

# Executive

Meeting Date: 31<sup>st</sup> August 2021

Portfolio: Leader

Key Decision: Yes

Within Policy and  
Budget Framework Yes

Public / Private Public

Title: Carlisle Plan 2021-2023

Report of: Deputy Chief Executive

Report Number: PC.27/21

## Purpose / Summary:

To progress the adoption of a new Carlisle Plan, which forms part of the Council's Policy Framework.

## Recommendations:

- That the Carlisle Plan is recommended to Council for adoption.

## Tracking

Executive:	31 August 2021
Scrutiny:	Business & Transformation Scrutiny Panel 15 July 2021 Health & Wellbeing Scrutiny Panel 22 July 2021 Economic Growth Scrutiny Panel 29 July 2021
Council:	14 September 2021

## **1. BACKGROUND**

- 1.1. The final draft version of the Carlisle Plan for public consultation was agreed by the Leader in June. A draft designed version and a digital illustrated map, showcasing the investment and economic benefits, in terms of jobs and visitors, accompanied the public consultation.

## **2. PROPOSALS**

- 2.1. Feedback from the EGSP has led to the following amendment to the text on the Citadels Business Infrastructure (Page 9 of the draft designed version):

Citadels Business Infrastructure: Creating a new bespoke business hub ~~for the Creative and Digital sector~~, supporting the growth of an emerging high value sector in the city to boost productivity, reputation, and reach. This will be 888 square metres of ~~hyper-fast digitally-enabled~~ business interaction and accommodation space, linked to the University of Cumbria's flagship campus development.
- 2.2. A final designed version of the Carlisle Plan is presented in Appendix A. An updated Carlisle Plan on a Page is included as Appendix B, this is primarily an internal document for service planning and performance reporting. Progress on the programmes underpinning the Carlisle Plan will be reported in the quarterly performance report, the first round of reporting to scrutiny panels is in August/September with the report presented at Executive in September.

## **3. RISKS**

- 3.1. The risks associated with the delivery of the Carlisle Plan will be managed in accordance with the Risk Management Assurance Framework Policy.

## **4. CONSULTATION**

- 4.1. Initial consultation with the three scrutiny panels was completed in April 2021, a second round with an updated draft Plan was concluded in July 2021.
- 4.2. A consultation survey has been in open since 9<sup>th</sup> July, amended as requested by scrutiny. Public consultation took place at the Assembly Room, Old Town Hall between 2<sup>nd</sup> – 6<sup>th</sup> August. Overall, we have had 100 responses to the consultation to the draft plan, the vast majority through the online survey (80).
- 4.3. Summarising from all the consultation responses, the draft Carlisle Plan has been received positively, the vision and two new priorities are understandable, clear, and concise. The programmes and projects are considered a good fit with the priorities, several additional areas are suggested for consideration:

- The impact of Local Government Reorganisation decision on the implementation of the Plan.
- Future of Victorian Health Suite and Turkish Baths.
- Regional approach to integration of public transport.
- A greater focus on views and needs of young people.
- Specific needs of rural communities and rural towns.

- 4.4. The Government has announced its intention to progress the West Cumbria and East Cumbria proposal for reorganisation of local government in Cumbria. The Council will work to ensure that the next stage of the local government reorganisation happens as smoothly as possible. A lot of key projects are underway or planned for the city. These will carry on as planned and we will continue to drive them forward.
- 4.5. The Victorian Health Suite and Turkish Baths reopened on Monday 19<sup>th</sup> July. The building is part of the Carlisle Station Gateway and Citadel Project, within the Borderlands Inclusive Growth Deal Programme. The Leader made an announcement on this project at Council in July 2021 which set out the Council's position as:

The Leader indicated that the Victorian Health Suite was an important part of Carlisle's heritage and the authority was exploring how best to manage the facility following relocation of the Pools to the Sands Centre.

When the Pools were demolished new boilers would be required to replace the old Pools boilers and supply hot water. A budget had been identified within the Borderlands project to fund that - £200,000 funding to make good the external parts of the Turkish Baths post demolition of the Pools, and a further £200,000 to facilitate refurbishment of the building. Detailed surveys of the building had been undertaken to ensure that all relevant services would be available when the Pools were demolished. In addition, a Statement of Significance had recently been completed on the Baths which looked at the history of the site and its heritage value.

The Carlisle Station Gateway and Citadels project would regenerate the area around Carlisle Station, including the area where the Victorian Health Suite was located. Following consultation plans had been drawn up for the area.

In the meantime, GLL, who managed the Council's leisure facilities, were re-opening facilities in line with the Government's roadmap wherever possible.

The Leader added that the Turkish Baths were currently being used to facilitate safe and COVID secure swimming sessions for Schools. GLL was planning to re-open the Turkish Baths on 21 June 2021 so long as it was safe and Government restrictions permitted.

In terms of the long-term future of the Turkish Baths, the Leader could only say that he and his administration were much heartened by the intense social media interest evidenced in recent times; and took that as an indicator that the Turkish Baths were wanted and needed by the people of Carlisle. If that generated increased usage of the facility, then it could only bode well for the long-term future and preservation of a building of great historic interest.

For the avoidance of doubt the Leader stated that his administration had not, and never had, any interest in seeing the building demolished.

- 4.6. Integrated public transport, across the region, is included in the Carlisle Station Gateway Project. The second round of public consultation in January and February 2020 set out the following objectives for the project:
- Maximising the historic asset
  - Encouraging investment
  - Supporting passenger growth
  - Growing the regional role of the station
  - Creating a gateway
  - Future proofing
- 4.7. The draft Plan includes the commitment, as part of our ongoing work, ‘to develop all our communities we will engage young people and make sure the Carlisle Plan helps to deliver their aspirations for Carlisle’. Now that all the Covid-19 restrictions have been lifted future consultation and engagement that requires more face-to-face outreach work will be possible.
- 4.8. The draft Plan recognises the rurality of the district and includes a commitment ‘to ensuring our growth agenda is as inclusive as possible, we will ensure that our activities benefit our rural communities’. In particular:
- Support and lobby for the improvement/increased coverage of rural public transport networks, including the reopening of Gilsland railway station and Borders rail feasibility study.
  - Destination Borderlands (Hadrian’s Wall): Seeking to work with key partners such as Tullie House Museum and Art Gallery to bring investment to the western side of the Wall, boost visitor numbers, create new jobs and support rural communities.
  - Digital Voucher Scheme: providing opportunity for greater broadband speed for rural communities and businesses.
  - Development of a Rural Strategy: to explore opportunities and issues, building on the learning from the Place Planning work in the Borderlands Inclusive Growth Deal.
- 4.9. A summary of the consultation response is presented in Appendix C.

## **5. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

- 5.1. The commitment of investment in Carlisle and development of clear programmes and strategies now means that it is an appropriate time to update the Carlisle Plan.
- 5.2. The recommendation is:
- That the Carlisle Plan is recommended to Council for adoption.

## **6 CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

6.1 The draft Carlisle Plan sets out the new priorities:

- Economic growth
- Health and wellbeing

**Contact Officer: STEVEN O'KEEFFE Ext: 7258**

**Appendices** A: Carlisle Plan 2021-2023 designed version  
**attached to report:** B: Carlisle Plan 2021-2023, Plan on a Page  
C: Summary of consultation responses

**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 Carlisle Plan 2021-23 replaces the previous Carlisle Plan 2015-18 and forms part of the Council's Policy Framework. In exercising some statutory powers, the Council must have regard to its approved Plan.

**FINANCE** – There are no specific financial implications of adopting the Carlisle Plan, however the plan will be used to inform future budget processes to align council resources to the priorities contained within it.

**EQUALITY** – None. The equality impacts will be considered within the programmes and projects of the two priorities.

**PROPERTY** – Carlisle City Council has an extensive property portfolio that can assist in delivering the aspirations of the plan.

**INFORMATION GOVERNANCE** – None.

# Carlisle Plan 2021 - 2023



# The Vision

**To enable Carlisle to grow and prosper as the capital of the Borderlands region, benefiting the health and wellbeing of the people of Carlisle.**

**We will work in partnership so that all can enjoy the benefits of new opportunities and choices, whilst rising to the challenges of a changing climate.**

# Carlisle Plan 2021 - 2023

## Contents

<b>Foreword</b>	3
<b>Introduction</b>	4
<b>The Vision</b>	4
<b>Principles</b>	6
The Seven Principles of Public Life	6
Clarity, confidence, and commitment	6
<b>Priorities</b>	7
Economic growth	7
Key economic growth programmes and projects	8
Health and wellbeing	13
Key health and wellbeing programmes and projects	14
<b>Performance Monitoring</b>	17





# Foreword

As Leader of Carlisle City Council, it is my privilege to present the Carlisle Plan - an ambitious plan to deliver growth. It has been an unprecedented period and the Covid-19 pandemic has tested our resilience and impacted on all our lives.

Working with partners, more than £250 million of government funding has been secured to deliver housing, infrastructure, and regeneration projects. This is in addition to the two major projects already underway - The Sands Centre Redevelopment and the reinstatement of the ground floor of the Civic Centre.

Carlisle is now well placed to bounce back from the impact of the pandemic and the programmes and projects in this Plan will make a tremendous contribution to this recovery. The Council is the lead for programmes and projects including, St. Cuthbert's Garden Village, the Future High Street Fund and Town Deal.

In simple terms this means supporting existing jobs and developing new jobs, building new homes, and creating new opportunities for economic growth. The health and wellbeing of all our residents remains the focus of the response and recovery from the pandemic, this Plan will continue to support the good, lifelong health and wellbeing of our residents and visitors.

In my time as Leader of the Council I have been consistently impressed at how the Council delivers good quality services, delivered in a customer friendly way. The recent response of all staff to the pandemic has been truly magnificent, a real credit to the Council at a time of great need.

The focus on two priorities, economic growth and health and wellbeing, will continue to guide our use of new and existing resources. This is in addition to the daily delivery of all the Council services, which are equally important but often less visible.

Working together we can deliver economic growth and improve health and wellbeing.

A handwritten signature in blue ink, appearing to read 'J. Mallinson', with a horizontal line underneath.

**Leader of Carlisle City Council, Cllr John Mallinson**



# Introduction

The Carlisle Plan, the third of its kind, is an ambitious plan setting out the Council's vision, priorities and key actions.

Carlisle is the capital of Cumbria with a population more than 108,000. The city is recognised as the capital of an economic region serving 1.1 million people who live in Cumbria, Northumberland, and Southern Scotland.

The City of Carlisle is the largest settlement in the district with more than two thirds of the population. The remaining population is distinctly more rural and in places extremely sparse. The most significant rural populations are in smaller market towns and large villages spread across the district, including Brampton, Dalston, Longtown and Wetheral.

Across the district, there are a wealth of natural and cultural assets making Carlisle a great place to live, work and visit. Carlisle draws strength from its strategic location, with heritage and environmental sites of national and international importance (Solway Coast and North Pennines) and good connections to national infrastructure.

Now is a golden opportunity for growth and development, Carlisle can build on its established economic role whilst encouraging the development of new sectors and entrepreneurship.

Carlisle is set within some of the country's most spectacular natural scenery and the city is the final stop for three of the country's scenic railway lines (Settle to Carlisle, Cumbria Coast Line and Tyne Valley Line). Landmark buildings and heritage sites such as Carlisle Castle, Carlisle Cathedral, Lanercost Priory and Hadrian's Wall attract visitors from across the world.

The Covid-19 pandemic has had a significant impact on our local economy. The impact has highlighted the importance of health and wellbeing across all communities reminding us that Carlisle is a place focused on tackling health inequalities and enabling communities to thrive and be healthy. This Plan will help Carlisle to bounce back from this public health emergency, with greater confidence and commitment to meet future challenges.



Photo: Hawker Festival 2021

# The Vision

To enable Carlisle to grow and prosper as the regional capital, benefiting the health and wellbeing of the people of Carlisle.

**We will work in partnership so that all can enjoy the benefits of new opportunities and choices, whilst rising to the challenges of a changing climate.**

The Council plays a key role in enabling growth and prosperity, building on Carlisle's reputation as a regional economic capital. Our focus is on raising prosperity levels across the district as the primary purpose of the Plan; prosperity being the most important determinant of health and wellbeing. Improving health and wellbeing and tackling Climate Change will run through all our plans and services.

There are challenges ahead that will impact especially on our rural areas due to their ageing population, accessibility and often higher living and infrastructure costs. Knowing these issues and adapting policies and practices to meet the needs of rural areas will be vital to fulfilling the Vision.



Photo: Public footpath beside the River Petteril

Many of our activities and assets have a significant impact on the wider social, economic, and environmental determinants of health and wellbeing. Our employees work to address health inequalities daily and have a positive impact on the lives of some of the most vulnerable residents in Carlisle. We will continue to support the work of the Carlisle Healthy City partnership and the aspirations outlined in the Phase VII World Health Organisation Healthy City Plan.

We will be the best possible partner to organisations, communities and individuals that share our commitment, clarity, and confidence in Carlisle. We will help shape the future of Carlisle, delivering the priorities in the Plan whilst operating a highly effective organisation where employees are supported to be the best they can be. We will continue to adapt to meet the financial challenges of the future by carefully and confidently allocating our resources whilst seeking to develop new income streams that add value to the local economy.

# Principles

## The seven principles of public life

All officers and Carlisle City Councillors adhere to The Seven Principles of Public Life (also known as the Nolan Principles):

- Selflessness.
- Integrity.
- Objectivity.
- Accountability.
- Openness.
- Honesty.
- Leadership.

## Clarity, confidence, and commitment

Three principles have been developed by our staff and Councillors to guide how we will deliver the vision for Carlisle:

- Clarity.
- Confidence.
- Commitment.

We are a clear, committed, and confident Council.

By setting out our vision, we show that we understand the needs of Carlisle's residents, businesses, and visitors. Our plans to respond to these needs are clear and straightforward. We know what is expected of us and do our best to create clarity in how we work.

We are committed to achieving our vision for Carlisle. We will ensure that our day to day work and resources are consistent with the priorities.

We will continue to work effectively with partners to drive positive change for Carlisle and will celebrate our successes and achievements. As part of our ongoing work to develop all our communities we will engage young people and make sure the Carlisle Plan helps to deliver their aspirations for Carlisle.

# Priorities

## Economic growth

**We will continue to prioritise the current response to and rapid recovery from the economic impacts of the Covid-19 pandemic on the local economy.**

We aim to deliver inclusive and sustainable economic growth, ensuring we provide opportunities for all our communities to prosper. We will boost the local economy, making Carlisle a more attractive place for investment, improving skills and drive key sector development. Committed to ensuring our growth agenda is as inclusive as possible, we will ensure that our activities benefit our rural communities. We see improving connectivity as a key driver, both through the delivery of transport and digital connectivity, as well supporting the development of low carbon transport.

Carlisle's population will increase through housing-led growth and the delivery of St Cuthbert's Garden Village (SCGV). This will add to the vibrancy and activity in Carlisle City Centre, creating a thriving community for students, residents, businesses, and workers using the City Centre for education, housing, work, and leisure activities, during the day and into the evening. We will also grow Carlisle's visitor economy, attracting additional footfall and spending to the city.



Photo: Lighting-up Carlisle project 2019, Court Square



## Key economic growth programmes and projects

### Delivering the Borderlands Inclusive Growth Deal:

- **Carlisle Station Gateway:** improving the railway station and surrounding public spaces as the key transport hub for the Borderlands and preparing for HS2, high speed railway linking London, the North and Central Scotland. The investment will transform the station and strengthen the strategic connectivity to Carlisle and to the wider Borderlands region. The Carlisle Station Gateway project includes:
  - **Northern Gateway:** Partial pedestrianisation of Court Square, enhancements to the space for passengers to enter and exit the station with easy access to ticket purchasing facilities. It will significantly reduce vehicular movements to the North of the station and Court Square, with improved connection to the city centre.
  - **Station Building and Interior:** Enhancements to the access to the platforms from the north and the undercroft using an easily accessible stairway. The undercroft will also be enhanced to provide a secure and welcoming entrance to the station from the South. Secure cycle parking, an improved historic entrance from the north, and improved/modernised passenger facilities are also included.
  - **Southern Gateway:** A new southern entrance and car parking facility will be created at the Southern part of the station. A total of 423 station car parking spaces is proposed, including disabled and electric bays. Together with the parking, coach services, rail replacement services and pick-up and drop-off will also be relocated to the southern side of the station.
  - **Enabling Streets and Junctions:** Junction improvements at Victoria Viaduct / James Street, Water Street, Crown Street and Court Square Brow to improve access to the station, particularly for pedestrians.



Photo: Carlisle Station

- **Citadels University Campus:** developing a new City Centre campus/headquarters for the University of Cumbria. Investing in the university to attract greater student numbers and boost the number of Higher Education (HE) learners and graduates in Carlisle. The Citadels are a major gateway into the city and are a key part of the history and identity of Carlisle. As part of the Borderlands Inclusive Growth Deal, £50 million of funding has been allocated for the second phase the Growth Deal to bring new purpose to The Citadels and adjacent site. Plans are now in place to transform the Citadels Buildings and the adjacent site to become a new home for the University of Cumbria. The project is being developed jointly by Cumbria County Council, Carlisle City Council and the University of Cumbria working with Cumbria LEP as a key partner.
- **Citadels Business Infrastructure:** Creating a new bespoke business hub, supporting the growth of an emerging high value sector in the city to boost productivity, reputation, and reach. This will be 888 square metres of business interaction and accommodation space, linked to the University of Cumbria's flagship campus development.
- Support and lobby for the improvement/ increased coverage of rural public transport networks, including the reopening of Gilsland railway station and Borders rail feasibility study.
- Improving digital infrastructure and access through the Borderlands digital voucher scheme, providing a new innovation centre for the digital sector at the Citadels and improving skills through the proposed digital and community learning hub.
- **Delivery of the Longtown Place Plan:** Working with local communities in Longtown to develop a locally owned place plan for Longtown, to seek investment in the town from the Borderlands Inclusive Growth Deal.
- **Destination Borderlands (Hadrian's Wall):** Seeking to work with key partners such as Tullie House Museum and Art Gallery to bring investment to the western side of the Wall, boost visitor numbers, create new jobs and support rural communities.
- **Digital Voucher Scheme:** providing opportunity for greater broadband speed for rural communities and businesses.



Photos from the top: One of the Citadels;  
Viewing a digital exhibition; Hadrian's Wall



## Delivering St Cuthbert's Garden Village:

- Delivery of 10,000 new homes and over 9,000 direct jobs south of Carlisle. St Cuthbert's Garden Village (SCGV) is one of the largest developments of its kind nationally and the largest in the north of England in terms of new homes, supporting facilities and infrastructure.
- Establishing new communities where population health, wellbeing and environmental sustainability goals are at the heart of good design and land use.
- Providing improved walking and cycling infrastructure through projects such as St Cuthbert's Garden Village, Southern Link Road and Town Deal.
- Through our successful bid to the Government's New Development Corporation Competition (£745,000), we will explore with MHCLG options for appropriate delivery mechanisms to deliver the St Cuthbert's Garden Village and ensure the long-term management and maintenance of the community infrastructure that will be created.



Photo: Land to the south of Carlisle

## Delivering the Future High Street Fund, Towns Fund, Town Deal Accelerated Fund, and related regeneration projects:

- Reimagining the Market Square. The Market Square is the most substantial public space in the city centre, spanning 6,000 square metres, through improvements to the infrastructure and public realm of the square, it will become more of a focal point for residents and visitors.
- 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 could help reactivate Carlisle's Historic Quarter increasing both weekend and weekday footfall.
- Pedestrianised improvements to Devonshire Street. Reducing the carriageway on Devonshire Street could provide more space for pedestrians and businesses to spill into, which would encourage activity and dwelling time in the street. The businesses currently located on the northern edge of the street offer a possibility to create a spacious outdoor seating area.



Photo: The Market Square, Carlisle

- Redevelopment of the former Central Plaza site. 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. With the site now cleared and £4.7m grant funding available, a number of the redevelopment options have become viable.
- 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 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, setting the scene for future phases of development.
- 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.
- Digital and Community Learning Hub. Investing in community learning to improve the local skills base. The refurbishment of the City Centre Library will create an accessible digital skills and community learning hub. This includes the installation of digital equipment and training materials in 13 community venues.
- Market Hall. This investment is to improve the infrastructure and internal structure in the Market Hall, to improve the experience for shoppers and visitors and explore options to create a food court and events space.
- Lighting-up Carlisle project (event and infrastructure). This investment of capital funding in digital lighting equipment is to support an expand the events programme.



Photo: Lighting-up Carlisle project 2019, the Market Hall, Carlisle

- Citadels Business Infrastructure (Linked to Borderlands Inclusive Growth Deal). This is 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.
- Caldew Riverside: Remediation of development site with potential to provide new city centre living opportunities. 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, within 200 metres from Carlisle Railway Station and 40 metres from the historic quarter. The site is the best and only available location for the delivery of strategic scale residential development close to 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.



Photo: Caldew Riverside, Carlisle

- Creation of a temporary, modular 'pod village' in Bitts Park, providing a vibrant small business hub. The temporary Bitts Park courtyard will be based close to the car park. It will be populated by local businesses and will provide additional amenities for the benefit of park users. It will be constructed from six upcycled containers and will house up to 13 small independent businesses, with a diverse mixture of tenants that includes food and drink, retail and arts. Tenants will be either start-ups, looking to grow or well-established in the local area, which will ensure a collaborative, diverse and progressive working environment.

#### **Building on success through new economic opportunities:**

- Kingmoor Park Enterprise Zone: continuing support for the first Enterprise Zone in Cumbria as a local hub for key sectors such as manufacturing and logistics and an environment that welcomes new investors and high growth organisations.
- Development of a Rural Strategy: to explore opportunities and issues, building on the learning from the Place Planning work in the Borderlands Inclusive Growth Deal.
- Proactively position Carlisle for future investment: encourage private and public sector investment in Carlisle to improve productivity, help grow and boost the city; bringing in key employers and more high value jobs, while also ensuring we have investment in our infrastructure to help build Carlisle's future. Making it clear to government and the private sector alike that Carlisle is open for business.
- Grow our visitor economy: ensuring that Carlisle's strong potential as a tourist destination is realised, through providing an enhanced visitor experience with new attractions and increased vibrancy, whilst continuing work to promote the city through the Discover Carlisle brand. Developing a national marketing campaign for Carlisle that showcases the inward investment and the 2000 years of history.
- Working in partnership to tackle the carbon footprint of tourism.



## Health and wellbeing

**We will continue to prioritise the current response to and rapid recovery from the health and wellbeing impacts of Covid-19 pandemic.**

We will work with our partners in the public, health, private and voluntary sectors to deliver a broad programme that will support the good, lifelong health and wellbeing of our residents and visitors. This priority builds on the framework of the Cumbria Public Health Strategy and WHO Healthy City Programme with projects and programmes that will focus on the determinants of health; a sense of place and safety; the quality of the local environment and tackling Climate Change together.



Photo: the Plant, Food and Wellbeing event 2021, Bitts Park

Housing and a sense of home is fundamental to health and wellbeing. We will continue to tackle homelessness and rough sleeping with a strategic focus on early intervention and prevention rather than crisis management. We will also seek to improve the homes of residents in most need, ensuring that everyone has access to safe, warm, affordable housing.

As a Sustainable Food City, we will promote a vibrant and diverse food economy, with local communities having access to a range of healthy and affordable food options. We will continue to reduce waste and increase recycling and energy recovery, helping to reduce the Carbon footprint of our current lifestyles.

All communities will have good access to a wide range of recreational, leisure and exercise opportunities, that are both diverse and affordable. We will encourage opportunities to participate in and engage with the arts and culture, the strategic focus will be on establishing Carlisle as a central hub for culture within the wider region. Accessible green spaces have a vital role in human health and wellbeing as well as providing opportunities to increase net biodiversity gains through improved wildlife habitats.

Making Carlisle a great and safe place to walk, cycle, and use electric vehicles, alongside public transport systems will increase activity and reduce the Carbon footprint of local journeys.

## Key health and wellbeing programmes and projects

### Delivering the Phase VII World Health Organisation Healthy City Plan:

- Work with partners to deliver on key district wide actions associated with the WHO six Ps (People, Place, Prosperity, Planet, Peace, Participation).
- Via the County-wide Public Health Strategy and WHO six Ps sustain a focus on delivering projects and programmes that address - healthy weight management, physical activity levels, developing a child friendly city, supporting vulnerable adults, addressing mental health management particularly post Covid19 restrictions.
- Continue to influence and shape public planning policy for key developments such as the St Cuthbert's Garden Village, city centre redevelopment and other key place-based developments.

### Delivering The Sands Centre Redevelopment project:

- The delivery of a new £27 million flagship sport, leisure, and entertainment facility at the heart of the City will transform the quality and accessibility of health and leisure provision in our district. The new facilities will also enhance our strong partnership relationships with NHS providers focused on improving population health. The Sands Centre will host an extensive Musculoskeletal Unit designed to offer patients treatment and preventative services in a leisure setting.



Photo: The Sands Centre re-development in progress

- The design and development of the new facilities include a range of sustainable features which will support the Council's plans for reducing Carbon emissions, improving energy efficiency, and providing sustainable, healthy transport options.
- The new extension will significantly improve the access opportunities for all our communities to use and enjoy the facilities and services. Access to the building will be significantly improved from all points as will the internal layout. The development of the project has used an inclusive design approach to ensure equal access and wellbeing. This will assist users with physical and other conditions such as dementia to make full use of the site and surroundings.
- The facilities will also improve the existing opportunities for The Sands to host performances, cultural events, and conferences.

### Support the delivery of partnership plans:

- Deliver the National Lottery funded Place Standard programme to engage with local communities across the district to identify and work together on addressing local issues of concern.
- Develop and deliver an application to the National Lottery Partnership Fund to seek support for a project that will improve our ways of securing and delivering community funding programmes.
- Work with key partners to build on the work of the Carlisle Resilience Group and develop a stronger communities' network that can continue to support residents to participate in community action.

### **Delivering the Homelessness Prevention and Rough Sleepers Strategy:**

- Reduction of multiple exclusion homelessness and rough sleeping.
- Prioritising early intervention and prevention of homelessness.
- Promoting safeguarding and harm minimisation support for victims of domestic violence.
- Increasing access to flexible move on accommodation and support options available for people experiencing homelessness.
- Improve experiences and opportunities for young people and children experiencing homelessness.
- Increase key partnerships to respond effectively to local emergency situations.
- Meeting the Council's commitments via the Armed Forces Covenant by providing housing choices and support for those leaving the services.

### **Delivering the private sector housing standards to include a range of grants, advice, support and regulation:**

- Programme of Disabled Facilities Grant and discretionary grants funded through the Better Care Fund.
- Hospital Discharge Grants to anyone who is in hospital, or has recently been discharged, and requires emergency repairs or measures to get them home.
- Working to address fuel poverty, improve energy efficiency and reduce Carbon emissions.
- Work to help bring empty homes back into use.

### **Delivering the Local Environment (Climate Change) Strategy**

Climate Change presents new challenges and opportunities for our whole region. In partnership we are committed to working towards a net zero Carbon future for Carlisle, Cumbria, and the Borderlands. Through programme and partnership working we can realise the cross-cutting co-benefits presented by the two priorities of economic growth and health and wellbeing. There are clear health benefits from improved air quality, healthier diets and more walking and cycling. The drive for clean growth has the potential for industrial and commercial opportunities.

The strategy has the following objectives:

- Reducing emissions from the City Council estate and operations.
- Reducing energy consumption and emissions from homes and businesses in Carlisle and tackling fuel poverty, by promoting energy efficiency measures, sustainable construction, renewable energy sources and behaviour change.
- Reducing emissions from transport by promoting sustainable transport, reducing car travel and traffic congestion, and encouraging behaviour change.
- Reducing consumption of resources, increasing recycling, and reducing waste.
- Supporting council services, residents, and businesses to mitigate against and adapt to the impacts of Climate Change.

## **Delivering the Green Spaces Strategy and supporting the delivery of the Local Cycling and Walking Infrastructure Plan (CWIP):**

- To make sure that Carlisle's reputation as a place that is enriched by its wealth of green spaces is enhanced as the city continues to grow and develop, recognising the health benefits from contact with green space and the natural environment and maintaining the current standard of 3.6ha of green space per 1000 population.
- To meet and exceed a set of challenging quality standards for all green spaces which will ensure they are safe, attractive, and welcoming for everyone who visits them.
- To make sure that all residents and our visitors have easy access to our inspirational green spaces, whatever their level of physical ability and that we take every opportunity to link and connect green spaces, walking and cycling routes, nature reserves and riversides.
- To manage our green estate as a diverse and flourishing natural resource which provides a range of environmental services including resilience against future flooding, reducing the impacts of and mitigation against Climate Change and enhancing biodiversity to provide rich and varied wildlife habitats.
- To nurture and support the role of our communities in caring for our green spaces and natural resources, encouraging them to take a leading role where appropriate and promoting green spaces as a primary resource in the cultural life of the city including as venues for events, play, sports and recreational activities.
- Make an ongoing and effective contribution to the development of extensive cycling and walking infrastructure plans for Carlisle, building on the existing infrastructure, increasing and improving the range of cycle and walking options and ensuring that these safe routes are widely publicised and sign posted.

## **Developing the new Cumbria Waste Strategy:**

- Development of the new Waste and Recycling Strategy which presents an opportunity to reflect the aims and objectives of the Resources & Waste Strategy, the Environment Bill, Clean Growth Strategy and Litter Strategy. The strategy will bring together the strategic aims of these national strategies with a focus on waste reduction, Carbon impacts, and future waste management infrastructure.

## **Supporting the delivery of the Carlisle Cultural Framework:**

- Placing culture at the heart of Carlisle's ambitions for environmental sustainability, inclusive economic prosperity, and good health for all.
- Embedding culture within regeneration and local planning to attract investment for city centre transformation and infrastructure development.
- Playing a full and active role in Carlisle's ongoing commitment as a World Health Organisation, Healthy City, using culture to improve the wider determinants of health, wellbeing, and community cohesion.
- Supporting artists and venues to emerge stronger from the COVID-19 crisis.
- Co-ordinating and promoting an exciting, wide-ranging, and inclusive programme of events in the city centre and across the district.

# Performance Monitoring

The Carlisle Plan priorities and projects, and all other council services, will be delivered in line with the Council's Budget and Policy Framework.

We will measure progress against the plan through an updated performance framework.

This framework will include progress in key projects, risks, and opportunities.

A new set of measures will be agreed with Service Managers and the Senior Management Team.

We will present these measures under each priority; their purpose will be to help steer services and projects towards the benefits we want to achieve by implementing the plan. The performance framework will be monitored through Directorate Management Team meetings and a quarterly report to Senior Management Team. A quarterly summary of performance will be reported to Executive and Overview and Scrutiny.

The Carlisle Plan will be reviewed annually before the setting of service plans within our Directorates.

**If you require an alternative language or format please contact us to discuss your needs.**

**[policy@carlisle.gov.uk](mailto:policy@carlisle.gov.uk)**

**01228 817200**

---



Produced by Carlisle City Council.

Images courtesy of: Jonathan Becker Photography; D&H Photographers and Stuart Walker Photography

# Carlisle 2021-23 Plan on a Page

<b>Vision</b>	To enable Carlisle to grow and prosper as the capital of the Borderlands region, benefiting the health and wellbeing of the people of Carlisle. We will work in partnership so that all can enjoy the benefits of new opportunities and choices, whilst rising to the challenges of a changing climate.	
<b>Principles</b>	Clarity, confidence and commitment.	
<b>Priorities</b>	<b>Economic Growth</b>	<b>Health and Wellbeing</b>
<b>Key Actions/ Project and Programmes (Directorate)</b>	<ol style="list-style-type: none"> <li>1. Delivering the Borderlands Inclusive Growth Deal. (Economic Development)</li> <li>2. Delivering St Cuthbert's Garden Village. (Economic Development)</li> <li>3. Delivering the Future High Street Fund, Towns Fund, Town Deal Accelerated Fund, and related regeneration projects. (Economic Development)</li> <li>4. Building on success through new economic opportunities. (Economic Development)</li> </ol>	<ol style="list-style-type: none"> <li>5. Delivering the Phase VII World Health Organisation Healthy City Plan. (Community Services)</li> <li>6. Delivering The Sands Centre Redevelopment. (Community Services)</li> <li>7. Delivering the Homelessness Prevention and Rough Sleepers Strategy. (Governance and Regulatory Services)</li> <li>8. Delivering the private sector housing standards to include a range of grants, advice, support, and regulation. (Governance and Regulatory Services)</li> <li>9. Delivering the Green Spaces Strategy and supporting the delivery of the Local Cycling and Walking Infrastructure Plan (CWIP). (Community Services)</li> <li>10. Developing the new Cumbria Waste Strategy. (Community Services)</li> <li>11. Delivering the Local Environment (Climate Change) Strategy. (Community Services, Economic Development, Governance and Regulatory Services)</li> <li>12. Supporting the delivery of the Carlisle Cultural Framework. (Community Services)</li> <li>13. Supporting the delivery of partnership plans. (Community Services)</li> <li>14. Responding to and recovering from the impacts of the Covid-19 Pandemic. (Community Services)</li> </ol>

# Corporate Plan 2021-2023 Summary

**Purpose: Enabling the fulfilment of the Carlisle Plan whilst ensuring the efficient and effective delivery of all Council services.**

The Corporate Plan is a signpost to the following strategic documents, plans and projects, within which we set out how services will be improved, and key projects resourced and delivered:

- **Medium Term Financial Plan (MTFP):**  
A comprehensive plan for strategic finance decision-making
- **Asset Management Plan (AMP):**
- **Workforce Plan (WFP):**  
The Workforce Plan provides a framework for dealing with challenges in a consistent way.
- **Customer Service Charter:**  
The customer charter outlines how our principles are at the heart of everything we do. Our promise is to continue to innovate so our customers can access council services anytime, anywhere.
- **Project Management Handbook:**  
A toolkit for project management.
- **Performance Framework:**  
This framework draws together all the activities that contribute to our performance.
- **Risk Management Assurance Framework:**  
This framework clearly sets out how we manage operational, strategic and major project risks.
- **Information Governance Framework:**  
This framework provides an over-arching basis of the Council's approach to the governance of its information.

## **Business change plans and strategies:**

Together these documents will enable agile working, compliance with the new rules on data and improve the tasking and coordination of demand-led services.

- Business Continuity Planning.
- Dispersed and agile working.
- ICT Strategy and programme.
- Transformation Board actions.
- Directorate Planning & Service Planning: Service planning sets out what needs to be delivered, how, when and by whom, in the context of the Carlisle Plan, Corporate Plan and statutory/service responsibilities.

## **Appendix C: Summary of all consultation responses**

### **Introduction**

Overall, we have had 100 responses to the consultation to the draft Carlisle Plan, the vast majority through the online survey (80).

### **Overview**

The draft Carlisle Plan has generally been positively received. The vision and two new priorities are understandable, clear, and concise. The programmes and projects are considered a good fit with the priorities, several additional areas are suggested for consideration:

- The impact of Local Government Reorganisation decision on the implementation of the Plan.
- Future of Victorian Health Suite and Turkish Baths.
- Regional approach to integration of public transport.
- A greater focus on views and needs of young people.
- Specific needs of rural communities and rural towns.

### **Survey responses**

#### **What are your opinions on this vision for Carlisle?**

Summary:

Most of the responses were a straight forward, positive 'yes' to the vision, recognising Carlisle as a regional capital. There is praise for the level of optimism, ambition, and funding as well as the focus on people and inclusion of health and wellbeing.

The negative responses ranged from the need to consider a changing world, as well as the changing climate to opinions on local issues such as St. Cuthbert's Garden Village and recent planning approvals. More leadership, urgent and major action on the climate change is called for, in particular action which can also tackle the inequalities that are seen as key determinants for health and wellbeing issues. This included a call for a citizens' jury for Carlisle.

The perception is that there is a conflict between protecting the environment, biodiversity, health and wellbeing and new developments. There is disappointment with the lack of emphasis on heritage and role of heritage assets (2000 year heritage of the city) for tourism and health and wellbeing. The Victorian baths & Edwardian Turkish baths are cited as a potential project that has not been directly mentioned but could, if developed, meet the priorities. There is also a challenge that we should be focused on the existing city, city centre and infrastructure where the investment is needed, including school places and digital infrastructure.

Alternatively, a simpler call for jobs and investment, as everything else comes from having money to do it.

There is also a broader challenge around both the development of the vision, an alternative approach being developed by the people of Carlisle, and the Plan being a collection of individual projects which will require more joining up into a clear vision, cohesive strategy and a longer term plan. There is also a call for more of a focus and outreach to those living outside of the main towns.

### **How clear, concise, and understandable do you feel these priorities are?**

#### **Summary:**

Most of the responses were positive, with the comments acknowledging that they were concise and clear.

The negative responses include concerns on focusing on one or two major projects and the likelihood of delivery, more focus is needed on investment and employment growth. There is a call for more clarity, more detail on how the major project outcomes, such as becoming more sustainable, will be achieved. For example, making the links between economic growth and health and wellbeing within each of the major projects. Once again, the use of assets, especially heritage assets, and needs of rural areas are flagged as an opportunities to further the priorities.

There is a call got action on climate change and environmental crises as the top priority, as we build back from the pandemic, ensuring that health and wellbeing runs through everything the Council does. There is a challenge to go further with a more sustainable model of economic growth which is beneficial for health, wellbeing, and the environment.

There is concern for how all the plans will link up, especially when making decisions on developments.

### **How well will these programmes and projects (the things we will do) help to make these priorities happen? To what extent do you think these are the right things for us to be doing?**

#### **Summary:**

Overall, the projects and programmes are considered right for the priorities, especially while recovering from the pandemic. There are points made on the wide range of projects and need to maintain consultation and engagement as they are developed, as part of a strategic master plan including culture and heritage. There is also a call for a more cohesive strategy for the city centre and market square.

The recent announcement on Local Government Reorganisation is flagged as an omission and whether this will have an impact on any projects that have not commenced.

The potential role of the Turkish Baths in improving health and wellbeing as well as economic growth is also raised as a potential addition.

The project on Cycling and Walking Investment Plan (CWIP) is welcomed, issues like flooding, wildlife, traffic congestion and air pollution are all identified, as is the potential of Food City. There is a call for more and better integrated public transport across the region, with parking and ride schemes as a consideration, with the Council lobbying for this. It is hoped that reducing consumption, food waste, upcycling, repair, and reuse will be included in the Cumbria Waste Strategy.

There are asks to focus on young people, housing care leavers, mental health, and the specific needs of rural communities. The entertainment offer for young people is considered important for a vibrant city. A key point being the affordability of the new offer around health and wellbeing is also seen as important.

The loss of competition sized swimming pools and need for a competition athletics track in Cumbria, making us one of the few counties unable to welcome national and international events is noted.

Carlisle's railway heritage and opportunities for scenic rail journeys is considered as something the Council should lobby for more promotion of and investment in.

There is a suggestion for a permanent memorial either in court square or the city centre for International Workers Memorial Day.

**Please add below any further comments you would like to make regarding the draft Carlisle Plan 2021-23.**

Plan does not address the existential threat to humanity down to the combined climate and environmental emergencies. The Plan should be setting out a sustainable future.

Perceive conflict between the existing economic model, economic growth as a priority and climate change. A more holistic approach is required.

Involvement of communities, especially young people, in setting vision, plans and in determining solutions.

Very city centric, need to consider support of rural towns as well.

Need to encourage a network of hubs in the stations in the surrounding district so that people leave their vehicles there and take the train or a bus into the city.

Prosperity is not the most important determinant of health. It is one of various determinants with others as important if not more so. And in our city at present inequalities are a key determinant in health. Those who are more socially and materially deprived have worse health than those with wealth. And the important thing is the gap between the richest and poorest in our society. More equal societies have better health and social outcomes on a whole series of measures. So what is needed is not prosperity for all but a levelling up of the lowest incomes and a fairer distribution of wealth across the city.

Keep the Turkish baths and the preserve the heritage.

Focus more economic growth and make Carlisle a prosperous and open city. A place that businesses look to and say, "we want to open up here".

There is no reference to Local Government re-organisation and how that process will fit with the Carlisle Plan priorities.

Build or convert an existing building into a dedicated concert venue to attract big names and therefore more visitors to the city.

Provision of cultural opportunities must include access to well-paid employment for graduates of the Arts who graduate from University in Cumbria.

Only appears to be interested in more houses and improving university facilities. Nothing about improving existing infrastructure.

Carlisle needs to develop more leisure facilities (spas, bike tracks, climbing walls) and more variety

Much more ambitious from a reduction of carbon output, more support of electric vehicle charging, green public transport, cycling and walking. New housing/ buildings should have solar panels and green heating.

Improve cycle ways.

This almost looks as if you're regarding the current population of Carlisle and are preparing to replace them with a completely new population of people who have no ancestral connection to this part of the land.

Green spaces are precious, especially when they are adjacent to a nature reserve. Deer Park field should be made part of Kingmoor Sidings nature reserve.

This plan lacks excitement, creativity and out of the box thinking we need to really create a vibrant city of growth.

The council should find a way of working with Carlisle United to deliver a new multipurpose sports arena and associated facilities such as athletics which could include an indoor running track for use of

the football club and the public and develop a sports academy to help produce future sporting stars for the city.

A public footpath is a top priority between Fir Ends crossroads and Smithfield before someone is fatally or seriously injured. The A6071 is like a racetrack.

No mention of public toilets at the park and in the city centre. The pods at Bitts Park are temporary, how long for and why aren't the empty units in the market hall being used for this? Why aren't the brown field sites being used for new housing?

The Station Southern Gateway should be visually dramatic if it's replacing the existing entrance as the first impression visitors have of Carlisle. Those first moments are crucial to shaping perceptions and punching a hole in the southern wall onto a surface car park is insufficiently grand or welcoming.

The reinstatement of gap sites should be a top priority throughout the urban core, especially along Botchergate. It would be good to bring some consistency to these sites in terms of either design, materials and/or use class.

St Cuthberts needs to be much more than homogenous housing and a few trees tied to stakes. It needs extensive woodland and a linear park drawing on the best placemaking from leading outdoor attractions like The Helix, with play equipment from companies like Ziegler Spielplatze and interconnecting pedestrian/cycle routes meandering along water courses which are proven to aid mental health and wellbeing.

Central Plaza and Caldew Riverside must be home to developments of (a) genuine architectural value and (b) mixed-tenure sites which drive footfall to this corner of the city centre. At present, it feels rather unwelcoming.

Market Hall has potential to become another Leeds Corn Exchange or Belfast St George's Market, but at present, it falls way short of these ideals. It needs wholesale repurposing, driven by the council and incorporating everything from live music to food festivals and well-publicised events.

Bitts Park has incredible potential for street food venues and events spaces to complement the pod village. This should be made permanent, like Boxpark in Shoreditch - a home for creative industries and start-ups which can put the city on the map in the long-term.

I'm sure CCC is already reaching out to technology firms like Amazon and Tesla, but a single factory at KPEZ would dramatically improve the city's employment, while stimulating demand for housing and supporting businesses in the north of the city.

Planning is being denied to small businesses for shop fronts in the town centre, but accepted for shipping containers outside of the main town in Bitts Park, why? why are we stopping businesses opening/expanding in the town centre?

### **Face to face feedback (2<sup>nd</sup> – 6<sup>th</sup> August)**

Impressed with the city and the plans.

Interest in Citadel site plans and what will happen with existing university sites?

Nothing new, artistic vision, missed opportunity

Retain Turkish Baths

Too much building on green sites

SCGV – lack transport links

Poor bus provision out of Carlisle

Talkin Tarn – no buses, consider diversification e.g. camping pods, bring back the warden

Use new flood defences as cycleway and light up as a route for kids to use

Market hall could be used as workshops to foster and showcase local business/trades/enterprises

Lack of city centre toilets

What's happening with Bitts Park lodge?

Carlisle needs a small theatre but bigger than the Green Rooms  
Need a day pass for multiple attractions e.g. castle, Tullie, etc and day pass to park in multiple car parks  
Consider putting skips in residential areas to help with fly tipping / HWRC being booking only.  
The map of investments would be good to put on public display in the library.

More Climate change focus.

Tullie House – local people having to pay for entry into Tullie house – marginalises poorest communities and local people using it.

What's going to happen to the University building if citadels is taken over?

There is no mention of the Turkish Baths in the Carlisle Plan.

There are plenty of projects but clear masterplan, especially area around the viaduct development and links to the Turkish Baths. There are opportunities here to improve accessibility and public greenspaces, for health and wellbeing. A good example of using underpasses for public art is Leake Street Arches (Waterloo, London), here local graffiti artists have space to demonstrate their skills.

The historic properties in the City, in and around the Historic Quarter, would benefit from a 'blue window sticker' campaign such as the one down Crystal Palace/Penge Heritage Trail.

With the closure of Morton Academy Pool will there be enough provision for swimming in Carlisle?

Plan lacks a proper vision; ideas lack detailed plans. Projects are just tweaking what we already have and won't improve the city long term. We have no unique selling point to make Carlisle a destination. Need to future proof. Should be a boulevard running from St Nicholas (A6) to Bitts Park all pedestrianised and made up of urban woodland and pop up shops with city branding and areas for performing arts. Place an old dockland crane at St Nicholas and repurpose the listed gasworks at Bousteads Grassing to be a scalable concert venue/performing area in Bitts Park.

SCGV – need to attract new jobs first

More public toilets

Play area in middle of city

Xmas market in front of train station

Simple transport system round outside of city centre and more charge points.

Pedestrianise Castle Street. Consider Kendal Brewery Arts type development for old Bulloughs building or Tullie House 2.

Flower market in Fisher Street

Vertical garden on Civic Centre

Inner city beaches at Sands Centre and Stoneyholme. Introduce canoe hire.

Put Castle Way underground

Consult more with young people.

Make better use of Hadrian's Wall history.

Plan lacks ambition. Actions don't demonstrate how the vision will be achieved.

Mock-up of city centre improvements would be useful.

Large parts of the plan contradict the Local Environment (Climate Change) Strategy. Whole model needs to change away from using resources and move towards circular economy, creating community wealth, social capital.

Rotterdam is a good example

Confusion from councillors as to whether southern link road is related to SCGV project or not.

Participatory budgeting

Make use of old train infrastructure round the city

Improved energy creation schemes – solar, tidal etc

Not enough in the plan about improving green spaces, protecting biodiversity.

Retain Turkish baths and improve marketing.

Citizens jury would improve local democracy.

Knock the civic centre down.



### **Written responses**

Members of Brampton PC considered the plan at the last meeting and asked that I respond with the following: There should be more focus on economic activity for Brampton. The City Council should be more supportive of rural settlements and enhance rural town centres.

The plan is stated to be 2021 - 2023. I find it impossible to believe what the plan promises can be achieved within that time frame.

The plan provides no indication on where we are with the Local Plan, such as are we meeting housing targets, are we exceeding them or are we not meeting them.

The plan contains many inconsistencies such as promoting more high value homes to attract good calibre people to the area but at the same time hanging its major strategy on housing led growth which in effect means low cost, poor quality housing.

The plan fails to address the lack of educational provision in north Carlisle which will become the responsibility of the new Council when the County Council is terminated.

The plan fails to address many unanswered questions over the Garden Village project.

The plan fails to properly address climatic change. It comes up with no realistic ideas or any timetable to implement measures to reduce carbon emissions. It does however demonstrate how we can increase emissions by allowing more houses to be built, an incinerator at Kingstown and increased traffic throughout the City.

Carlisle is an important city with a history dating to Roman times if not before. It formed the furthest north west boundary of the Roman Empire. Yet there is little in the plan to enhance such history and attract visitors. Carlisle is a tourist and agricultural centre; it will always remain so due to its geographical position and distance from other centres. As a city it is unique and should be allowed to remain so without the interference of external consultants and blue sky thinking Council employees.

---

## **EXCERPT FROM THE MINUTES OF THE BUSINESS AND TRANSFORMATION SCRUTINY PANEL HELD ON 15 JULY 2021**

---

**BTSP.52/21**

**CARLISLE PLAN 2021-2023**

The Policy and Communications Manager submitted an update on the new Carlisle Plan 2021-2023 (PC.24/21). Following the previous scrutiny of the Plan it had been possible to arrange public consultation between 2 and 6 August, consultation was online and physically in the Tourist Information Centre and Bitts Park.

The Policy and Communications Manager had circulated the design draft of the Plan and reported that an illustrated map had been designed to showcase the developments in both the urban and rural areas.

In considering the report Members made the following comments and suggestions in relation to the contents of the Carlisle Plan:

- There should be a stronger message regarding transport and improved connectivity;
- The Plan should be clearer about the work being undertaken in rural areas;
- There should be a stronger message about tourism as an economic driver in Carlisle;
- The Plan was more accessible but still required some further work to ensure the whole document was in plain English;
- The Plan referred to 'economic growth' and 'sustainable growth', it was felt that this was a mixed message in terms of the Council's climate change strategy and should be changed to sustainable growth only;
- The climate emergency was more apparent in the Plan, however, Members wanted to see this underpinned in all of the strategies and vision for Carlisle;
- The consultation questions did not prompt individuals to share their vision for Carlisle and it was suggested that they be changed and more open questions be included to engage with people;
- Could examples of the viable options for the Central Plaza site be included in the Plan and could the consultation include a question which allowed the public to put forward their suggestions for the site;
- Add information explaining how the Market Square would be reimagined to become a focal point;

In response the Policy and Communications Manager clarified the following:

- The Carlisle Plan gave a commitment to the preparation of a Rural Strategy
- Transport improvements work may be better placed within the Economic Strategy work

The Town Clerk and Chief Executive informed the Panel that Officers had received a clear directive to develop a Rural Strategy as a priority and the Corporate Director of Economic Development was progressing with the work.

The Panel asked that the Carlisle Plan refer to the Rural Strategy as part of the vision of the Carlisle Plan and make it clear what this meant for urban and rural residents.

A Member asked how the progress on the programmes which underpinned the Carlisle Plan would be reported within the quarterly performance report?

The Policy and Communications Manager explained that the Panel would have the opportunity to consider how the performance would be monitored when the performance report was submitted to the next meeting.

The Panel urged officers to engage with local rural communities outside of the Parish Councils as part of the consultation process.

RESOLVED – That the Panel had scrutinised the draft Carlisle Plan 2021-20523 (PC.24/21) and asked the Executive to consider their comments and suggestions as set out above as part of the consultation process.

---

## **EXCERPT FROM THE MINUTES OF THE ECONOMIC GROWTH SCRUTINY PANEL HELD ON 29 JULY 2021**

---

### **EGSP.45/21    CARLISLE PLAN 2021-2023**

The Policy and Communications Manager submitted an update on the new Carlisle Plan 2021-2023 (PC.24/21). Following the previous scrutiny of the Plan it had been possible to arrange public consultation between 2 and 6 August, consultation was online and physically in the Tourist Information Centre.

The Policy and Communications Manager had circulated the design draft of the Plan and reported that an illustrated map had been designed to showcase the developments in both the urban and rural areas.

The Panel discussed the wording in The Vision. Some Members felt strongly that the line 'prosperity being the most important determinant of health and wellbeing' should be reconsidered by the Executive. They agreed that prosperity was important but felt that it was not the most important and asked that their views be taken into consideration. They asked, unless the statement was evidence based, that the word most be removed or reworded.

The Finance, Governance and Resources Portfolio Holder explained that the Executive believed that an impoverished city could not improve the health and wellbeing of its residents, there could not be a distribution of wealth if there was no wealth. The Executive had listened to the concerns of the Scrutiny Panels but believed that prosperity was still the most important determinate.

Some Members of the Panel did not agree that the wording should be amended, and it was moved and seconded that the Panel support and endorse the Carlisle Plan as written.

It was then moved and seconded that the Executive reconsider the wording of The Vision and either remove the word most or reword it.

Following voting it was

**RESOLVED – That the Economic Growth Scrutiny Panel support and endorse the Carlisle Plan as written (PC.26/21)**

---

## **EXCERPT FROM THE MINUTES OF THE HEALTH AND WELLBEING SCRUTINY PANEL HELD ON 22 JULY 2021**

---

### **HWSP.49/21    CARLISLE PLAN 2021-23**

The Policy and Communications Manager gave an overview of the progress made regarding the adoption of a new Carlisle Plan, which formed part of the Council's Policy Framework (PC.25/21).

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

- In discussing the consultation a Member asked:  
if it would be possible to amend the questions to add some closed response questions?  
would the Panel have the opportunity to view the consultation responses?  
could the consultation responses be monitored to give an idea of the demographic of responders?

The Policy and Communications Manager responded that the questions had been amended following suggestions from the Business and Transformation Scrutiny Panel, he agreed to look at the questions and create a blend of open and closed questions. He added that a summary of the consultation responses would be prepared for the Executive and could be shared with the Panel and he agreed to look at how the responses could be monitored to profile where they were coming from.

- The Panel had, at their meeting in April, had concerns that the words "prosperity being the most important determinant of health and wellbeing" had been included in the Plan and felt that the word 'most' could be changed to 'an important'. The Member questioned whether this had been considered by the Executive and, if so, why it had not been changed.

The Deputy Chief Executive responded that it was difficult to determine what the most important driver for a good quality of life was and prosperity reflected the direction of the Executive. The feedback had been that work, employment and level of salary was important and was highlighted at the start of the document, this also tied in with the future aspirations of the City.

The Finance, Governance and Resources Portfolio Holder added that the term would not be changed. He felt strongly that an impoverished city could not improve the health and wellbeing of its citizens and that prosperity was a driver for everything else.

The Panel asked that the Executive reconsider the comments of the Health and Wellbeing Scrutiny Panel and the Business and Transformation Scrutiny Panel and re word the line to 'prosperity is an important determinant of health and wellbeing'.

- The Plan only made one reference to mental health. The pandemic had affected the mental health of many people and the Plan should have clear steps to show how the Council supported mental health, managing and addressing mental health were two separate issues which needed to be dealt with as such.

The Deputy Chief Executive highlighted a number of areas which the Council worked, with partners, to manage and support mental health issues. He agreed to include some of the key areas within the Plan.

- The Local Government Reform announcement had been made and it was suggested that Copeland and Allerdale Councils Plans be considered to begin the process of aligning the vision for the new Council footprint.
- Could a timeline for projects be included within the Plan?

The Policy and Communications Manager informed the Panel that the Executive had asked for an overview map to be prepared which would show the area of investments and the outcomes. The Business and Transformation Scrutiny Panel had asked for a timeline of projects to be prepared alongside the map; this would be important during the Local Government Reorganisation to drive the projects.

The Deputy Chief Executive explained that the period the Plan covered had taken into account the Local Government Reorganisation, although the Plan was up to 2023 the projects contained within it would continue far past that year.

- A Member was concerned that the Plan's only reference to the rural area was the development of the Rural Strategy.

The Policy and Communications Manager informed the Panel that the Business and Transformation Scrutiny Panel had raised the same issue. The Rural Strategy would be a separate detailed Strategy prepared by the Corporate Director of Economic Development.

RESOLVED – 1) That the Panel had considered and commented on the draft Carlisle Plan (PC.25/21)

2) That the consultation responses summary be circulated to the Panel at the relevant time.

3) The Panel asked the Executive to reconsider the comments of the Health and Wellbeing Scrutiny Panel and the Business and Transformation Scrutiny Panel and re word the line 'prosperity being the most important determinant of health and wellbeing' to 'prosperity is an important determined of health and wellbeing'.