressure washing
- Car parking income lost
- Support for private shops or land
- Provision of PPE / cleaning / adaptations to businesses or shops
- Financial support to businesses or shops for licensing, outdoor seating etc.
- Staff or agency costs for traffic management

How much funding is available for projects (TBC)

- Revenue project grants are capped at £1,000
- Capital project grants are capped at £4,000

Match funding requirements

To qualify for a grant, applicants must demonstrate a matched fund of 20% of total expenditure on the project by providing a costed proposal.

Procedures

- Complete an RCF application form.
- Spend against the RCF must be approved by Carlisle City Council against the RCF eligibility criteria.
- Parish councils/community groups on claiming the grant will be required to provide evidence of spend to Carlisle City Council.

NOTE

- All expenditure must be before 31 March 2022
- All claims for payment must be evidenced by an Invoice, BACS etc.
- All invoices, receipts, contracts, accounts, procurement records, publicity materials, PRs etc. must be retained until 2027

Meeting Date: 5th July 2021
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: END OF YEAR PERFORMANCE REPORT 2020/21
Report of: Policy and Communications Manager
Report Number: PC 23-21

Purpose / Summary:

This report contains the 2020/21 performance against the current Service Standards and a summary of the Carlisle Plan 2016-19 actions as defined in the 'plan on a page'.
Performance against the 2020/21 Key Performance Indicators (KPIs) are also included.

Recommendations:

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

Tracking

Executive:	05/07/21
Scrutiny:	Health and Wellbeing 10/06/21 Economic Growth 17/06/21 Business and Transformation 03/06/21
Council:	N/A

1. BACKGROUND

1.1 This report contains the 2020/21 performance against the Service Standards and a summary of the Carlisle Plan 2016-19 actions as defined in the 'plan on a page'. The Key Performance Indicators (KPIs) are also included as an appendix.

1.2 Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs. The following pages contain the Council's performance against the Service Standards.

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

1.4 The updates against the actions in the Carlisle Plan are presented in Section 3. The intention is to give the Executive a brief overview of the current position without duplicating the more detailed reporting that takes place within the Scrutiny agendas and Portfolio Holder reports.

1.5 At their meetings of 28th August and 3rd September 2020 respectively, Health and Wellbeing and Business and Transformation Scrutiny Panels both resolved that they would like to be involved in developing the content of future performance reports. It was agreed by all three Scrutiny Panels that this work should be carried forward by a Task and Finish Group that involved officers and Members from each Panel.

1.6 The aims of the aims of the Task and Finish Group are:

- Review existing reporting, seek advice from Policy and Communications Team on strengths and challenges of existing reporting
- Research examples of good practice
- Develop recommendations to share with the three Scrutiny Panels.

1.7 The group met for the first time on 15th January 2021 and the current performance report content and format were reviewed. It was agreed that members of the group would research areas of good practice in performance management reporting and feedback to the group with some options at the next meeting on 2nd February. A set of draft principles for future reporting were then broadly agreed at this meeting and a draft report template will be discussed at the final meeting in April before being presented to the Panels for discussion later in the year.

1.8 Summary of KPIs and Service Standards:

Service Standards – 3 ‘red’, 0 ‘amber’ and 7 ‘green’

KPIs – 4 ‘red’, 7 ‘amber’, 25 ‘green’

Summary of Exceptions (RED)

Measure	Target	Performance
CSe14: Actual car parking revenue as a percentage of car parking expenditure	158%	71% Revenue 60% down on target due to Covid-19
CSe18: Actual Old Fire Station (OFS) revenue as a percentage of OFS expenditure	27%	0.4% OFS has been closed since March due to Covid-19.
CSe22 Actual city centre pedestrianised zone revenue as a percentage of city centre expenditure	47%	35% Revenue down on target due to fewer events in the city centre due to Covid-19 restrictions.
ED04 Actual Building Control revenue as a percentage of Building Control expenditure	84%	78% Unable to conduct inspections earlier in the year due to Covid-19.
SS03: Percentage of household waste sent for recycling (including bring sites)	50%	41.4% Recycling rates were lower in April due to the temporary suspension of the garden waste collections in order to support priority services during the early stages of the Covid-19 pandemic.
SS05: Proportion of corporate complaints dealt with on time	100%	88% Majority of late replies were due to resources reallocated to the Covid-19 response. 2020/21 also saw a 65% increase in the volume of complaints received.

SS08: Proportion of official local authority searches completed on time	85%	46% Increased demand (by nearly 50% in Quarters 2, 3 and 4) and capacity issues brought on by the Covid-19 pandemic have had a significant impact on the Service Standard. Performance in Quarter 4 was 83% and 97% in March.
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2. PROPOSALS

None

3. RISKS

None

4. CONSULTATION

The report was reviewed by the Senior Management Team and has been considered at the three Scrutiny Panels.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Executive are asked to note the End of Year Performance Report.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

Contact Officer: Gary Oliver

Ext: 7430

Appendices attached to report:

Performance Dashboard

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

- **None**

CORPORATE IMPLICATIONS:

LEGAL - This report raises no explicit legal issues.

FINANCE – This report raises no explicit financial issues

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

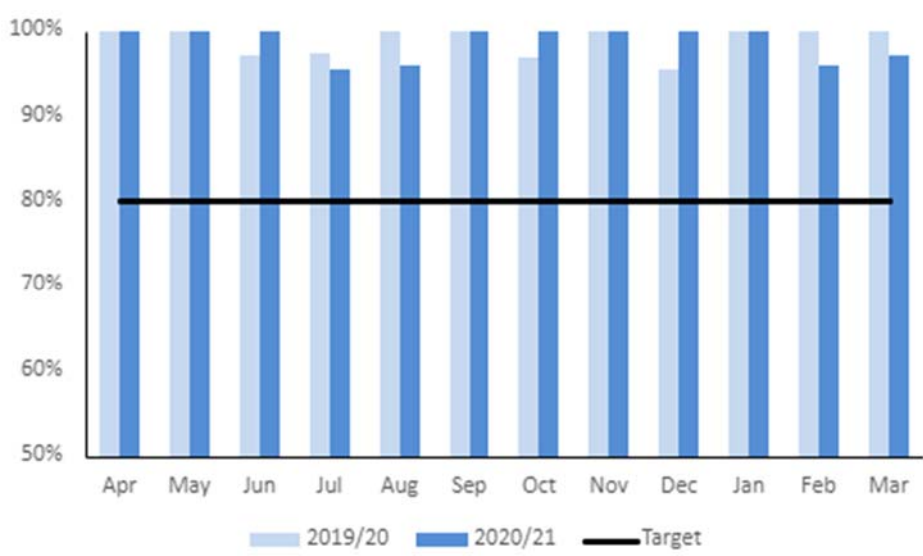
INFORMATION GOVERNANCE – This report raises no explicit issues relating to Information Governance.

PROPERTY SERVICES - This report raises no explicit issues relating to Property Services

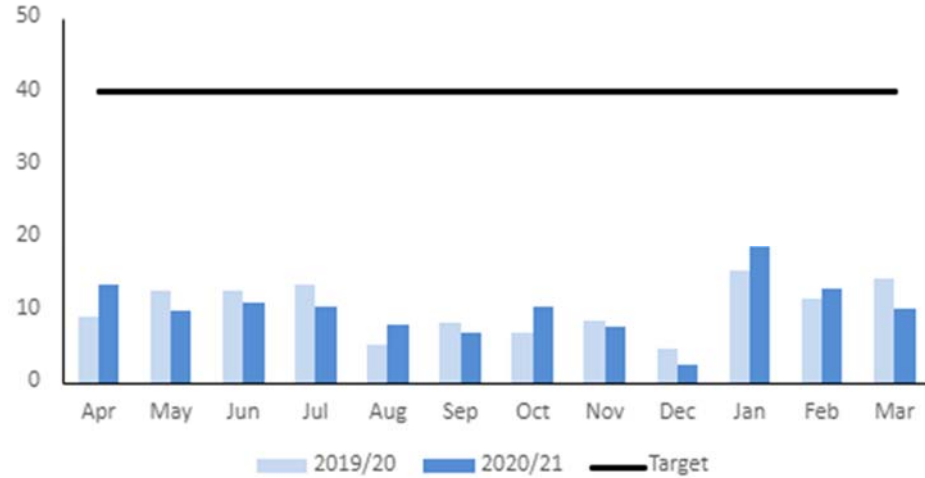
Section 1: Service Standards 2020/21

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Five further measures were introduced from Quarter 2 2017/18 and all are reviewed during Quarter 3 each year. Service Standards are the measures judged to be the most important to our customers, therefore, the mostly likely to influence the overall satisfaction with how the Council performs. Below is the Council's performance against the Service Standards.


SS01: Percentage of Household Planning Applications processed within eight weeks

Service Standard	2020/21	Performance by Month	Further Information
80% (Nationally set target)	98.5%	 <p>274 household planning applications have been processed in the year compared with 305 last year.</p>	
	(2019/20: 98.7%)		
	On target?		
	✓		

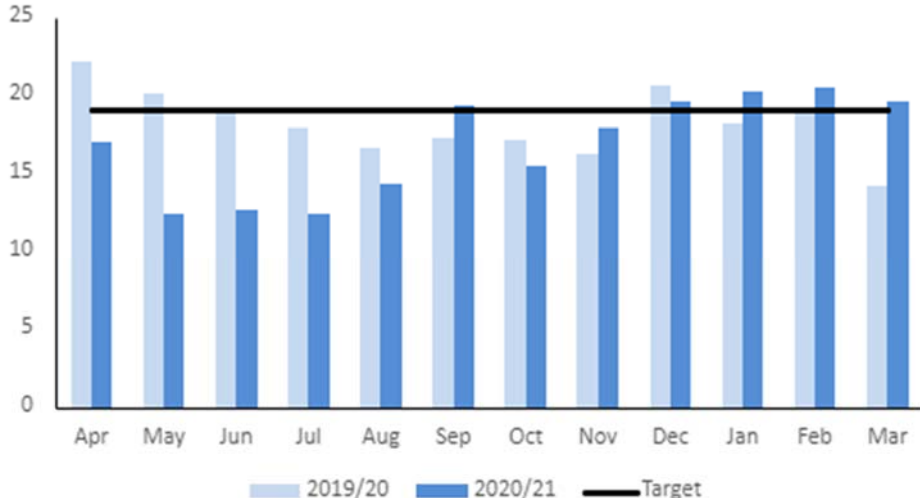
SS02: Proportion of waste or recycling collections missed (valid)

Service Standard	2020/21	Performance by Month	Further Information																																																				
40 missed collections per 100,000 (Industry standard)	9.9 (2019/20: 10.0)	 <table><thead><tr><th>Month</th><th>2019/20</th><th>2020/21</th><th>Target</th></tr></thead><tbody><tr><td>Apr</td><td>9</td><td>13</td><td>40</td></tr><tr><td>May</td><td>12</td><td>10</td><td>40</td></tr><tr><td>Jun</td><td>12</td><td>11</td><td>40</td></tr><tr><td>Jul</td><td>13</td><td>10</td><td>40</td></tr><tr><td>Aug</td><td>5</td><td>8</td><td>40</td></tr><tr><td>Sep</td><td>8</td><td>7</td><td>40</td></tr><tr><td>Oct</td><td>7</td><td>10</td><td>40</td></tr><tr><td>Nov</td><td>8</td><td>8</td><td>40</td></tr><tr><td>Dec</td><td>5</td><td>2</td><td>40</td></tr><tr><td>Jan</td><td>15</td><td>18</td><td>40</td></tr><tr><td>Feb</td><td>11</td><td>13</td><td>40</td></tr><tr><td>Mar</td><td>14</td><td>10</td><td>40</td></tr></tbody></table>	Month	2019/20	2020/21	Target	Apr	9	13	40	May	12	10	40	Jun	12	11	40	Jul	13	10	40	Aug	5	8	40	Sep	8	7	40	Oct	7	10	40	Nov	8	8	40	Dec	5	2	40	Jan	15	18	40	Feb	11	13	40	Mar	14	10	40	This figure excludes the temporary suspension of garden waste collections during the early stages of Covid-19. Around 3.7million collections have been made with 363 missed (99.99% success rate).
	Month		2019/20	2020/21	Target																																																		
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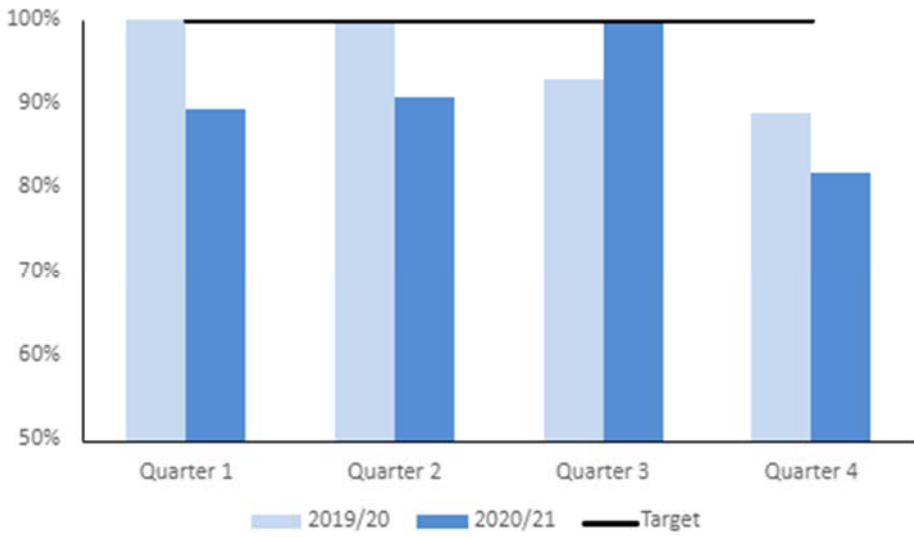
SS03: Percentage of household waste sent for recycling (including bring sites)

Service Standard	To end of Feb 2021	Performance by Month	Further Information
50% (Nationally set target)	41.4%	 <p>80% 70% 60% 50% 40% 30% 20% 10% 0%</p> <p>Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</p> <p>2019/20 2020/21 2020 Target</p>	Recycling rates were lower in April due to the temporary suspension of the garden waste collections in order to support priority services during the early stages of the Covid-19 pandemic.
	(2019/20: 41.3%)		
	On target?		
	✗		

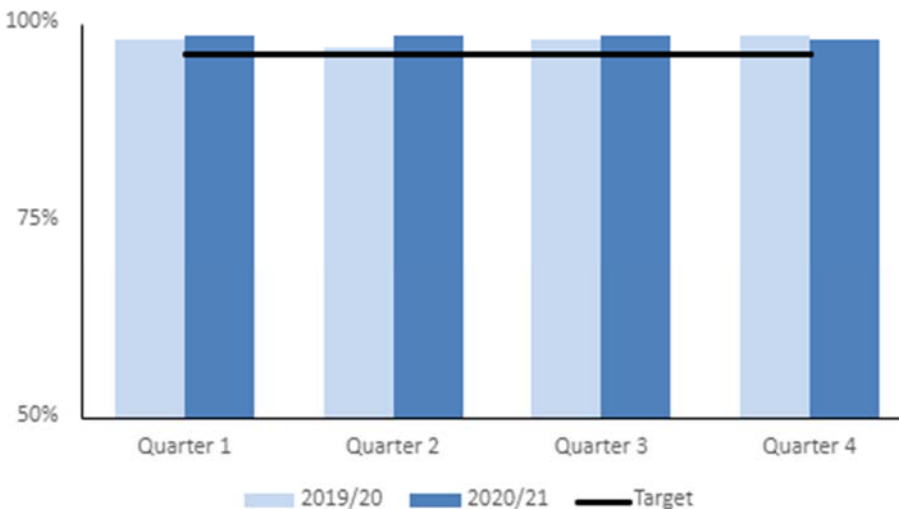
SS04: Average number of working days to process new benefits claims

Service Standard	2020/21	Performance by Month	Further Information																																							
New claims should be processed within 19 days to achieve top two quartiles compared to other local authorities	17.1 days (2019/20: 17.0 days)	 <table><thead><tr><th>Month</th><th>2019/20</th><th>2020/21</th></tr></thead><tbody><tr><td>Apr</td><td>22.0</td><td>17.0</td></tr><tr><td>May</td><td>20.0</td><td>12.0</td></tr><tr><td>Jun</td><td>19.0</td><td>12.5</td></tr><tr><td>Jul</td><td>18.0</td><td>12.5</td></tr><tr><td>Aug</td><td>16.5</td><td>14.0</td></tr><tr><td>Sep</td><td>17.5</td><td>19.0</td></tr><tr><td>Oct</td><td>17.0</td><td>15.0</td></tr><tr><td>Nov</td><td>16.0</td><td>18.0</td></tr><tr><td>Dec</td><td>20.5</td><td>19.5</td></tr><tr><td>Jan</td><td>18.0</td><td>20.0</td></tr><tr><td>Feb</td><td>19.0</td><td>20.5</td></tr><tr><td>Mar</td><td>14.0</td><td>19.5</td></tr></tbody></table>	Month	2019/20	2020/21	Apr	22.0	17.0	May	20.0	12.0	Jun	19.0	12.5	Jul	18.0	12.5	Aug	16.5	14.0	Sep	17.5	19.0	Oct	17.0	15.0	Nov	16.0	18.0	Dec	20.5	19.5	Jan	18.0	20.0	Feb	19.0	20.5	Mar	14.0	19.5	3,188 new claims were made in 2020/21; almost identical number to the previous year (3,174)
	Month		2019/20	2020/21																																						
	Apr		22.0	17.0																																						
May	20.0	12.0																																								
Jun	19.0	12.5																																								
Jul	18.0	12.5																																								
Aug	16.5	14.0																																								
Sep	17.5	19.0																																								
Oct	17.0	15.0																																								
Nov	16.0	18.0																																								
Dec	20.5	19.5																																								
Jan	18.0	20.0																																								
Feb	19.0	20.5																																								
Mar	14.0	19.5																																								
On target?																																										
✓																																										

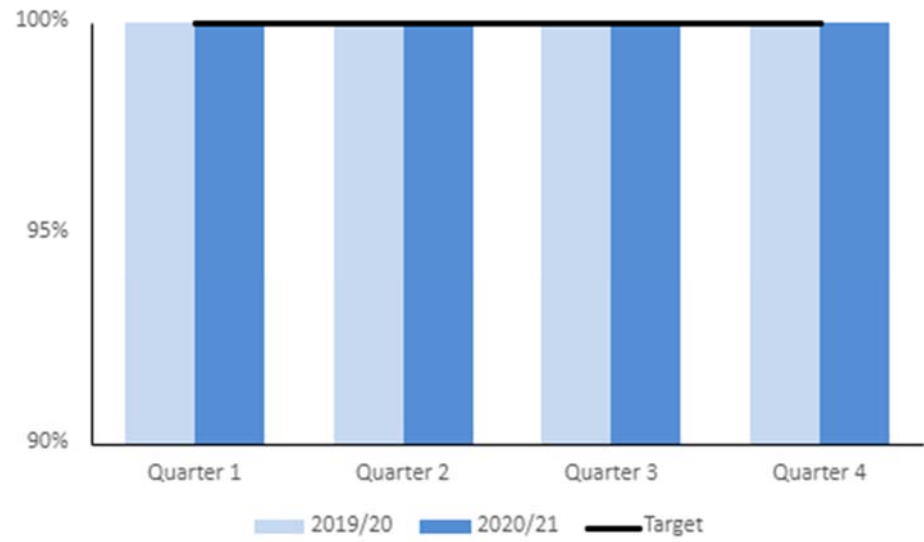
SS05: Proportion of corporate complaints dealt with on time

Service Standard	2020/21	Performance by Quarter	Further Information																				
Corporate complaints should be dealt with within 15 working days	88%	 <table><caption>Performance by Quarter Data</caption><thead><tr><th>Quarter</th><th>2019/20 (%)</th><th>2020/21 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Quarter 1</td><td>100</td><td>89</td><td>100</td></tr><tr><td>Quarter 2</td><td>100</td><td>91</td><td>100</td></tr><tr><td>Quarter 3</td><td>93</td><td>100</td><td>100</td></tr><tr><td>Quarter 4</td><td>89</td><td>82</td><td>100</td></tr></tbody></table>	Quarter	2019/20 (%)	2020/21 (%)	Target (%)	Quarter 1	100	89	100	Quarter 2	100	91	100	Quarter 3	93	100	100	Quarter 4	89	82	100	Majority of late replies were due to resources reallocated to the Covid-19 response. 2020/21 also saw a 65% increase in the volume of complaints received.
	Quarter		2019/20 (%)	2020/21 (%)	Target (%)																		
	Quarter 1		100	89	100																		
Quarter 2	100	91	100																				
Quarter 3	93	100	100																				
Quarter 4	89	82	100																				
(2019/20: 94%)																							
On target?																							
	✗																						

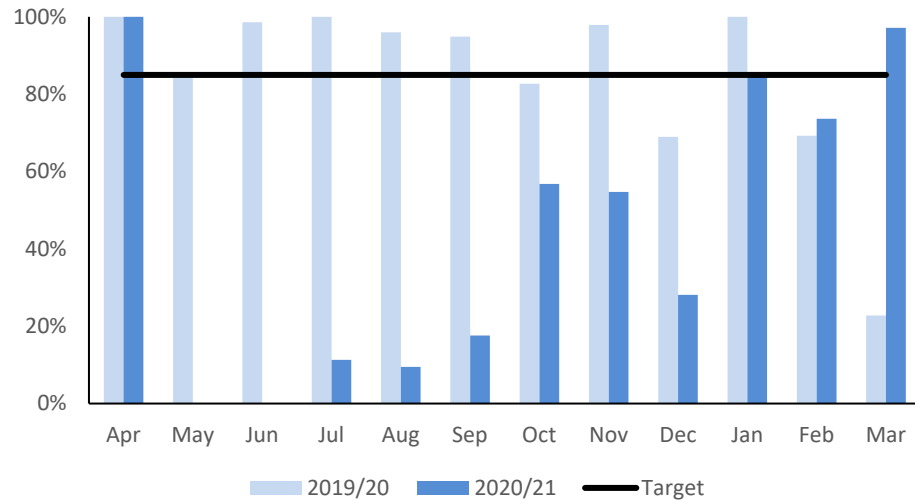
SS06: Proportion of food businesses that are broadly compliant or better with food safety legislation

Service Standard	Rolling figure to end of Quarter 4 2020/21	Performance by Quarter	Further Information
Our work with local food businesses should ensure that 96% are at least broadly compliant.	98%	 <p>100% 75% 50%</p> <p>Quarter 1 Quarter 2 Quarter 3 Quarter 4</p> <p>2019/20 2020/21 Target</p>	Approximately 200 premises are usually inspected each quarter. All premises are usually inspected at least once every eighteen months.
	On target?		
	✓		

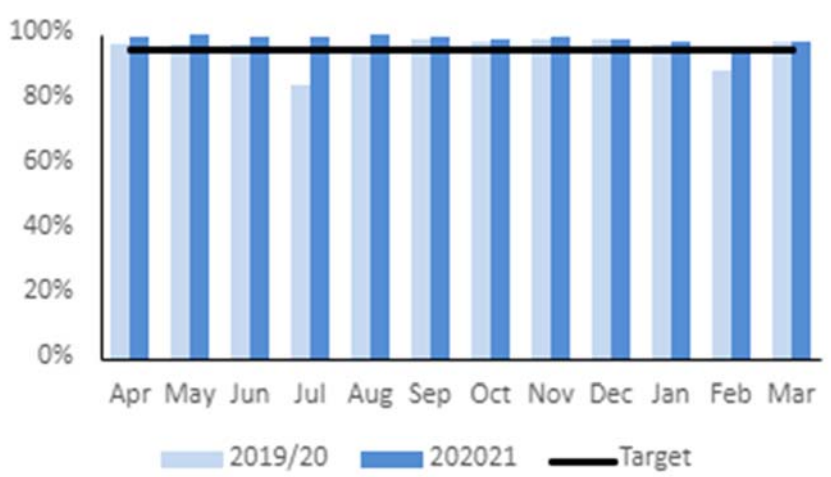
SS07: Proportion of non-contentious licence applications completed on time

Service Standard	2020/21	Performance by Quarter	Further Information																				
100% of non-contentious licence applications should be completed within 10 working days	100%	 <p>The chart displays performance across four quarters. The y-axis represents the percentage of applications completed on time, ranging from 90% to 100%. The x-axis lists Quarter 1, Quarter 2, Quarter 3, and Quarter 4. For each quarter, there are two bars: a light blue bar for 2019/20 and a dark blue bar for 2020/21. A horizontal black line at the 100% mark represents the target. All bars for both years reach the 100% target line.</p> <table><thead><tr><th>Quarter</th><th>2019/20 (%)</th><th>2020/21 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Quarter 1</td><td>100</td><td>100</td><td>100</td></tr><tr><td>Quarter 2</td><td>100</td><td>100</td><td>100</td></tr><tr><td>Quarter 3</td><td>100</td><td>100</td><td>100</td></tr><tr><td>Quarter 4</td><td>100</td><td>100</td><td>100</td></tr></tbody></table>	Quarter	2019/20 (%)	2020/21 (%)	Target (%)	Quarter 1	100	100	100	Quarter 2	100	100	100	Quarter 3	100	100	100	Quarter 4	100	100	100	573 out of 573 applications completed on time in 2020/21.
	Quarter		2019/20 (%)	2020/21 (%)	Target (%)																		
	Quarter 1		100	100	100																		
Quarter 2	100	100	100																				
Quarter 3	100	100	100																				
Quarter 4	100	100	100																				
On target?																							
✓																							


SS08: Proportion of official local authority searches completed on time

Service Standard	2020/21	Performance by Month	Further Information																																							
85% of official local authority searches should be completed within 10 working days	45.5% (2019/20: 93%)	 <table><thead><tr><th>Month</th><th>2019/20 (%)</th><th>2020/21 (%)</th></tr></thead><tbody><tr><td>Apr</td><td>100</td><td>100</td></tr><tr><td>May</td><td>85</td><td>85</td></tr><tr><td>Jun</td><td>98</td><td>98</td></tr><tr><td>Jul</td><td>100</td><td>10</td></tr><tr><td>Aug</td><td>95</td><td>10</td></tr><tr><td>Sep</td><td>95</td><td>18</td></tr><tr><td>Oct</td><td>85</td><td>58</td></tr><tr><td>Nov</td><td>98</td><td>55</td></tr><tr><td>Dec</td><td>70</td><td>28</td></tr><tr><td>Jan</td><td>100</td><td>85</td></tr><tr><td>Feb</td><td>70</td><td>75</td></tr><tr><td>Mar</td><td>22</td><td>98</td></tr></tbody></table>	Month	2019/20 (%)	2020/21 (%)	Apr	100	100	May	85	85	Jun	98	98	Jul	100	10	Aug	95	10	Sep	95	18	Oct	85	58	Nov	98	55	Dec	70	28	Jan	100	85	Feb	70	75	Mar	22	98	Increased demand (by nearly 50% in Quarters 2, 3 and 4) and capacity issues brought on by the Covid-19 pandemic have had a significant impact on the Service Standard. Performance in Quarter 4 was 83% and 97% in March.
	Month		2019/20 (%)	2020/21 (%)																																						
	Apr		100	100																																						
May	85	85																																								
Jun	98	98																																								
Jul	100	10																																								
Aug	95	10																																								
Sep	95	18																																								
Oct	85	58																																								
Nov	98	55																																								
Dec	70	28																																								
Jan	100	85																																								
Feb	70	75																																								
Mar	22	98																																								
On target?																																										
✗																																										

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

Service Standard	2020/21	Performance by Month	Further Information
95% delivered within 10 working days	98.9%	 <p>100% 80% 60% 40% 20% 0%</p> <p>Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</p> <p>2019/20 2020/21 Target</p>	11,348 deliveries were made in the year.
	(2019/20: 95.7%)		
	On target?		
	✓		

SS10: Average number of working days to process benefit claimants' changes of personal details

Service Standard	2020/21	Performance by Month	Further Information																																							
Changes should be processed within 8 days	3.1 days (2019/20: 2.7 days)	 <table><tr><th>Month</th><th>2019/20 (days)</th><th>2020/21 (days)</th></tr><tr><td>Apr</td><td>2.8</td><td>4.0</td></tr><tr><td>May</td><td>3.6</td><td>3.8</td></tr><tr><td>Jun</td><td>3.2</td><td>2.7</td></tr><tr><td>Jul</td><td>3.0</td><td>2.9</td></tr><tr><td>Aug</td><td>2.5</td><td>3.0</td></tr><tr><td>Sep</td><td>2.7</td><td>3.2</td></tr><tr><td>Oct</td><td>2.7</td><td>3.2</td></tr><tr><td>Nov</td><td>2.9</td><td>3.1</td></tr><tr><td>Dec</td><td>2.9</td><td>2.9</td></tr><tr><td>Jan</td><td>3.0</td><td>5.1</td></tr><tr><td>Feb</td><td>1.5</td><td>1.6</td></tr><tr><td>Mar</td><td>3.2</td><td>3.2</td></tr></table>	Month	2019/20 (days)	2020/21 (days)	Apr	2.8	4.0	May	3.6	3.8	Jun	3.2	2.7	Jul	3.0	2.9	Aug	2.5	3.0	Sep	2.7	3.2	Oct	2.7	3.2	Nov	2.9	3.1	Dec	2.9	2.9	Jan	3.0	5.1	Feb	1.5	1.6	Mar	3.2	3.2	Over twenty-six thousand changes were processed in 2020/21.
	Month		2019/20 (days)	2020/21 (days)																																						
	Apr		2.8	4.0																																						
May	3.6	3.8																																								
Jun	3.2	2.7																																								
Jul	3.0	2.9																																								
Aug	2.5	3.0																																								
Sep	2.7	3.2																																								
Oct	2.7	3.2																																								
Nov	2.9	3.1																																								
Dec	2.9	2.9																																								
Jan	3.0	5.1																																								
Feb	1.5	1.6																																								
Mar	3.2	3.2																																								
On target?																																										
✓																																										

Section 2: Key Performance Indicators (KPIs)

Service Standards are not the only set of measures used to interrogate the performance of the Council. Alongside the review of Service Standards, a set of Key Performance Indicators, derived from the links between the service plans and budget resolution were developed. The measures are predominately lagging indicators (looking back at performance) and cover a range of internal and external facing services. Some indicators naturally lend themselves to having a target or may have a national target set whilst with others, the aim is to improve year-on-year. Regularly monitoring the Council's performance helps to drive continuous improvement and protects against any financial or organisational issues by flagging up indicators that are off target. The KPIs can also be used for a variety of other purposes including: to evaluate, control, budget, motivate, promote, celebrate and learn. Performance management in this form is just one aspect of the Council's wider performance framework.

The current KPIs are attached as a dashboard.

Section 3: Carlisle Plan on a Page 2016–19 Delivery

The current [Carlisle Plan](#) covered the period 2016-19 and the majority of the key actions are now either delivered or considered business as usual and feature within existing service plans. Quarter 4 updates to the remaining seven key actions are contained within the following pages.

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

Business Property & Infrastructure:

Key Action 2: City Centre redevelopment projects (SMT Owner: J Meek, Scrutiny Panel: EG / B&T)

Project Description: The City of Carlisle is ambitious to grow, leading the way in unleashing the full economic potential of Cumbria and the wider Borderlands Area. As the business and population capital of the region, a university city and the strategically located Borderlands hub connecting Cumbria to the rest of the UK, Carlisle has the assets, strengths and potential to drive future prosperity and growth. Carlisle city centre regeneration programme will ensure that we provide the environment in which businesses can thrive, attract new jobs, provide a high quality environment in which to live, work or play and a well-connected flourishing visitor destination and attractive gateway to the wider Cumbrian and Borderlands region.

Timeline - Quarter 4 Update:

The business case for the improvements to Carlisle Station has been approved by government and £20m funding has been allocated to the project through the Borderlands Inclusive Growth Deal. Cumbria County Council will be the delivery body for the project and is in the process of letting contracts for the works, which will commence this financial year.

The business case for a new campus for the University of Cumbria on the Citadels site is nearing completion and will be submitted to government before summer this year. The business case will request £50m of funding through the Borderlands Inclusive Growth Deal to support the delivery of the project.

The government has confirmed that Carlisle City Council has secured £9.1m of investment through the Future High Street Fund. This will support the delivery projects

designed to improve the vitality and viability of the city centre, including the redevelopment of the former Central Plaza site.

The government has also confirmed that Carlisle City Council has secured £19.7m through the Towns Deal programme. Increasing the vibrancy of the city centre is a key objective of the strategy set out in the Carlisle Town Investment Plan, which underpinned the bid. The investment will support the delivery of projects within city centre and compliment those in the Future High Street Fund programme.

Emerging risks/issues:

The Future High Street Fund and Town Deal programmes will require appropriate governance, financial and project / programme management arrangements.

The establishment of a dedicated Economic Development Programme Management Office and creating additional resources within the Economic Development/Regeneration team is underway to ensure that the required skills and capacity are in place.

Key Action 6: Progress the Borderlands Initiative (SMT Owner: J Meek, Scrutiny Panel: EG)

Project Description: The Borderlands Partnership was established to unlock the potential for sustainable and inclusive economic growth across the South of Scotland and North of England. This has resulted in a £345 million deal with Scottish / UK Governments to deliver inclusive growth across the Borderland subregion. The Borderlands programme is focusing on ways to make the area more attractive to existing and potential residents, investors and visitors.

Timeline - Quarter 4 Update:

The Final Deal Agreement for the Borderlands Inclusive Growth Deal was signed on 18 March 2021 between the UK Government, Scotland Office, Scottish Government and council areas of Carlisle, Cumbria, Dumfries & Galloway, Northumberland and Scottish Borders.

Emerging risks/issues:

The necessary capacity / budget to progress the production of a Place Plan for Longtown once the business case for the Place Programme has been signed off by government and the funding is available to be drawn down.

Key Action 7: Infrastructure Delivery Plan (SMT Owner: J Meek, Scrutiny Panel: EG)

Project Description: Maintain an up to date Infrastructure Delivery Plan and develop proposals to address identified issues. Much of this work is now centred around the St Cuthbert's Garden Village and the necessary supporting infrastructure including a new strategic link road (CSLR)

Timeline - Quarter 4 Update:

Planning application of the CSLR approved by Cumbria County Council in October 2020. CPO Inquiry scheduled to start on 14 June 2021. Construction planned to commence in March 2022 with the completion and opening in 2024. Funding agreement & contract in place including obligations (linked to housing delivery as opposed to the road) which fall to the City Council inclusive of linked milestones.

Emerging risks/issues:

None

Key Action 8: St Cuthbert's Garden Village (SMT Owner: J Meek, Scrutiny Panel: EG)

Project Description: St Cuthbert's Garden Village, Carlisle is an ambitious proposal that will deliver the development of around 10,000 new quality homes, new employment opportunities, community facilities and a new Southern Link Road between the A595 and M6 (J42). This Key Action is currently split into two projects: Carlisle Southern Link Road and St Cuthbert's Garden Village Masterplan and Local Plan.

Timeline - Quarter 4 Update:

The Masterplanning Framework was finalised in October 2020 and informed the consultation on the Regulation 18 "Preferred Option" Local Plan (held Nov/Dec 2020). Comments are now being analysed and additional evidential requirements identified and to be secured to inform the formal Regulation 19 Draft Plan. Consultation on the St Cuthbert's Strategic Design Guide SPD completed in December 2020 and the finalised SPD was formally adopted by Executive on 6 April 2021 (in accordance with the HIF milestone).

Emerging risks/issues:

None

Priority: Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents

Service and Facilities Development:

Key Action 12: Develop and deliver the proposed new leisure contract to improve facilities at The Sands Centre in line with the City Sports Facilities Development Plan and enhance the leisure services across the city (SMT Owner: D Crossley, Scrutiny Panel: B&T/H&W)

Project Description: Remaining actions: Refurbishment of the leisure facilities and partial refurbishment of the events centre at the Sands Centre site including the addition of two swimming pools. Provision of temporary accommodation for GLL staff, resident NHS staff, and alternative leisure facilities, sports hall, temporary bar and WCs during the construction phase.

Timeline - Quarter 4 Update:

Work has commenced on the main contract. The diversion of services and demolition of the leisure centre and NHS areas has been completed and the arisings removed and recycled where appropriate. The vibro-compaction piles¹ for the new building have also been completed. Work is underway for the excavation for the swimming pools and foundations for the new leisure building steel frame. The under-slab filter drainage for the pool has been installed and preparations are underway for the installation of reinforcing bars in advance of the first pool slab concrete pour - due before the end of the May.

Preparation work is also underway for a new electricity substation need to replace the ageing existing one for the site.

Investigation work into the condition and suitability of the existing life safety systems to be retained in the existing events centre is ongoing.

The parallel work on the flood defences around the building is nearing completion. Work is currently taking place to replace the two flood gates in the adjacent flood wall.

Site welfare and ablution arrangements have been upgraded in line with current Government guidance Site Operating Procedures version 7 for construction sites.

¹ **Vibro Compaction** is an established ground improvement method for stabilising granular soils such as loose sands, gravels and some hydraulic fills. The technique is primarily used for seismic mitigation and in-situ densification of loose sands up to 30m deep.

Emerging risks/issues:

A full project risk assessment has recently been undertaken. From this new risk assessment, the following represent the most significant risks:

- Additional time and cost delays arising from material and / or labour supply during the ongoing Covid-19 pandemic.
- Additional time and cost delays arising from imported materials supplies due to developing import processes and practices emerging from BREXIT

Healthy City Programme:

Key Action 16: Continue to work with key partners to deliver the World Health Organisation Phase VI Healthy City Action Plan (SMT

Owner: D Crossley, Scrutiny Panel: H&W)

Project Description: Remaining actions: Restructure Healthy City Forum (HCF) and work with partners to deliver on the Phase VI application. Explore next phase and Develop action plan (VII)

Timeline - Quarter 4 Update:

Phase VI activity is now complete.

An agenda item and briefing paper on Phase VII was tabled and discussed at the Healthy City Forum (Dec 2020). Partners were supportive and keen to advance Phase VII application and activity. The paper outlines the key actions and steps required to drive the agenda forward.

A paper was taken to JMT which considered the application, process, opportunities and requirements. A draft expression of interest letter has been approved by the Executive and submitted.

COVID has significantly reduced capacity available to progress this as response and recovery continue.

Future Tasks: Set up a task group needs to be set up to look at the application and distribute writing sections, explore funding opportunities, seek letters of support, map activity and horizon scan.

A 6 P mapping document has been drawn together to use by partners. An initial scoping has taken place. A workshop will be arranged to help further develop ideas

Emerging risks/issues:

Covid agenda (many partners are tied up with Response and Recovery)

Key Action 17: Continue to support and develop the Food City Partnership: Local Healthy Eating Options; Carlisle Food Charter; food sector supply chain development; food skills; education and tourism (SMT Owner: D Crossley, Scrutiny Panel: H&W)

Project Description: Develop work of Food Carlisle and subsequent partnership projects

Timeline - Quarter 4 Update:

The City Council was successful in its application to Sustainable Food Cities for both the campaigns grant (£5k) and the coordinator grant to move from Bronze to Silver Award (£10k).

We have also been successful in achieving an additional £5k and a 6 month extension to the Bronze to Silver Award project due to the current Covid-19 crisis.

The Sustainable Food Coordinator has been appointed in January 2021

Emerging risks/issues:

None



Carlisle City Council Performance Dashboard 2020/21

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

On Target?	New Code	Measure	Performance 2020/21	Performance 2019/20	Trend	Target	Comments
▲	CSe03	Average weight (Kg) of domestic non-recycled waste collected per house	478.5	475.1	↓	475.1	To end of February
✓	CSe04	Revenue gained from household waste recycling collected	£ 605,983	£ 513,172	↑	£ 490,100	
N/A	CSe05	Proportion of all Carlisle waste recycled (including partners)	55.9%	53.5%	↓	Info only	To end of February
▲	CSe08	Litres of fuel used by Council fleet	375,487	369,689	↓	369,689	
N/A	CSe10a	Number of Fixed Penalty Notices issued for fly tipping	20	23	↓	Info only	
N/A	CSe10b	Number of Fixed Penalty Notices issued for littering	43	91	↓	Info only	Including 'Littering from a Vehicle'
N/A	CSe10c	Number of Fixed Penalty Notices issued for dog fouling	4	11	↓	Info only	
N/A	CSe10d	Number of Fixed Penalty Notices issued for abandoned vehicles	1	1	→	Info only	
N/A	CSe11a	Number of counts/reports of fly tipping	752	468	↑	Info only	
N/A	CSe11b	Number of counts/reports of littering	46	66	↓	Info only	
N/A	CSe11c	Number of counts/reports of dog fouling	179	215	↓	Info only	
N/A	CSe11d	Number of counts/reports of graffiti	3	4	↓	Info only	
N/A	CSe11e	Number of counts/reports of abandoned vehicles	325	412	↓	Info only	
▲	CSe12a	Proportion of acts of fly tipping responded to in full within 5 working days	97.9%	95.1%	↑	100%	
N/A	CSe12b	Proportion of acts of offensive graffiti responded to in full within 1 working day	N/A	N/A	N/A	100%	None reported
▲	CSe12c	Proportion of abandoned vehicles initially investigated within 5 working days	99.7%	99.0%	↑	100%	
✗	CSe14	Actual car parking revenue as a percentage of car parking expenditure (including recharges).	71.4%	144.2%	↓	157.9%	Income 60% down on target due to Covid-19
✗	CSe18	Actual Old Fire Station (OFS) revenue as a percentage of OFS expenditure (including recharges).	0.4%	28.2%	↓	26.6%	OFS has been closed since March 2020 due to Covid-19.
N/A	CSe19	Old Fire Station count of event attendees (direct count of ticket sales)	0	12,019	↓	Info only	OFS has been closed since March 2020 due to Covid-19.
✗	CSe22	Actual city centre pedestrianised zone revenue as a percentage of city centre expenditure (including recharges)	34.9%	39.9%	↓	46.5%	Revenue down on target due to less events in the city centre due to Covid-19 restrictions.
✓	CSe24	Actual Bereavement Services revenue as a percentage of Bereavement Services expenditure (including recharges)	222.2%	185.9%	↑	194.4%	
✓	CSe25	Actual Talkin Tarn revenue as a percentage of Talkin Tarn expenditure (including recharges)	75.6%	82.9%	↓	73.4%	
N/A	CSe26	Proportion of allotment sites that are self-managed.	16%	16%	→	Info only	
N/A	CSe27	Proportion of allotment plots that are occupied.	93%	86%	↑	Info only	Excluding self-managed sites.
✓	CSe29	Percentage of play area safety inspection completed on time.	100%	100%	→	100%	
N/A	CSe33a	Number of applications submitted to external funders supporting the key actions in the Carlisle Plan 2015-18, priorities of the Carlisle Partnership and other Council policies and strategies	24	26	↓	Info only	



Carlisle City Council Performance Dashboard 2020/21

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

On Target?	New Code	Measure	Performance 2020/21	Performance 2019/20	Trend	Target	Comments
N/A	CSe33b	Number of applications submitted to external funders supporting the key actions in the Carlisle Plan 2015-18, priorities of the Carlisle Partnership and other Council policies and strategies that have been successful	15	14	↑	Info only	5 other applications either awaiting outcome or full bid in development
N/A	CSe33c	Additional income generated through applications to support the key actions in the Carlisle Plan 2015-18, priorities of the Carlisle Partnership and other Council policies and strategies	£ 23,304,581	£ 1,620,505	↑	Info only	Excludes Borderlands funds which is profiled over more than one year
N/A	CSe36a	Social media reach: Facebook post reach - monthly average	326,172	364,264	↓	Info only	The number of people who had a City Council post enter their screen
N/A	CSe36b	Social media reach: Twitter post reach - monthly average	201,320	204,700	↓	Info only	
✓	CSu02	Proportion of customer "calls for service" logged in Salesforce completed on-line	27.1%	16.7%	↑	16.4%	From calls logged in Salesforce CRM (12,145 out of 44,789 logs).
▲	CSu04	Percentage of Council Tax collected	95.7%	97.1%	↓	97.1%	
▲	CSu05	Percentage of NNDR collected	94.3%	97.4%	↓	97.4%	
✓	CSu06	Proportion of direct social media messages on Facebook and Twitter responded to within 24 hours (work days)	100%	100%	→	100%	
✓	CSu07	Customer Services - Respond to customer emails within 48hrs	94%	96%	↓	90%	81% increase in 2020/21 (23,006 emails)
N/A	CSu08	Customer Services - Calls answered within 1 minute	N/A	N/A	N/A	80%	New measure for 2020/21. Unable to measure currently due to temporary telephony system in place while staff work from home.
N/A	CSu09	Customer Services - visitors served within 10 minutes	N/A	N/A	N/A	90%	New measure for 2020/21. Contact Centre is currently closed and was operating by appointment only for most of 2020.
✓	ED02	Building Control to process S80 demolition notices within six weeks (statutory duty)	100%	100%	→	100%	
✓	ED03b	Building Control to decide 100% of all applications within the statutory period of 5 weeks or 2 calendar months (with the consent of the applicant)	100%	99.1%	↑	100%	
✗	ED04	Actual Building Control revenue as a percentage of Building Control expenditure (including recharges).	78.1%	91.3%	↓	83.9%	Unable to conduct some inspections earlier in the year due to Covid-19.
✓	ED05	Proportion of major planning applications completed in 13 weeks or within agreed time extension	94.7%	93.3%	↑	60%	
✓	ED06	Proportion of minor planning applications completed in 8 weeks or within agreed time extension	96.5%	96.2%	↑	80%	
✓	ED07	Proportion of 'other' planning applications completed in 8 weeks or within agreed time extension	97.6%	97.7%	↓	80%	
✓	ED08	Proportion of Tree Preservation Orders (TPO) confirmed within 6 months	100%	87.5%	↑	100%	



Carlisle City Council Performance Dashboard 2020/21

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

On Target?	New Code	Measure	Performance 2020/21	Performance 2019/20	Trend	Target	Comments
✓	ED10	Proportion of Tree Preservation Order applications determined within statutory period of 8 weeks	100%	97.6%	↑	100%	
✓	ED11	% of valid full plan applications determined or checked by Building Control within 5 working days	31.0%	35.8%	↓	25%	
✓	ED12	% of valid full plan applications determined or checked by Building Control within 15 working days	100%	100%	→	95%	
✓	ED13	% of site inspections carried out by Building Control on the date agreed	99.6%	98.7%	↑	99%	5283 inspections completed.
✓	FR01	Actual net spend as a percentage of annual net budget.	95.5%	99.5%	↑	100%	
✓	FR02	Percentage of all received invoices paid within 30 working days	98.6%	99.5%	↓	98%	Over eight thousand invoices paid in the year.
✓	FR03	Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	8.5	12.1	↑	12.1	
✓	FR04	Percentage of return to work interviews completed in five working days of returning to work.	76%	75%	↑	75%	
N/A	FR06	Proportion of debts recovered (sundry debtors)	95.0%	92.3%	↑	Info only	Rolling 12 months to end of Feb 2021
N/A	GRS01	Number of internal accidents/incidents per Full Time Equivalent (FTE)	0.06	0.09	↓	Info only	23 incidents reported in 2020/21
N/A	GRS02	Number of internal RIDDORS per FTE	0.007	0.005	↑	Info only	3 RIDDORS reported in 2020/21
✓	GRS03	% safety audits completed on time and sent to service manager	100%	100%	→	100%	All planned audits completed and numerous Covid measures put in place
✓	GRS04	Proportion of contested licence applications decided on within 50 working days.	100%	N/A	N/A	95%	1 contested application
✓	GRS05	Proportion of Temporary Event Notices licences processed within 1 working day.	100%	100%	→	100%	32 applications
▲	GRS06	Proportion of public health service requests (pest control, noise, smells, house conditions) responded to within the target response times.	88.6%	89.7%	↓	90%	1682 / 1899 responded to on time. Covid-19 has created extra demand on the team.
✓	GRS10	Proportion of food hygiene inspections completed as scheduled	100%	77.4%	↑	90%	

EXCERPT FROM THE MINUTES OF THE HEALTH AND WELLBEING SCRUTINY PANEL HELD ON 10 JUNE 2021

HWSP.42/21 END OF YEAR PERFORMANCE REPORT 2020/21

The Policy and Communications Manager presented the End of Year 2020/21 performance against the current Service Standards and a summary of the Carlisle Plan 2016-19 actions as defined in the 'plan on a page'. Performance against the Panel's 2020/21 Key Performance Indicators (KPIs) are also included.

There were two items which were exceptions (red) in the report:

CSe18: Actual Old Fire Station (OFS) revenue as a percentage of OFS expenditure
SS03: Percentage of household waste sent for recycling (including bring sites)

In considering the end of year performance the Panel asked that an update on the future of the Old Fire Station be added to the Panel's Work Programme. In addition a Member sought clarity with regard to the life safety systems at the Sands Centre and the Policy and Communications Manager responded that the life safety systems detailed in the report referred to the fire and sprinkler system within the building and not external life safety systems.

RESOLVED – 1) That the End of Year Performance Report 2020/21 (PC.21/21) be noted.

2) That an update on the future of the Old Fire station be added to the Panel's Work Programme

EXCERPT FROM THE MINUTES OF THE ECONOMIC GROWTH SCRUTINY PANEL HELD ON 17 JUNE 2021

EGSP.38/21 END OF YEAR PERFORMANCE REPORT 2020/21

The Policy and Performance Officer presented the End of Year 2020/21 performance against the current Service Standards and a summary of the Carlisle Plan 2016-19 actions as defined in the 'plan on a page'. Performance against the Panel's 2020/21 Key Performance Indicators (KPIs) were also included.

There were two exceptions detailed in the report:

CSe22 – Actual city centre pedestrianised zone revenue as a percentage of city centre expenditure; and,

ED04 – Actual Building Control revenue as a percentage of Building Control Expenditure

The Policy and Performance Officer gave an update on the Task and Finish Group noting that a report was due to be presented to Scrutiny later in the year.

RESOLVED – That the End of Year Performance Report 2020/21 (PC.22/21) be noted.

EXCERPT FROM THE MINUTES OF THE BUSINESS AND TRANSFORMATION SCRUTINY PANEL HELD ON 3 JUNE 2021

BTSP.44/21 END OF YEAR PERFORMANCE REPORT 2020/21

The Policy and Performance Officer presented the End of Year 2020/21 performance against the current Service Standards and a summary of the Carlisle Plan 2016-19 actions as defined in the 'plan on a page'. Performance against the Panel's 2020/21 Key Performance Indicators (KPIs) were also included.

There were three exceptions detailed in the report:

SS05: Proportion of corporate complaints dealt with on time

SS08: Proportion of official local authority searches completed on time

Cse14: Actual car parking revenue as a percentage of car parking expenditure

The Policy and Performance Officer gave an update on the Task and Finish Group and a report was due to be presented to Scrutiny later in the year.

In considering the report end of year performance the Panel raised the following comments and questions:

- When would the targets for performance against the Local Environment Climate Change Strategy be included in the Performance Reports and how would staff be included in the work to achieve the targets?

The Policy and Performance Officer responded that the Health and Wellbeing Scrutiny Panel and the Economic Growth Scrutiny were both due to receive reports on the Climate Change Strategy and the questions could be addressed by those Panels.

- A Member highlighted issues that members of the public had in contacting the Council by telephone and asked if it was due to an increase in demand on the service.

The Policy and Performance Officer explained that the telephone was answered by customer service staff working from home. The Customer Contact Centre was closed therefore all face to face demand had diverted to the telephone or online. He agreed to provide the Panel with figures from the Customer Contact Centre for the last year.

RESOLVED – 1) That the End of Year Performance Report 2020/21 (PC.20/21) be noted.

2) That the question raised regarding the Local Environment Climate Change Strategy be picked up by either the Health and Wellbeing Scrutiny Panel or the Economic Growth Scrutiny Panel.

3) That the Policy and Performance Officer provide the Panel with figures showing the number and response times for telephone calls coming into the City Council for 2020/21.

