

AGENDA

Executive

Monday, 09 March 2020 AT 16:00

In the Flensburg Room, 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 9 and 16 December 2019; and 15 January 2020.

[Copy Minutes in Minute Book Volume 46(5)]

PART A

To be considered when the Public and Press are present

A.1 DISCRETIONARY RATE RELIEF POLICY AMENDMENT - 7 - 18
RETAIL DISCOUNT TOP-UP SCHEME

(Key Decision - KD.03/20)

The Town Clerk and Chief Executive and the Corporate Director of Economic Development to submit a report seeking approval to amend the Council's Discretionary Rate Relief Policy to implement the proposed Retail Discount Top-up Scheme.

(Copy Report CE.02/20 herewith)

Background Papers - Report ED.05/20 - High Street Support Fund is available on the Council's website - <https://carlisle.cmis.uk.com/>

A.2 NOTICE OF EXECUTIVE KEY DECISIONS 19 - 28

(Non Key Decision)

The Notice of Executive Key Decisions, published on 7 February 2020, is submitted for information.

The Corporate Director of Economic Development was scheduled to submit a report concerning the Housing Infrastructure Fund grant funding agreement for the Carlisle Southern Link Road (KD.02/20). The matter is, however, delayed pending the receipt of an updated draft of the funding agreement upon which Homes England are leading on behalf of the Government.

(Copy Notice herewith)

A.3 SCHEDULE OF DECISIONS TAKEN BY OFFICERS 29 - 34

(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.4 JOINT MANAGEMENT TEAM 35 - 36

(Non Key Decision)

The Minutes of the meeting of the Joint Management Team held on 10 February 2020 are submitted for information.

(Copy Minutes herewith)

A.5 REPRESENTATIVES ON OUTSIDE BODIES - MARY HANNAH ALMSHOUSES 37 - 38

(Non Key Decision)

The Corporate Director of Governance and Regulatory Services to submit a report seeking the nomination of a representative to serve on the Board of Trustees of the Mary Hannah Almshouses.

(Copy Report GD.10/20 herewith)

Background Papers - Mary Hannah Almshouses Charity
Commission Scheme 1984

A.6 PERFORMANCE REPORT QUARTER 3 2019/20 39 - 70

(Non Key Decision)

The Policy and Communications Manager to submit a report containing the Quarter 3 2019/20 performance against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Performance against the 2019/20 Key Performance Indicators is also included.

(Copy Report PC.07/20 herewith / Minute Excerpts herewith/to follow)

A.7 FUTURE HIGH STREET FUND 71 - 82

(Non Key Decision)

The Corporate Director of Economic Development to submit a report providing an overview of the draft business case and proposed projects for Carlisle's Future High Street Fund.

(Copy Report ED.13/20 herewith)

A.8 CIVIC CENTRE REINSTATEMENT AND DEVELOPMENT

(Key Decision - KD.04/20)

The Deputy Chief Executive to submit a report seeking confirmation of the final works specification, budget, lead contractor and means of funding the reinstatement and development works at the Civic Centre, Carlisle.

(Copy Report to follow)

PART B

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

B.1 CIVIC CENTRE REINSTATEMENT AND DEVELOPMENT

(Key Decision - KD.04/20)

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

The Deputy Chief Executive to submit a report seeking confirmation of the final works specification, budget, lead contractor and means of funding the reinstatement and development works at the Civic Centre, Carlisle.

(Copy Report to follow)

B.2 DISPOSAL OF ASSET

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

B.3 CITADELS PROJECT

(Key Decision)

(The Leader has agreed to this Key Decision item being considered at this meeting, although not in the Notice of Executive Key Decisions)

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

The Corporate Director of Economic Development to submit a report providing an overview of the Citadels Project.

(Copy Report to follow)

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)

Enquiries to:

Morag Durham - Tel: (01228) 817036 or

Morag.Durham@carlisle.gov.uk

Notes to Members:

Decisions made at this meeting, if not subject to call-in, will normally become live on 19 March 2020

Report to Executive

Agenda
Item:

A.1

Meeting Date: 9 March 2020

Portfolio: Finance, Governance and Resources & Economy, Enterprise and Housing

Key Decision: Yes

Within Policy and Budget Framework Yes

Public / Private Public

Title: Discretionary Rate Relief Policy Amendment: Retail Discount Top-up Scheme

Report of: Town Clerk and Chief Executive and The Corporate Director of Economic Development

Report Number: CE 02/20

Purpose / Summary:

This report outlines the proposed Discretionary Rate Relief Scheme to provide a local top-up to the national Retail Discount scheme, which forms part of the City Centre Business Support package outlined in report ED05/20 that was considered by the Executive at 15 January 2020 meeting. The report seeks approval from the Executive, and recommendation to Full Council, to amend the Council's Discretionary Rate Relief Policy to implement the proposed Retail Discount Top-up scheme.

Recommendations:

The Executive is asked to resolve that it is minded to:

- I. approve the principle of the proposed Retail Discount Top-up scheme and recommend to the Council for adoption. This will provide a 17% top up of rate relief for eligible hereditaments in receipt of Retail Discount, subject to an appraisal process. This 17% will take the total rate relief provided to these properties to 50%, or, in the instance that the Government's proposals to increase Retail Discount to 50% are enacted, to 67%. The discount will be available time limited, available only within the financial year 2020/21;
- II. approve the principle of an application-based approach to the proposed Retail Discount Top-up scheme, consider the eligibility and application forms appended to the report at **Appendix A**

and in accordance with the Budget and Policy Framework Procedure Rules, consult upon the said proposals.

Tracking

Executive:	9 March
Scrutiny:	26 March
Executive:	6 April
Council:	28 April

1. BACKGROUND

- 1.1 Carlisle City Council aims to take measures to ensure Carlisle City Centre remains resilient to the challenges presented by the current turbulent retail environment. The Council aims to reduce city centre vacancy rates, support local businesses in trading in the city centre, and encourage diversification of the high street. To facilitate this, The Council has allocated £40,000 for a City Centre Business Support Package, to fund measures such as small business grants and discretionary rate relief. This package was outlined in report ED05/20 that was considered by the Executive at the 15 January 2020 meeting.
- 1.2 In order to enact the rate relief proposed as part of the City Centre Business Support Package, the Council's Discretionary Rate Relief Policy needs to be amended, which requires approval from the Executive, and Full Council, as a matter which lies within the Budget and Policy Framework.

2. PROPOSALS

- 2.1 The proposal is to provide a top up of Retail Discount by 17% for vacant hereditaments with a rateable value under £51,000 in Castle Street, Victoria Viaduct and Lowther Street, with the Council funding the 17% top up through a new discretionary rate relief scheme. This rate relief aims to support new businesses to trade in the city centre, noting that business rates are often seen as a barrier for new start-up businesses to secure premises and begin a physical presence from which to trade from.
- 2.2 These streets have been selected due to the high number of vacant units - as of August 2019, 44% of units were vacant on Castle Street, 25% were vacant on Victoria Viaduct, and 22% on Lowther Street, compared to a city centre vacancy rate of 12%. The rate relief offered here will incentivise businesses to move to these locations and improve vitality and viability.
- 2.3 Eligible businesses are expected to complete an application form for the Retail Discount top-up. The Regeneration team would use this application to assess the merits of meeting the criteria for relief and make a recommendation to the Portfolio Holder for Economy, Enterprise and Housing, who will be responsible for approving the grant of the Retail Discount Top-up. Prior to allocating the relief the Council must be satisfied that the benefits to local council taxpayers and value for money are demonstrated. Administration of qualifying applications for discretionary relief will be processed by the Revenues Section.

- 2.4 Eligible businesses include retail, cafes, bars and restaurants (excluding hot food takeaways) – essentially A1, A3 and A4 uses. In order to qualify for this new discretionary scheme, the premises would need to be one of the vacant properties identified by Carlisle City Council. Draft eligibility criteria are appended to this report outlining proposed criteria that will be used to assess applications to the scheme.
- 2.5 The retail discount top-up is funded as part of the £40,000 allocated for city centre business support through the 2020/21 budget. This scheme is budget limited and therefore the discount will be allocated on a ‘first come first serve’ basis, once the funding has been committed, applications for the top-up scheme will no longer be accepted for 2020/21.

3. PROPOSED CHANGES TO THE NATIONAL RETAIL DISCOUNT SCHEME AND THEIR IMPACT ON THE PROPOSALS

- 3.1 In a Written Ministerial Statement on 27 January 2020, the Government announced that it would extend the retail business rate discount from one third to 50%, extending that discount to cinemas and music venues, extending the duration of the local newspapers discount and introducing an additional discount for pubs. The Government will fully fund these discounts through a S31 grant. In circumstances where this policy is enacted, the 17% local top-up scheme would remain in place - taking the total rates discount from 50% to 67%.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 4.1 The amendment of the discretionary rate relief policy is necessary to facilitate business rate relief as proposed in the City Centre Business Support Fund. This fund aims to incentivise businesses to trade in the city centre, supporting vitality and viability, whilst also supporting business growth in Carlisle.
- 4.2 On this basis, the Executive is asked to resolve that it is minded to:
- To approve the principle of the proposed Retail Discount Top-up scheme and recommend to the Council for adoption. This will provide a 17% top up of rate relief for eligible hereditaments in receipt of Retail Discount, subject to an appraisal process. This 17% will take the total rate relief provided to these properties to 50%, or, in the instance that the Government’s proposals to increase

Retail Discount to 50% are enacted, to 67%. The discount will be available time limited, available only within the financial year 2020/21.

- Approve the principle of an application-based approach to the proposed Retail Discount Top-up scheme, consider the eligibility and application forms appended to the report and provide feedback.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 This wider Business Support Package, of which the proposed Retail Discount Top-up scheme form part, contribute to two of the five of the Carlisle Plan priorities:

P1: Supporting business growth and skills development to improve opportunities and economic prospects for the people of Carlisle.

P5: Promoting Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential.

Contact Officer:	Reg Bascombe	Ext: 7102
	Jenson Kemp	7074
	Steven Robinson	7535

Appendices	Carlisle City Centre Business Rates Retail Discount Top Up
attached to report:	Scheme - Application Form
	Carlisle City Centre Business Rates Retail Discount Top Up
	Scheme – Eligibility Criteria

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

- **Report ED.05/20 - High Street Support Fund**

CORPORATE IMPLICATIONS:

LEGAL – Awards such as rate relief are required to comply with the EU law on State Aid. State Aid is financial support which is provided by the State to business organisations and is generally prohibited and unlawful. There are, however, a number of exemptions and the relevant exemption in circumstances such as the one described is De Minimis Aid. It will, therefore, be necessary for each ratepayer who is awarded relief to complete a declaration stating whether they have received any other De Minimis Aid in the current or

two previous financial years, including any other Rate Relief they may have received on other property(s). The declaration will include confirmation that the award does not exceed the amount an undertaking can receive under the De Minimis Regulations EC 1407/2013.

The Discretionary Rate Relief Policy is a policy reserved to the Council under Article 4 of its Constitution. As such, any amendment must follow the Budget & Policy Framework procedure rules with any amendment, ultimately, being approved by Council.

PROPERTY SERVICES - None

FINANCE – There is a non-recurring £10,000 earmarked with the 2020/21 budget as part of a larger business support package (£40,000) to support business growth in the city centre. This £10,000 was allocated for a discretionary business rate relief scheme for vacant properties in Castle Street, Lowther Street and Victoria Viaduct with a rateable value of less than £51,000 with other eligibility criteria to be determined. This report now sets out that criteria. The proposal is to award a discretionary 17% relief on top of the government's relief scheme which has recently been increased to 50%, so therefore an overall discount for eligible properties of 67%. If approved this 17% discretionary rate relief will be a charge on the Collection Fund with the costs being shared between the Pooling authorities, with the Council's share being accommodated with the £10,000 budget provision. Any changes to the Discretionary Rate Relief Policy must be approved by full Council.

EQUALITY – None

INFORMATION GOVERNANCE – The application form has been reviewed for GDPR Transparency requirements and now includes the appropriate Privacy Statement

City Centre business rates retail discount top-up scheme

Eligibility Criteria

Carlisle City Council is offering a 17% top-up to retail discount on National Non-Domestic Rates (NNDR) for selected vacant properties on Castle Street, Lowther Street and Victoria Viaduct. These are properties which have been vacant for over 3 months as of March 2020, with a rateable value of under £51,000.

The government plans to increase retail discount on business rates from 33% to 50% for 2020/2021. For the selected eligible properties, Carlisle City Council will provide a further 17% top up to give a total of 67% rate relief. This relief is available for 2020/2021 only.

This is granted on an application basis. For an organisation to apply to be considered for the retail discount top-up, the following conditions must be met:

- a) Propose to occupy one of the identified vacant commercial properties on Castle Street, Lowther Street and Victoria Viaduct with a rateable value of under £51,000, wholly or mainly for use as shops, restaurants, cafes and drinking establishments (in line with government criteria for Retail Discount).
- b) The business is a start-up starting to trade in the city centre, **or** an SME/Microbusiness re-locating to Carlisle city centre from outside the District or opening a new branch in the city centre.
- c) Commit to occupying for longer than 2 years.
- d) Satisfy the Council that in granting discretionary rate relief that it is in the interests of Carlisle Council Tax Payers, factors to be considered include number of new local jobs likely to be created, other benefits to the District of locating in Carlisle.
- e) The business must provide evidence to the Council that it is viable and will contribute to the vitality of the high street, by providing an overview of the business proposal and evidence that it will be sustainable.

The following businesses are **excluded** from the Retail Discount Top-Up scheme:

- Takeaways
- Hair and beauty services
- Betting shops
- Pawnbroker/cash generator shops
- Charity shops
- Mobile phone shops

- E-cigarette shops
- Pound shops
- Taxi's/transport
- Adult shops

Additional information:

The scheme is discretionary.

The scheme's budget is limited and will be paid out on a first-come-first-served basis.

The scheme cannot be applied for retrospectively. An application **MUST** be submitted in advance of a business opening. An application made after the business has opened will be refused.

Decision to award the Retail Discount Top-Up will be made by the Portfolio Holder of Economy, Enterprise and Housing.

Carlisle City Centre Business Rates Retail Discount Top-Up scheme

Application Form

This application form is used to assess whether businesses are eligible for the Carlisle Business Rates Retail Discount Top Up scheme. Please check the eligibility criteria before applying. We aim to make decisions as promptly as possible, however this is dependent on **all** the necessary information is submitted. Please take time to ensure the form is filled in correctly, in full, with all additional requested documents attached. For information on how we will process any personal information you provide to us, please visit our privacy statement at <https://www.carlisle.gov.uk/Privacy-Statement/Economic-Development-Functions-Privacy-Statement>

Contact details

Business Name	
Registered Trading Name (if different)	
Business Address	
Contact Name	
Position	
Telephone/Mobile Number	

Email Address	
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Property details

Address of property in Carlisle City Centre that support is being applied for (please provide a copy of the lease for the property, attached to this application form)	
Rateable value	
How long has the property been vacant?	
When do you intend to start trading from the property?	
What is the total floor space you will be occupying in the property?	
What activity will your business primarily perform?	
Do you require planning permission of any kind, including for Change of Use or alterations to this property? If so, has an application been submitted?	

Business details

Is your business	A new start up An SME/Microbusiness Relocating to Carlisle City Centre from outside the district or opening a new branch in Carlisle An existing SME/Microbusiness in Carlisle City Centre that is expanding
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Company Status	Sole Trader Partnership Private Limited Company Social Enterprise Other (please specify)									
Please detail the nature of your business, which markets you operate in and what goods/services are sold.										
Is your business VAT registered	Yes Vat Number: No									
Please provide your businesses Companies House Number (if applicable)										
Please provide your businesses HMRC number										
How many employees does your business have?	Full time: Part time:									
If you are planning to create new jobs within your business, please forecast these	<table border="1"> <thead> <tr> <th></th> <th colspan="2">Years</th> </tr> </thead> <tbody> <tr> <td>Full time:</td> <td></td> <td></td> </tr> <tr> <td>Part time:</td> <td></td> <td></td> </tr> </tbody> </table>		Years		Full time:			Part time:		
	Years									
Full time:										
Part time:										

<p>Please detail your business projected turnover and net profit for the next two years of trading. If you are an existing business, please include current turnover as well.</p>	
<p>If you are an existing business, are you moving into bigger premises?</p>	
<p>Please provide brief details of how your business venture will be funded</p>	
<p>Have you received State Aid/de minimus State Aid in the last 3 years</p>	<p>If yes, please indicate the scheme title, the amount of aid and date received.</p>
<p>Are you currently or have you previously traded (or anyone directly related to you) under a different business name?</p>	



NOTICE OF EXECUTIVE KEY DECISIONS

7 February 2020

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

7 February 2020

6 March 2020

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.01/20	Local Environment (Climate Change) Strategy	10 February 2020 (under General Exception) consultation period to include Overview and Scrutiny as appropriate	22 June 2020
KD.02/20	Grant Funding Agreement - Carlisle Southern Link Road, Housing Infrastructure Fund (HIF) Award		9 March 2020
KD.03/20	City Centre Business Support Fund	9 March 2020 consultation period to include Overview and Scrutiny as appropriate	6 April 2020
KD.04/20	Civic Centre Reinstatement and Development	9 March 2020 consultation period to include Overview and Scrutiny as appropriate	6 April 2020
KD.05/20	2019/20 Provisional Outturn Reports		27 May 2020
KD.06/20	Disposal of Asset		9 March 2020

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.01/20
Type of Decision:	Executive
Decision Title:	Local Environment (Climate Change) Strategy
Decision to be taken:	The Executive will be asked to recommend the adoption of the strategy to Council
Date Decision to be considered:	10 February 2020 (under General Exception) consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	22 June 2020
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:	Environment and Transport (Councillor Christian)
Relevant or Lead Overview and Scrutiny Panel:	Health and Wellbeing 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.02/20
Type of Decision:	Executive
Decision Title:	Grant Funding Agreement - Carlisle Southern Link Road, Housing Infrastructure Fund (HIF) Award
Decision to be taken:	The Executive will be asked to accept a Grant Funding Agreement on a tri-partite basis along with Homes England and Cumbria County Council, inclusive of a separate co-operation agreement between Carlisle City and Cumbria County Councils if proven required.
Date Decision to be considered:	
Date Decision to be taken:	9 March 2020
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:	Economy, Enterprise and and Housing (Councillor Nedved)
Relevant or Lead Overview and 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.03/20
Type of Decision:	Executive
Decision Title:	City Centre Business Support Fund
Decision to be taken:	The Executive will be asked to approve an amendment to the Council's Discretionary Rate Relief Policy
Date Decision to be considered:	9 March 2020 consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	6 April 2020
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:	Economy, Enterprise and Housing (Councillor Nedved)
Relevant or Lead Overview and Scrutiny Panel:	Business and Transformation Scrutiny Panel

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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.04/20
Type of Decision:	Executive
Decision Title:	Civic Centre Reinstatement and Development
Decision to be taken:	The Executive will be asked to confirm the final works specification, budget, lead contractor and means of funding the reinstatement and development works at the Civic Centre, Carlisle
Date Decision to be considered:	9 March 2020 consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	6 April 2020
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:	Cross-cutting
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.05/20
Type of Decision:	Executive
Decision Title:	2019/20 Provisional Outturn Reports
Decision to be taken:	<p>The Executive will be asked to consider and approve the 2019/20 Provisional Outturn reports and make recommendations on any carry forward requests to Council on 14th July 2020</p> <ul style="list-style-type: none"> • Provisional Revenue Outturn • Provisional Capital Outturn • Elected Members Allowances – Provisional Outturn • Council Tax and National Non-Domestic Rates – Provisional Outturn • Treasury Management Provisional Outturn
Date Decision to be considered:	
Date Decision to be taken:	27 May 2020
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.06/20
Type of Decision:	Executive
Decision Title:	Disposal of Asset
Decision to be taken:	The Executive will be asked to approve the disposal of an asset.
Date Decision to be considered:	
Date Decision to be taken:	9 March 2020
Is the Decision Public or Private?:	The decision will be taken in private. The report is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information)
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 prepared by Councillor John Mallinson,
Leader of Carlisle City Council

Date: 7 February 2020

Officer Decisions

A.3

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.28/20	<p>Business Rates Pooling arrangements 2020/21</p> <p>At their meeting of 18 November 2019, the Executive agreed in principle to continue with the pooling arrangements with other Cumbrian Authorities under the Business Rates Retention Scheme for 2020/21 financial year. Final confirmation that the Pooling arrangements would be beneficial to the Council was obtained in line with submission of NNDR1 Returns in January and the decision, delegated to the Corporate Director of Finance and Resources, has been made to continue in the pool. The financial implications of the pooling arrangements are included within the Council's 2020/21 – 2024/25 updated MTFP which formed part of the 2020/21 budget deliberations.</p> <p>The Council has the right to withdraw from the Pool in the unlikely event that the regulations supporting the pooling arrangements are detriment of Carlisle City Council.</p>	RD.32/19 Local Taxation 2020/21 – 2024/25	19 February 2020	Corporate Director of Finance and Resources
OD.30/20	<p>Local Government Finance Act 1988 – Section 114 Responsibilities Local Government Act 1972 – Section 151 Responsibilities</p> <p>Section 114 of the Local Government Finance Act 1988 places a duty upon the appointed Section 151 Officer (Corporate Director of Finance & Resources) to make a report if it appears that the Authority has made, or is about to make, a decision which would involve the Authority in making unlawful expenditure and is likely to cause a loss or deficiency to the Authority; and where an unlawful item of account is about to be entered. The Corporate Director of Finance & Resources is required to nominate a deputy to act in this respect during any period of their absence.</p> <p>1. That Steven Tickner (Financial Services Manager) be the nominated officer to act, pursuant to Section 114 of the LGFA 1988, in the absence of the Corporate Director of Finance & Resources, effective from 1st October 2016.</p>	None	19 February 2020	Corporate Director of Finance and Resources

	<p>2. That Steven Tickner (Financial Services Manager) be nominated as the Deputy Section 151 Officer, to act in the absence of the Corporate Director of Finance & Resources, effective from 1st October 2016.</p> <p>3. That, in the absence of both the Corporate Director of Finance & Resources and the Financial Services Manager, Emma Gillespie (Principal Accountant) will assume responsibility for items 1 and 2 above, effective from 19th February 2020.</p>			
OD.26/20	<p>Appointment of contractor to complete the Council's House Condition Survey and associated works</p> <p>A contract agreement is to be signed between Building Research Establishment Ltd (BRE) and Carlisle City Council to enable BRE to provide services to complete a dwelling level stock modelling, integrated database and licence agreement.</p> <p>This is a County wide project, with BRE also providing services to four of the other six District Councils.</p>	legal contracts	10 February 2020	Corporate Director of Governance and Regulatory Services
OD.27/20	<p>Appointment of contractors to a framework for Disabled Facility Grants and Discretionary Grants for the provision of domestic electrical works</p> <p>A contract is to be issued to successful electrical contractors delivering disabled adaptation works and housing renovations works for the use by the Council under the Regulatory Reform Order (Housing Assistance), updated November 2018.</p>	<p>Procurement submissions and legal contracts - Private - Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972</p> <p>List of contractors.</p>	10 February 2020	Corporate Director of Governance and Regulatory Services
OD.25/20	<p>Sheepmount – Synthetic Pitch Site Clearance</p> <p>Following the floods of Storm Desmond in December 2015, the Sheepmount synthetic pitch has remained out of action. The area is strewn with debris and the outer perimeter is overgrown with vegetation. In order to make the site safe, the following work is required:</p> <ol style="list-style-type: none"> 1. Clear all debris from pitch and perimeter 2. Cut back perimeter vegetation 3. Reinstate Heras fencing to secure the site <p>Following a small-scale tender, the work will be carried out by Story Contracting. The value of this contract is: £6,777.14</p> <p>Decision taken:</p>	N/A	10 February 2020	Deputy Chief Executive and the Corporate Director of Finance and Resources.

	<ol style="list-style-type: none"> 1. Carryout the necessary work as described above – Officer with delegated authority: Deputy Chief Executive 2. Release £6,777.14 from the flood reserve – Officer with delegated authority: Corporate Director of Finance and Resources 			
OD.21/20	<p>Landlord's consent to a new letting To grant Landlord's consent to the grant of a new lease of unit 83 at the Lanes Shopping Centre.</p>	None	05 February 2020	Property Services Manager
OD.20/20	<p>Council Tax Surplus 2020/21 In accordance with section 2 (b) of the Council's Constitution Leader's Scheme of Delegation, the Corporate Director of Finance and Resources is required to estimate any surplus or deficit on the Collection Fund. That, after making the necessary calculations in accordance with Regulations, the estimated Council Tax Surplus for 2020/21 is estimated at £238,653 which will be shared proportionally with the main preceptors on the Collection Fund as follows:</p> <ul style="list-style-type: none"> • Carlisle City Council - £29,438.06 • Cumbria County Council - £176,509.75 <p>Cumbria Police & Crime Commissioner - £32,705.49</p>	Council Tax Surplus calculation spreadsheets 2020/21	04 February 2020	Corporate Director of Finance and Resources
OD.18/20	<p>Homeless Case Management System To extend the contract agreement through G-Cloud 10 for Locata HPA2 homeless case management system for a further 12 months.</p>	None	04 February 2020	Homeless Prevention and Accommodation Services Manager
OD.24/20	<p>Tullie House Museum and Art Gallery, Castle Street, Carlisle Decision by Council to grant access rights over land forming part of Tullie House to an adjoining property</p>	Private Executive Report ED.19/19 on 15 April 2019	04 February 2020	Building and Estates Manager
OD.22/20	<p>National non Domestic Rates return 1 (NNDR1) 2020/21 Revised regulations came into force in February 2013 that required Local Authorities to formally approve their forecast Business Rates income as calculated in the National Non Domestic Rates Return 1 (NNDR1) 2020/21 form.</p>	NNDR 1 2020/21	04 February 2020	Corporate Director of Finance and Resources

	<p>The Rates retention scheme that is in force for 2020/21 requires this figure to be calculated in order to set the amounts to be paid over to Central Government and the County Council.</p> <p>This amount is to be calculated by 31 January each year.</p> <p>That the Net Rate Yield excluding transitional arrangements but after rate retention adjustment as per the NNDR 1 is £42,545,392 for 2020/21, with the Central Government share being £21,272,696, the County Council Share being £4,254,539 and the billing authority share being £17,018,157 before tariffs and top-ups. These amounts exclude the estimated deficit on the collection fund for 2019/20 of £540,097 (which includes provision for all backdated appeals in line with regulations)</p>			
OD.23/20	<p>Tullie House Museum and Art Gallery, Castle Street, Carlisle</p> <p>Decision to grant a deed of variation and surrender of part in respect of the lease held by Tullie House Trust for the Tullie House Museum and Art Gallery.</p>	Private Executive Report ED.19/19 on 15 April 2019	04 February 2020	Building and Estates Manager
OD.19/20	<p>Council Tax Base 2020/21</p> <p>In accordance with section 2 (a) of the Council's Constitution Responsibility for Council Functions, the Corporate Director of Finance and Resources is required to calculate the council tax base on an annual basis.</p> <p>That, after making the necessary calculations in accordance with Regulations, the estimated Council Tax Base for 2020/21 is set at 34,468.61. The proportion of this tax base due to the reduction of second homes discount is 230.81.</p>	Council Tax Base calculation spreadsheets 2020/21	04 February 2020	Corporate Director of Finance and Resources
OD.15/20	<p>Uncovering Roman Carlisle - Community Archaeology Project</p> <p>To agree that an application for funding can be submitted to the National Lottery Fund for £90,610. The project is cost neutral to the Council, however, there will be in kind support from the Regeneration Team and in particular the Hadrian's Wall Officers. Carlisle City Council will be the accountable body for the project.</p> <p>To agree to signing up to a Memorandum of Understanding with Carlisle Cricket Club, Tullie House and Wardell Armstrong as a requirement of the funding process and an agreement to undertake the project in partnership.</p> <p>If successful the project will start in early April 2020.</p>	<p>Memorandum of Understanding for uncovering Roman Carlisle including project and cost plans. <i>This item is not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.</i></p>	04 February 2020	Corporate Director of Economic Development

OD.14/20	Durranhill Industrial Estate A funding agreement was entered into by the Homes & Communities Agency & Carlisle City Council to provide further investment in the estate. The provisions of this agreement allowed for variation by agreement. The Council has agreed to vary the agreement on terms agreed by property services	Reports ED.02/14 and DS.11/09	03 February 2020	Property Services Manager
OD.17/20	Cold Weather Fund 2019/20 To accept £10,000 grant funding from the Ministry of Housing, Communities and Local Government.	None	03 February 2020	Homelessness Prevention and Accommodation Manager
OD.16/20	Rough Sleeping Initiative 2020/21 To accept £416,340 grant funding from the Ministry of Housing, Communities and Local Government.	None	03 February 2020	Corporate Director of Governance and Regulatory Services
OD.13/20	Licensing decisions taken between 1 January and 31 January 2020 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)	Applications for various licences. Private Not for Publication by Virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act.	31 January 2020	Licensing Manager
OD.29/20	Precept Payment Dates 2020/21 In accordance with section 2 (b) of the Council's Constitution <i>Leader's Scheme of Delegation</i> , the Corporate Director of Finance and Resources is required to set the Collection Fund precept/business rate retention scheme payment dates. Consultation is required with the major precepting authorities, i.e. Cumbria County Council and the Police & Crime Commissioner, on these suggested precept dates for 2020/21. Actual precept payment dates have to be notified before 31 January of each year. Consultation took place at the Cumbria Chief Finance Officers meeting held on 31 st January 2020, with the suggested dates, set out on the attached, being agreed.	Paper to CCFO 31 st January 2020 (attached)	31 January 2020	Corporate Director of Finance and Resources
OD.12/20	Carlisle City Centre Leeds Events – NDCS promotion 27-30 Jan 2020 Access Point – Deliveroo promotion 4-5 Jan 2020	Applications received – Private Not for Publication by Virtue of Paragraph 3 of	31 January 2020	City Centre Officer

	<p>Cumberland Building Society Promotion – 20 Jan 2020</p> <p>Carlisle One World Centre promotion – 18 Jan 2020</p> <p>Woodland Trust promotion – 26 Jan 2020</p> <p>Lloyd Motors Kia promotion 15-16 May 2020</p> <p>Specsavers leaflet authorisation</p> <p>University of Cumbria graduations 14-16 July 2020</p> <p>Royal British Legion promotion – 24-29 Feb 2020</p> <p>Tullie House, Chinese New Year parade – 25 Jan 2020</p> <p>Eden Animal Rescue promotion – 21 March & 10 Oct 2020</p> <p>Border Motor Group vehicle promotion – 28-29 Feb 2020</p> <p>Leeds Events – NDCS promotion 9-14 March 2020</p> <p>Oak Tree Animal Charity promotion – 15 Feb 2020</p> <p>DW Fitness promotion – 3 Feb 2020</p>	Part 1 of Schedule 12A of the Local Government Act.		
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JOINT MANAGEMENT TEAM

MINUTES – 10th February 2020

Attendees	Leader; Deputy Leader; PH Economy, Enterprise & Housing; PH Environment & Transport; PH Culture, Heritage & Leisure; Chief Executive; Deputy Chief Executive; Corporate Director of Governance & Regulatory Services; Corporate Director of Finance; Corporate Director of Economic Development (until 3.35 p.m.)
Apologies	PH Communities, Health & Wellbeing

Agenda Item 1 – Minutes of Meeting 15th January 2020	Action
Noted and agreed	
Agenda Item 2 – Ground Floor, Civic Centre	
The Deputy Chief Executive provided an update together with indicative dates as work and refurbishment progresses. This was appreciated by Executive and SMT	
Agenda Item 3 – Borderlands Project : Place Funding	
The Corporate Director of Economic Development led the discussion following circulation of the paper relating to the project. Full discussion followed with the content and suggestions agreed by all.	

Agenda Item 4 – Updates on Borderlands; The Sands; Civic Centre; St Cuthbert’s Garden Village; Central Plaza; J44	
Members of SMT provided the Executive with their update on the current position regarding each area with the exception of the Civic Centre which was provided by the Deputy Chief Executive earlier in the meeting.	
Agenda Item 5 – Future Items for Notice of Executive Key Decisions	
Noted and agreed	
Agenda Item 6 - JMT Forward Plan	
Reviewed and updated	
Any Other Business	
In the wake of Storm Ciara, the Portfolio Holder for Culture, Heritage & Leisure asked for an update on the Emergency Procedures in place within the City Council and it was agreed a meeting would be scheduled with the Executive by the Deputy Chief Executive in due course	Deputy Chief Executive

Report to Executive

Agenda
Item:

A.5

Meeting Date: 9 March 2020

Portfolio: Cross Cutting

Key Decision: No

Within Policy and
Budget Framework

Public / Private Public

Title: REPRESENTATIVES ON OUTSIDE BODIES – MARY
HANNAH ALMSHOUSES

Report of: Corporate Director of Governance & Regulatory Services

Report Number: GD.10/20

Purpose / Summary:

To nominate one representative to serve on the Board of Trustees of the Mary Hannah Almshouses for a four year period, due to the expiry of the term of office of Councillor Ellis in March 2020.

Recommendations:

The Executive is requested to make the appointment of one representative to serve on the Board of Trustees of the Mary Hannah Almshouses for a four year period.

Tracking

Executive:	9 March 2020
Overview and Scrutiny:	
Council:	

1. BACKGROUND

- 1.1 The Executive appoints three representatives to serve on the Board of Trustees of the Mary Hannah Almshouses for a four year term of office in accordance with the Mary Hannah Charity Commission Scheme. The current Council representatives are Councillor Ellis, Councillor Morton and Councillor Dr Davison.
- 1.2 As Councillor Ellis' terms of office is due to expire in March 2020, the Executive is asked to appoint one representative to serve for another four year term of office.

2. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 2.1 In order to seek instructions from the Executive regarding the appointment to Mary Hannah Almshouses for a four year period.

Contact Officer: Rachel Plant

Ext: 7039

Appendices None
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:

- Mary Hannah Almshouses Charity Commission Scheme 1984

CORPORATE IMPLICATIONS/RISKS:

LEGAL – Have been included in the preparation of the report.

PROPERTY SERVICES -

FINANCE –

EQUALITY –

INFORMATION GOVERNANCE –

Report to Executive

Agenda
Item:

A.6

Meeting Date: 9th March 2020
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework Yes
Public / Private Public

Title: PERFORMANCE REPORT QUARTER 3 2019/20
Report of: Policy and Communications Manager
Report Number: PC 07-20

Purpose / Summary:

This report contains the Quarter 3 2019/20 performance against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Performance against the 2019/20 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.
2. Agree to the proposed Key Performance Indicator changes.

Tracking

Executive:	09/03/20
Scrutiny:	Health and Wellbeing 20/02/20 Economic Growth 27/02/20 Business and Transformation 13/02/20
Council:	N/A

1. BACKGROUND

This report contains the Quarter 3 2019/20 performance against the Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'.

The Council's Key Performance Indicators (KPIs) are also included as an appendix.

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 contains the Council's performance against the Service Standards.

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.

Summary of KPIs and Service Standards:

Service Standards – 0 'red', 2 'amber' and 8 'green'

KPIs – 4 'red', 8 'amber', 21 'green'

Summary of Exceptions (RED)

KPIs:

Measure	Target	Performance	Comments
CSe04 Revenue gained from household waste recycling collected	£502k	£381k	Shortfall due to reduced market value of recycled material.
CSe14 Actual car parking revenue as a percentage of car parking expenditure (including recharges).	148%	138%	Most significant contributing factor is a £65k shortfall in carpark ticket sales across City Council carparks.
CSe18 Actual Old Fire Station (OFS) revenue as a percentage of OFS expenditure (including recharges).	29%	21%	Revenue (majority of which are ticket sales) is 32% (£23.3k) under budget but costs are only 5% (£13.2k) under budget.
GRS10 Proportion of food hygiene inspections completed as scheduled	90%	70%	This is a new indicator. The indicator requires that scheduled inspections need to be completed within the FSA

			target of 28 days. As a new indicator there have been monitoring and administrative challenges which are being resolved. Improvements have been made in the latest quarter and will continue to be made. The measure is reported a quarter in arrears. Please note that inspections are up to date – the target performance is being affected by not all inspections being completed within 28 days of the scheduled date.
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2. PROPOSALS

See Key Performance Indicator Section

3. RISKS

None

4. CONSULTATION

The report was reviewed by Directorate Management Teams in January, by the Senior Management Team also in January and has been considered at the three Scrutiny Panels.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Executive are asked to note the Quarter 3 Performance Report and agree to the Key Performance Indicator changes listed.

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

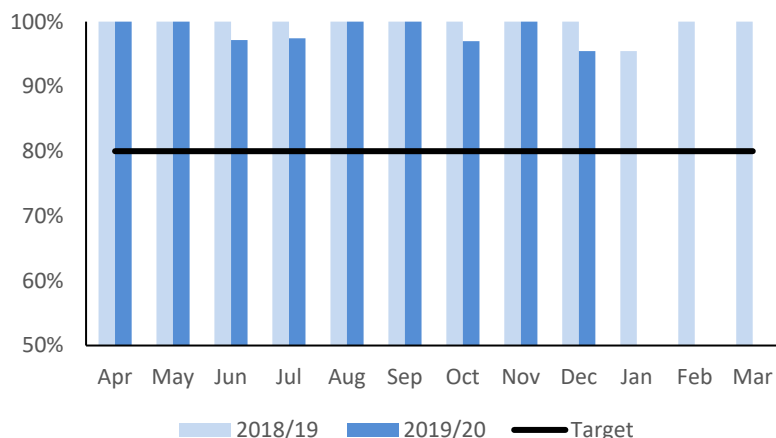
Section 1: Service Standards 2019/20

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.

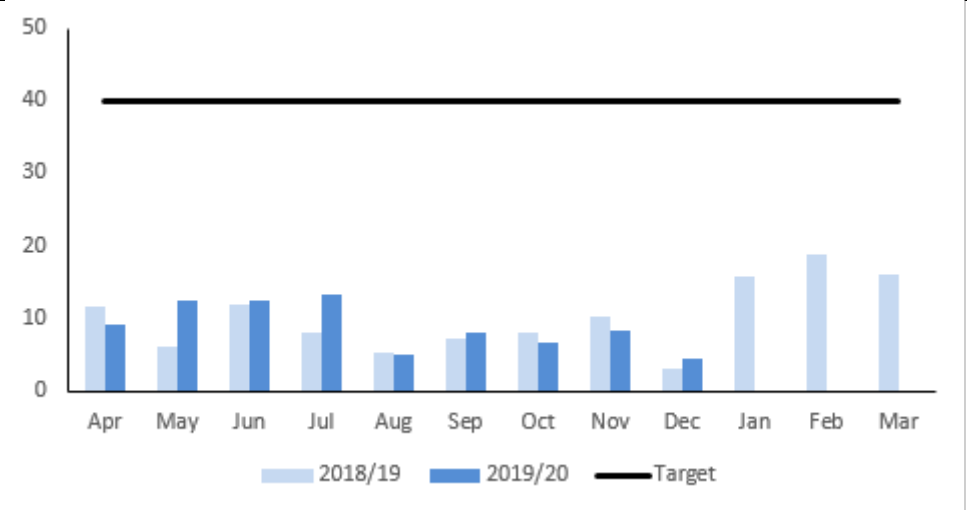
Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs.

The following pages contains the Council's performance against the Service Standards.

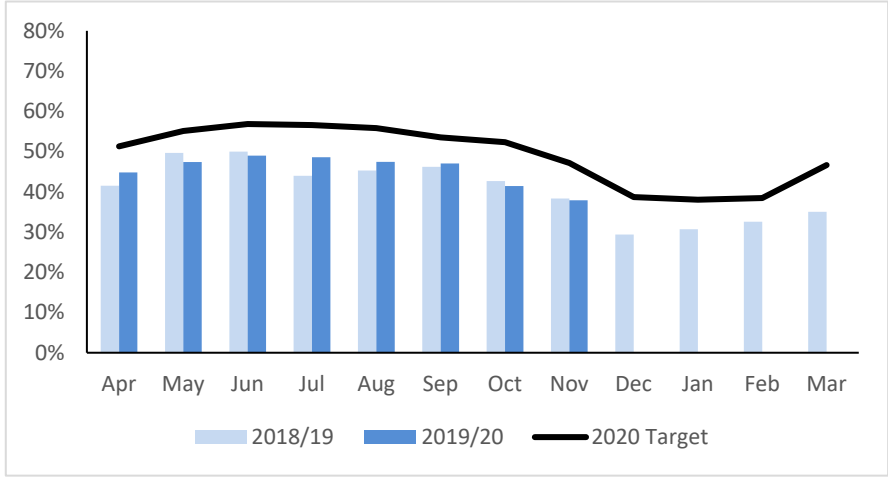
SS01: Percentage of Household Planning Applications processed within eight weeks

Service Standard	To end of Quarter 3 2019/20	Performance by Month	Further Information																																							
80% (Nationally set target)	98.4% (Q3 2018/19: 100%)	 <table><thead><tr><th>Month</th><th>2018/19 (%)</th><th>2019/20 (%)</th></tr></thead><tbody><tr><td>Apr</td><td>100</td><td>100</td></tr><tr><td>May</td><td>100</td><td>100</td></tr><tr><td>Jun</td><td>100</td><td>98</td></tr><tr><td>Jul</td><td>100</td><td>98</td></tr><tr><td>Aug</td><td>100</td><td>100</td></tr><tr><td>Sep</td><td>100</td><td>100</td></tr><tr><td>Oct</td><td>100</td><td>98</td></tr><tr><td>Nov</td><td>100</td><td>100</td></tr><tr><td>Dec</td><td>100</td><td>98</td></tr><tr><td>Jan</td><td>100</td><td>100</td></tr><tr><td>Feb</td><td>100</td><td>100</td></tr><tr><td>Mar</td><td>100</td><td>100</td></tr></tbody></table>	Month	2018/19 (%)	2019/20 (%)	Apr	100	100	May	100	100	Jun	100	98	Jul	100	98	Aug	100	100	Sep	100	100	Oct	100	98	Nov	100	100	Dec	100	98	Jan	100	100	Feb	100	100	Mar	100	100	245 household planning applications have been processed in 2019/20 compared with 231 in the same period last year.
	Month		2018/19 (%)	2019/20 (%)																																						
	Apr		100	100																																						
May	100	100																																								
Jun	100	98																																								
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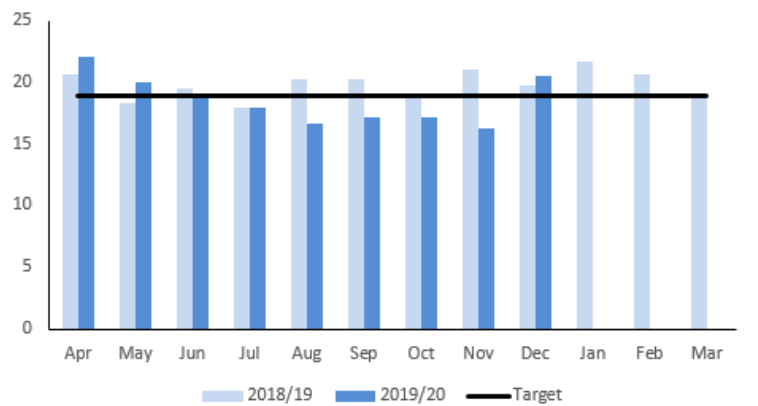
SS02: Proportion of waste or recycling collections missed (valid)

Service Standard	To end of Quarter 3 2019/20	Performance by Month	Further Information																																							
40 missed collections per 100,000 (Industry standard)	9.0 (Q3 2018/19: 8.1)	 <table><caption>Missed Collections per 100,000 by Month</caption><thead><tr><th>Month</th><th>2018/19</th><th>2019/20</th></tr></thead><tbody><tr><td>Apr</td><td>12</td><td>9</td></tr><tr><td>May</td><td>6</td><td>12</td></tr><tr><td>Jun</td><td>12</td><td>12</td></tr><tr><td>Jul</td><td>8</td><td>13</td></tr><tr><td>Aug</td><td>5</td><td>5</td></tr><tr><td>Sep</td><td>7</td><td>8</td></tr><tr><td>Oct</td><td>8</td><td>6</td></tr><tr><td>Nov</td><td>10</td><td>8</td></tr><tr><td>Dec</td><td>3</td><td>4</td></tr><tr><td>Jan</td><td>16</td><td>0</td></tr><tr><td>Feb</td><td>19</td><td>0</td></tr><tr><td>Mar</td><td>16</td><td>0</td></tr></tbody></table>	Month	2018/19	2019/20	Apr	12	9	May	6	12	Jun	12	12	Jul	8	13	Aug	5	5	Sep	7	8	Oct	8	6	Nov	10	8	Dec	3	4	Jan	16	0	Feb	19	0	Mar	16	0	Just under three million collections were due to be made in the first nine months of the year. 262 collections were missed meaning the success rate was 99.99%.
	Month		2018/19	2019/20																																						
	Apr		12	9																																						
May	6	12																																								
Jun	12	12																																								
Jul	8	13																																								
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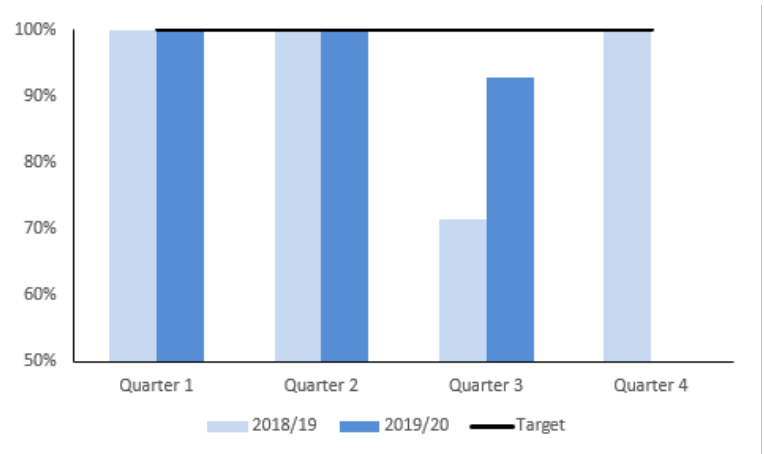

SS03: Percentage of household waste sent for recycling (including bring sites)

Service Standard	To end of Nov 2019	Performance by Month	Further Information
50% by 2020 (Nationally set target)	45.6%	 <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>2018/19 2019/20 2020 Target</p>	<p>Recycling rates nationally have stagnated and even reduced in some areas.</p> <p>A new 'campaign' to increase participation in recycling started earlier in the year.</p>
	(end of Nov 2018/19: 45%)		
	On target?		
	▲		

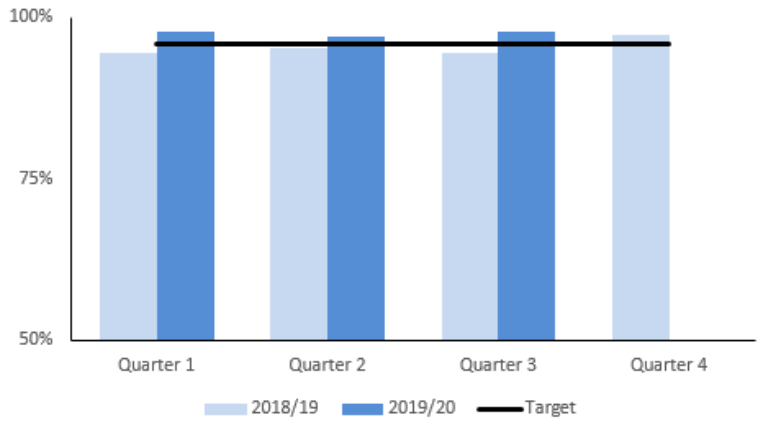

SS04: Average number of working days to process new benefits claims

Service Standard	To end of Quarter 3 2019/20	Performance by Month	Further Information																																																				
New claims should be processed within 19 days to achieve top two quartiles compared to other local authorities	18.5 days (Q3 2018/19: 19.5 days)	 <table><caption>Performance by Month Data</caption><thead><tr><th>Month</th><th>2018/19 (Days)</th><th>2019/20 (Days)</th><th>Target (Days)</th></tr></thead><tbody><tr><td>Apr</td><td>21</td><td>22</td><td>19</td></tr><tr><td>May</td><td>18</td><td>20</td><td>19</td></tr><tr><td>Jun</td><td>19</td><td>19</td><td>19</td></tr><tr><td>Jul</td><td>18</td><td>18</td><td>19</td></tr><tr><td>Aug</td><td>20</td><td>17</td><td>19</td></tr><tr><td>Sep</td><td>20</td><td>17</td><td>19</td></tr><tr><td>Oct</td><td>19</td><td>17</td><td>19</td></tr><tr><td>Nov</td><td>21</td><td>16</td><td>19</td></tr><tr><td>Dec</td><td>20</td><td>20</td><td>19</td></tr><tr><td>Jan</td><td>22</td><td>-</td><td>19</td></tr><tr><td>Feb</td><td>21</td><td>-</td><td>19</td></tr><tr><td>Mar</td><td>19</td><td>-</td><td>19</td></tr></tbody></table>	Month	2018/19 (Days)	2019/20 (Days)	Target (Days)	Apr	21	22	19	May	18	20	19	Jun	19	19	19	Jul	18	18	19	Aug	20	17	19	Sep	20	17	19	Oct	19	17	19	Nov	21	16	19	Dec	20	20	19	Jan	22	-	19	Feb	21	-	19	Mar	19	-	19	2096 new claims have been made in 2019/20 up to the end of December 2019.
	Month		2018/19 (Days)	2019/20 (Days)	Target (Days)																																																		
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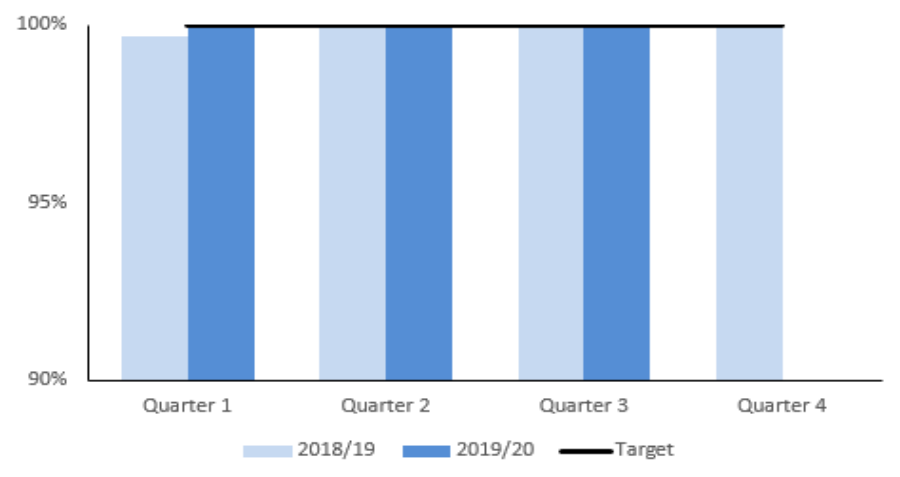
SS05: Proportion of corporate complaints dealt with on time

Service Standard	To end of Quarter 3 2019/20	Performance by Quarter	Further Information																				
Corporate complaints should be dealt with within 15 working days	96%	 <table><caption>Performance by Quarter Data</caption><thead><tr><th>Quarter</th><th>2018/19 (%)</th><th>2019/20 (%)</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>93</td><td>100</td></tr><tr><td>Quarter 4</td><td>100</td><td>100</td><td>100</td></tr></tbody></table>	Quarter	2018/19 (%)	2019/20 (%)	Target (%)	Quarter 1	100	100	100	Quarter 2	100	100	100	Quarter 3	100	93	100	Quarter 4	100	100	100	One late rely in Quarter 3 was due to a complicated issue that needed further investigation. The customer was kept informed throughout the process.
	Quarter		2018/19 (%)	2019/20 (%)	Target (%)																		
	Quarter 1		100	100	100																		
Quarter 2	100	100	100																				
Quarter 3	100	93	100																				
Quarter 4	100	100	100																				
(Q3 2018/19: 90%)																							
<div>On target?</div> <div></div>																							

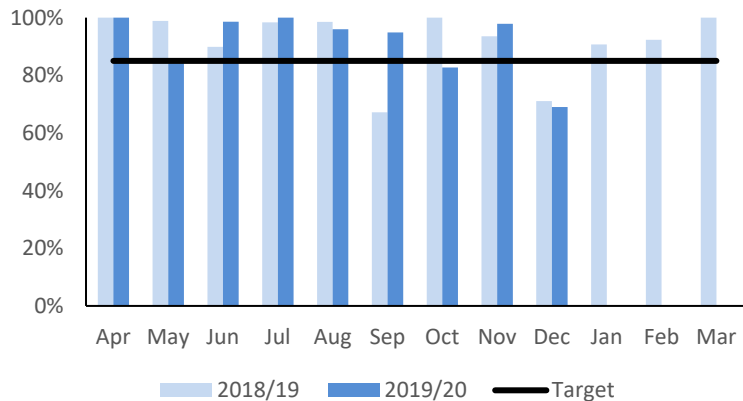
SS06: Proportion of food businesses that are broadly compliant or better with food safety legislation

Service Standard	Rolling figure to end of Quarter 3 2019/20	Performance by Quarter	Further Information																				
Our work with local food businesses should ensure that 96% are at least broadly compliant.	97.9%	 <p>The chart displays performance across four quarters. For each quarter, there are two bars: a light blue bar for 2018/19 and a dark blue bar for 2019/20. A black horizontal line represents the target at 96%. The 2019/20 bars are consistently higher than the 2018/19 bars and all exceed the target line.</p> <table><thead><tr><th>Quarter</th><th>2018/19 (%)</th><th>2019/20 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Quarter 1</td><td>~92</td><td>~96</td><td>96</td></tr><tr><td>Quarter 2</td><td>~92</td><td>~96</td><td>96</td></tr><tr><td>Quarter 3</td><td>~92</td><td>~96</td><td>96</td></tr><tr><td>Quarter 4</td><td>~92</td><td>~96</td><td>96</td></tr></tbody></table>	Quarter	2018/19 (%)	2019/20 (%)	Target (%)	Quarter 1	~92	~96	96	Quarter 2	~92	~96	96	Quarter 3	~92	~96	96	Quarter 4	~92	~96	96	Approximately 200 premises are inspected each quarter. All premises are inspected at least once every eighteen months.
	Quarter		2018/19 (%)	2019/20 (%)	Target (%)																		
	Quarter 1		~92	~96	96																		
Quarter 2	~92	~96	96																				
Quarter 3	~92	~96	96																				
Quarter 4	~92	~96	96																				
On target?																							
																							

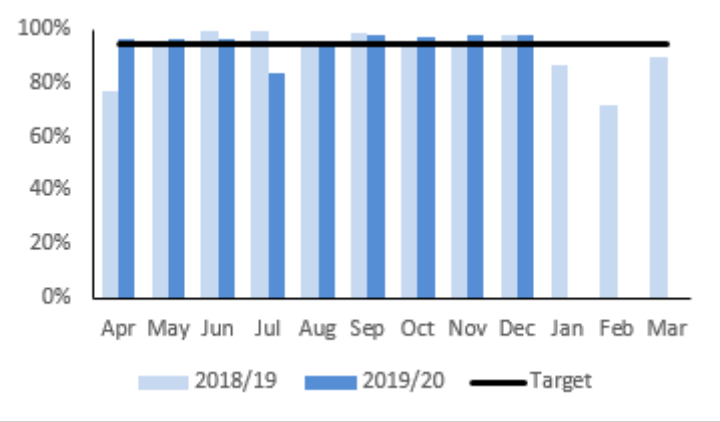
SS07: Proportion of non-contentious licence applications completed on time

Service Standard	To end of Quarter 3 2019/20	Performance by Quarter	Further Information
100% of non-contentious licence applications should be completed within 10 working days	100%	 <p>100%</p> <p>95%</p> <p>90%</p> <p>Quarter 1 Quarter 2 Quarter 3 Quarter 4</p> <p>2018/19 2019/20 Target</p>	576 out of 576 applications completed on time so far in 2019/20.
	(Q3 2018/19: 99.9%)		
	On target?		
	✓		

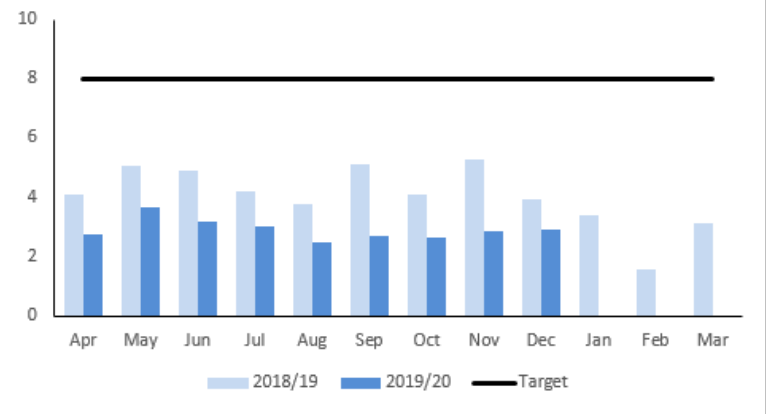
SS08: Proportion of official local authority searches completed on time

Service Standard	To end of Quarter 3 2019/20	Performance by Month	Further Information																																																				
85% of official local authority searches should be completed within 10 working days	93% (Q3 2018/19: 91.6%)	 <table><thead><tr><th>Month</th><th>2018/19 (%)</th><th>2019/20 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Apr</td><td>100</td><td>100</td><td>85</td></tr><tr><td>May</td><td>98</td><td>85</td><td>85</td></tr><tr><td>Jun</td><td>88</td><td>98</td><td>85</td></tr><tr><td>Jul</td><td>98</td><td>100</td><td>85</td></tr><tr><td>Aug</td><td>98</td><td>95</td><td>85</td></tr><tr><td>Sep</td><td>68</td><td>95</td><td>85</td></tr><tr><td>Oct</td><td>100</td><td>82</td><td>85</td></tr><tr><td>Nov</td><td>92</td><td>98</td><td>85</td></tr><tr><td>Dec</td><td>72</td><td>70</td><td>85</td></tr><tr><td>Jan</td><td>90</td><td></td><td>85</td></tr><tr><td>Feb</td><td>92</td><td></td><td>85</td></tr><tr><td>Mar</td><td>100</td><td></td><td>85</td></tr></tbody></table>	Month	2018/19 (%)	2019/20 (%)	Target (%)	Apr	100	100	85	May	98	85	85	Jun	88	98	85	Jul	98	100	85	Aug	98	95	85	Sep	68	95	85	Oct	100	82	85	Nov	92	98	85	Dec	72	70	85	Jan	90		85	Feb	92		85	Mar	100		85	431 searches were completed in the year to date.
	Month		2018/19 (%)	2019/20 (%)	Target (%)																																																		
	Apr		100	100	85																																																		
May	98	85	85																																																				
Jun	88	98	85																																																				
Jul	98	100	85																																																				
Aug	98	95	85																																																				
Sep	68	95	85																																																				
Oct	100	82	85																																																				
Nov	92	98	85																																																				
Dec	72	70	85																																																				
Jan	90		85																																																				
Feb	92		85																																																				
Mar	100		85																																																				
On target?																																																							
✓																																																							

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

Service Standard	To end of Quarter 3 2019/20	Performance by Month	Further Information
95% delivered within 10 working days	95.7%	 <p>100% 80% 60% 40% 20% 0%</p> <p>Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar</p> <p>2018/19 2019/20 Target</p>	4271 deliveries have been made in 2019/20 to date. Performance has improved since the recruitment of a new permanent driver in mid-August
	(Q3 2018/19: 95.1%)		
	On target?		
	✓		

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

Service Standard	To end of Quarter 3 2019/20	Performance by Month	Further Information																																																				
Changes should be processed within 8 days	2.9 days (Q3 2018/19: 4.5 days)	 <table><caption>Performance by Month Data</caption><thead><tr><th>Month</th><th>2018/19 (days)</th><th>2019/20 (days)</th><th>Target (days)</th></tr></thead><tbody><tr><td>Apr</td><td>4.2</td><td>2.8</td><td>8.0</td></tr><tr><td>May</td><td>5.0</td><td>3.8</td><td>8.0</td></tr><tr><td>Jun</td><td>4.8</td><td>3.2</td><td>8.0</td></tr><tr><td>Jul</td><td>4.2</td><td>3.0</td><td>8.0</td></tr><tr><td>Aug</td><td>3.8</td><td>2.5</td><td>8.0</td></tr><tr><td>Sep</td><td>5.0</td><td>2.8</td><td>8.0</td></tr><tr><td>Oct</td><td>4.2</td><td>2.8</td><td>8.0</td></tr><tr><td>Nov</td><td>5.2</td><td>2.8</td><td>8.0</td></tr><tr><td>Dec</td><td>4.0</td><td>3.0</td><td>8.0</td></tr><tr><td>Jan</td><td>3.5</td><td>0.0</td><td>8.0</td></tr><tr><td>Feb</td><td>1.5</td><td>0.0</td><td>8.0</td></tr><tr><td>Mar</td><td>3.2</td><td>0.0</td><td>8.0</td></tr></tbody></table>	Month	2018/19 (days)	2019/20 (days)	Target (days)	Apr	4.2	2.8	8.0	May	5.0	3.8	8.0	Jun	4.8	3.2	8.0	Jul	4.2	3.0	8.0	Aug	3.8	2.5	8.0	Sep	5.0	2.8	8.0	Oct	4.2	2.8	8.0	Nov	5.2	2.8	8.0	Dec	4.0	3.0	8.0	Jan	3.5	0.0	8.0	Feb	1.5	0.0	8.0	Mar	3.2	0.0	8.0	Over eighteen thousand changes have been processed in the 2019/20 year to date.
	Month		2018/19 (days)	2019/20 (days)	Target (days)																																																		
	Apr		4.2	2.8	8.0																																																		
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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. These are attached as a dashboard.

The following changes to KPIs have been proposed by service managers. If agreed, these changes will be implemented from April 2020 for the year 2020/21:

Measure	Comments
Customer Services - 80% of calls answered within 1 minute	New measure
Customer Services - 90% of visitors served within 10 minutes	New measure
ED09 Proportion of hedgerow removal notifications determined within 6 weeks	Removal due to too few notifications – only five in whole of 2019.
Council and/or district carbon footprint	New measure to track progress in delivering the climate change agenda. It has been noted that the Business & Transformation Panel requested that a Key Performance Indicator (KPI) be added to future performance reports to monitor the response to the Climate Emergency. This KPI will be developed and reported once the carbon footprinting baseline work is completed and the data has been assured.

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. These actions were closed by the Executive following the reporting of Quarter 1 performance. Updates to the remaining seven key actions are contained within the following pages.

Priority 1: Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle

Business Property & Infrastructure:

OUTCOME	<u>2. City Centre redevelopment projects</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth / Business & Transformation
Specific – What is the task	Promote development opportunities and regeneration opportunities within the city centre (including Carlisle Station, Caldew Riverside, The Citadel, English Street and The Pools). Set out a strategy for the future vitality and viability of the city centre including development options for the regeneration opportunity sites (Carlisle Station, The Pools, Court Square, Caldew Riverside and the Citadel).
Measurable – How will success be measured?	Production of a city centre masterplan
Achievable – Is it feasible?	Yes
Realistic – Resources available	Consultancy support will be required to produce the masterplan. This will be funded by revenue budgets secured through the MTFP process.
Time Bound – Start/end dates	The preparation of the masterplan will commence Q3 2018-19, with a draft version produced by the end of Q4.
Progress in Quarter 3 2019/20 against project plan / key milestones achieved	Inception meeting has been held with key stakeholders to define the strategic objectives and critical success factors for the project. The consultants are now working on developing

	a series of projects that will fulfil the strategic objectives and the strategy articulated at the inception meeting.
Emerging issues / risks to the project	None

OUTCOME	<u>6. Progress the Borderlands Initiative</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Progress the Borderlands Initiative
Measurable – How will success be measured?	By way of the successful continuation of the innovative and long-term partnership and the level of additional public and private sector investment secured as a direct result of the initiative.
Achievable – Is it feasible?	Yes. A co-ordinated approach to support regional economic development through partnership working will help to attract additional investment. Progression of ‘The Borderlands Proposal’ will rely on support from both the UK and Scottish Government.
Realistic – Resources available	Corporate Director of Economic Development and Borderlands Project Officer have time to support the Initiative. In addition, partners have contributed towards a centralised fund to enable the appointment of consultancy support to develop a suite of strategic outline business cases and other evidence base requirements. It is anticipated that additional financial revenue resources will be required to provide support to move from Heads of Terms to Final Deal, which will be considered as part of the 2019/20 budget process.
Time Bound – Start/end dates	The Borderlands Partnership submitted the Borderlands Inclusive Growth Deal Proposal 2018 to UK and Scottish Government on 28 th September 2018. It is anticipated that a Heads of Terms agreement on a Deal could be reached by the end of the calendar year/early 2019. Thereafter it can typically take twelve months to agree and sign a Deal based on the experience of other areas. The Deal would then progress to the implementation and delivery phase, timescales for which would be dependent on individual projects or programmes.
Progress in Quarter 3 2019/20 against project plan / key milestones achieved	Preparation of the outline business case continues. Options for potential improvements to the Station within the identified budget have been identified. A second consultation on these options is due to take place between 24 January and 14 February 2020.
Emerging issues / risks to the project	None

OUTCOME	<u>7. Infrastructure Delivery Plan</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Maintain an up to date Infrastructure Delivery Plan and develop proposals to address identified issues.
Measurable – How will success be measured?	Progress and issues will be reported through the annual statutory Authority Monitoring Report.
Achievable – Is it feasible?	Regular dialogue with infrastructure providers set up and maintained.
Realistic – Resources available	Can be delivered within existing staff resource and budget allocation.
Time Bound – Start/end dates	The Plan is aligned to the Carlisle District Local Plan 2015-30. Comprehensive update critical to development of masterplan and delivery strategy for St. Cuthbert's Garden Village.
Progress in Quarter 3 2019/20 against project plan / key milestones achieved	There is continued engagement with a broad range of infrastructure providers, including through dedicated workshops and one to one sessions, to better understand their needs moving forward not only for St Cuthbert's Garden Village but for the District as a whole. Session arranged with Education Authority to focus on likely education needs in the Garden Village and the wider area. We continue to pursue funding to implement specific improvement projects. The team has submitted a Full Business Case to secure LGF grant funding from the Cumbria LEP for a highway improvement project for Sewells Lonning in Harraby. We are awaiting a response. A report on Stage 1 of the viability work needed to underpin the masterplan has been received, and the next steps include the need to prepare a brief for the Stage 2 viability work which will cover Local Plan viability.
Emerging issues / risks to the project	None

OUTCOME	<u>8. Develop a St Cuthbert's Garden Village Masterplan covering housing, design, employment land, community facilities, transport and infrastructure</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	The development and adoption of a masterplan covering St. Cuthbert's Garden Village.
Measurable – How will success be measured?	Masterplan will be incorporated into a Development Plan Document (DPD) which will require approval by Council. Masterplan to be delivered in 2 parts: Part 1 is the vision and concept framework; Part 2 is detailed framework plans.
Achievable – Is it feasible?	Production of DPD governed by Government Regulations, with policy and guidance also set out nationally
Realistic – Resources available	The project is detailed in the Council's approved Local Development Scheme (LDS). An adequate allocation has followed through the process of the MTFP. Additional funding to accelerate delivery and enhance quality has been forthcoming through inclusion in the Government's Locally Led Garden Villages Programme. Further Garden Village Capacity Funding applied for as and when funding rounds are announced.
Time Bound – Start/end dates	Mandate forthcoming from LDS which was approved in July 2016. Inclusion in Garden Village programme confirmed on 2nd January 2017. Anticipated adoption date of DPD April 2020.
Progress in Quarter 3 2019/20 against project plan / key milestones achieved	Consultation on the draft options stage of the masterplanning for St Cuthbert's Garden Village took place between 2 nd September to 14 th October. Work on summarising and analysing the feedback is nearly complete and will be published in early February. This feedback is being used to inform the development of the next stage of the project which will be the Preferred Option for the Garden Village Masterplan Framework. A revised programme has been issued through to project completion which will see the Preferred Option report issued in draft towards the end of February. This report will be presented to a joint Strategic Board/Project Steering Group in early March.

	<p>Ongoing work in association with the masterplanning includes technical assessments of transport modelling and drainage, the undertaking of work to inform a Design Code, and the drafting of briefs to undertake an employment strategy, an assessment of existing green infrastructure, work around how local centres can function and be delivered. This is also an opportune time to review the governance structure for the Garden Village and ensure that it is still the most appropriate way to drive the project forward.</p> <p>The St Cuthbert's Local Plan, which will set the policy framework for the spatial elements of the masterplan, is progressing in tandem with the masterplan and a policy drafting workshop is programmed for early March. This period of work will also see advance thinking and mapping out of Supplementary Planning Documents needed to support early phases of development at the garden Village.</p> <p>An announcement has been made by MCHLG that the bid for Garden Communities funding that was made last year by the Garden Village team was successful.</p>
Emerging issues / risks to the project	Project risks continue to be monitored and reviewed. No risk warrants being reported at the current time.

Priority 2: Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents

Service and Facilities Development:

OUTCOME	<u>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.</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Business & Transformation / Health & Wellbeing
Specific – What is the task	<ol style="list-style-type: none"> 1. To retender and award a new leisure contract with a significantly reduced subsidy. 2. Develop Outline Designs and budgetary package and secure approvals for Sands Centre Development. 3. Complete works on cycle track and open the facility. 4. Complete works on tennis canopy and open the facility.
Measurable – How will success be measured?	<ol style="list-style-type: none"> 1. The award of a new contract. 2. Executive approval for outline designs and consent (inc budgetary provision) to develop detailed design and works. 3. An operational track by October 2017. 4. Canopy covered courts by Spring 2018.
Achievable – Is it feasible?	<ol style="list-style-type: none"> 1. COMPLETE 2. Sufficient budget and permission has been secured to appoint a design team to take the project to the end of outline design. The design team are currently working on a more detailed design to RIBA Stage 3. 3. COMPLETE 4. Support in place from the LTA and a clear scheme identified, subject to planning permission the canopy can be delivered.
Realistic – Resources available	<ol style="list-style-type: none"> 1. COMPLETE 2. The project is on schedule and has adequate financial resource to be completed.

	<ul style="list-style-type: none"> 3. COMPLETE 4. Sufficient budgetary provision has been made via grant funding from the LTA and the City Council's capital programme. Work is currently underway to procure the enabling work to get the tennis courts back into service.
Time Bound – Start/end dates	<ul style="list-style-type: none"> 1. COMPLETE 2. Route to Affordability to be completed by the end of October 2018 and contracts put in place for the Principal Contractor. The designers need to be novated to the Principal Contractor by the end 2018, to maintain programme. Temporary accommodation (or alternative arrangements') need to be put in place by the end of October 2018 to allow demolition and construction of the Sands Leisure facilities by March 2019. Completion of the project scheduled for December 2020. 3. COMPLETE 4. The enabling works was scheduled for completion by end November 2018.
Progress in Quarter 3 2019/20 against project plan / key milestones achieved	<p>The occupation lease for the temporary leisure facilities at the former Newman RC High School (Lismore Place) has now been completed (21st Jan 2020).</p> <p>A 'letter of intent' has been issued to Wates Construction to allow them to place orders for the materials and labour to deliver the temporary facilities.</p> <p>The enabling works contract is close to completion and is targeted for sign off 31.01.2020.</p> <p>The main works contract is well developed and is targeted for completion end of February 2020. The funding agreement with Sport England is also close to completion and is targeted for completion early February 2020.</p>
Emerging issues / risks to the project	<p>The main contract has slipped from our original programme, largely due to protracted lease negotiations with the Diocese of Lancaster and Environment Agency permits at the Sands site. Surveys are currently being undertaken on the events centre roof and back of stage at the Sands. The results of these may raise further issues that the project team will need to assess.</p>

Healthy City Programme:

OUTCOME	<u>16. Continue to work with key partners to deliver the World Health Organisation Phase VI Healthy City Action Plan</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	<ul style="list-style-type: none"> - Restructure Healthy City Forum (HCF) and work with partners to deliver on the Phase VI application - Completion of the Annual Reporting Template (ART) - Completion of abstract submissions (Complete 2018) - Develop action plan - Explore next phase (VII) (timescales yet to be released) - Deliver Place Standard situational awareness workshop (Complete)
Measurable – How will success be measured?	<ul style="list-style-type: none"> - Number of partners engaged (target will be set as part of the Phase VII criteria) - Completion of ART and feedback received - Number of abstracts accepted (target: 1) - Development of an action plan
Achievable – Is it feasible?	Yes
Realistic – Resources available	Yes
Time Bound – Start/end dates	Phase VI 2014-18 Phase VII details released for review
Progress in Quarter 3 2019/20 against project plan / key milestones achieved	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 2019). Partners were supportive and keen to advance the Phase VII application and activity. The paper outlines the key actions and steps required to drive the agenda forward.

	<p>A paper was taken to JMT which considered the application, process, opportunities and requirements. A draft expression of interest letter was approved by the Executive and submitted.</p> <p>Meetings with strategic partners (University of Cumbria, CHOC, ICCs, PCNs) have been taking place around Phase VII.</p> <p>Future Tasks: Set up a task group to examine the requirements of the application, explore funding opportunities, seek letters of support, map activity and horizon scan.</p> <p>The Annual Reporting Template also needs to be completed and submitted.</p>
Emerging issues / risks to the project	<p>Several cross cutting agendas running at present - ad hoc system (opportunity for this work to pull this together).</p> <p>Lack of engagement and input from key partners</p> <p>Complexity of submission in terms of number of partners input required.</p>

OUTCOME	<u>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.</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Develop work of Food Carlisle and subsequent partnership projects
Measurable – How will success be measured?	<ul style="list-style-type: none"> - Local Food Partnership Officer in post (June 17) (complete) - Development of Local Healthy Options Award - Number of Food Charter sign ups (target exceeded) - Sustainable Food Cities (SFC) Award (complete) - Refresh of partnership steering group and action plan (draft complete)
Achievable – Is it feasible?	Yes - fixed term period SFC funding for an appointed post (July 2017 to July 2018).
Realistic – Resources available	Yes. Further project funding will need to be explored and partnership working to develop shared projects. We also need to be aware that the funding is only available for one year.
Time Bound – Start/end dates	Commenced with appointment to post in June 2017 and projects will continue to be developed.
Progress in Quarter 3 2019/20 against project plan / key milestones achieved	<p>A grant application has been submitted to support Carlisle from the Sustainable Food Cities Bronze to Silver status, along with a grant submission for a coordinator to continue the sugar smart campaign. We are due to hear whether we have been successful at the end of January.</p> <p>The Food City Partnership has started preparing the action plan for the next phase of its work (2020 to 2023).</p>
Emerging issues / risks to the project	If we are unsuccessful with the grant this will limit our capacity to deliver the Food City Partnership Action Plan and potential to achieve Silver Status with the Sustainable Food Cities Network.



Carlisle City Council Performance Dashboard 2019/20 - to end of Quarter 3

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	Q3 Performance 2019/20	Q3 Performance 2018/19	Trend	Target	Comments
✓	CSe03	Average weight (Kg) of domestic non-recycled waste collected per house	314.6	318.0	↑	318.0	To end of November
✗	CSe04	Revenue gained from household waste recycling collected	£ 381,230	£ 371,462	↑	£ 502,264	
N/A	CSe05	Proportion of all Carlisle waste recycled (including partners)	58.5%	58.1%	↑	Info only	
✓	CSe08	Litres of fuel used by Council fleet	284,045	285,760	↑	285,760	
N/A	CSe10a	Number of Fixed Penalty Notices issued for fly tipping	8	2	↑	Info only	
N/A	CSe10b	Number of Fixed Penalty Notices issued for littering	69	29	↑	Info only	Including 'Littering from a Vehicle'
N/A	CSe10c	Number of Fixed Penalty Notices issued for dog fouling	9	2	↑	Info only	
N/A	CSe10d	Number of Fixed Penalty Notices issued for abandoned vehicles	0	2	↓	Info only	
N/A	CSe11a	Number of counts/reports of fly tipping	341	200	↓	Info only	
N/A	CSe11b	Number of counts/reports of littering	50	46	↓	Info only	
N/A	CSe11c	Number of counts/reports of dog fouling	125	166	↑	Info only	
N/A	CSe11d	Number of counts/reports of graffiti	3	0	↓	Info only	
N/A	CSe11e	Number of counts/reports of abandoned vehicles	290	272	↓	Info only	
✓	CSe12a	Proportion of acts of fly tipping responded to in full within 5 working days	100%	99.0%	↑	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	99.0%	100%	↓	100%	
✗	CSe14	Actual car parking revenue as a percentage of car parking expenditure (including recharges).	138.4%	141.0%	↓	147.6%	Revenue under target
✗	CSe18	Actual Old Fire Station (OFS) revenue as a percentage of OFS expenditure (including recharges).	20.9%	21.0%	↓	29.2%	Revenue under target
N/A	CSe19	Old Fire Station count of event attendees (direct count of ticket sales)	9951	17008	↓	Info only	Excludes visitors to the venue (café or to buy tickets) and private hire room bookings
▲	CSe22	Actual city centre revenue as a percentage of city centre expenditure (including recharges)	44.3%	39.0%	↑	49.0%	
✓	CSe24	Actual Bereavement Services revenue as a percentage of Bereavement Services expenditure (including recharges)	164.3%	112.0%	↑	163.2%	
✓	CSe25	Actual Talkin Tarn revenue as a percentage of Talkin Tarn expenditure (including recharges)	94.9%	95.0%	↓	84%	Revenue £25k above target
N/A	CSe26	Proportion of allotment sites that are self-managed.	16%	19%	↓	Info only	
N/A	CSe27	Proportion of allotment plots that are occupied.	87%	86%	↑	Info only	Excluding self-managed sites
N/A	CSe36a	Social media reach: Facebook post reach - monthly average	344775	141869	↑	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	188011	120789	↑	Info only	



Carlisle City Council Performance Dashboard 2019/20 - to end of Quarter 3

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	Q3 Performance 2019/20	Q3 Performance 2018/19	Trend	Target	Comments
✓	CSu02	Proportion of customer "calls for service" logged in Salesforce completed on-line	16.4%	15.2%	↑	15.2%	From calls logged in Salesforce CRM (4697 out of 28691 logs).
✓	CSu04	Percentage of Council Tax collected	84.8%	84.8%	→	84.8%	
▲	CSu05	Percentage of NNDR collected	82.4%	84.2%	↓	84.2%	Charge for a new car showroom applied midyear and instalments will be paid during the remainder of the financial year
✓	CSu06	Proportion of direct social media messages on Facebook and Twitter responded to within 24 hours (work days)	100%	100.0%	→	100%	
✓	CSu07	Customer Services - Respond to customer emails within 48hrs	97.4%	N/A	N/A	90%	New measure for 2019/20
✓	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%	96.9%	↑	100%	
✓	ED11	% of valid full plan applications determined or checked by Building Control within 5 working days	32.0%	N/A	N/A	25%	New measure for 2019/20
✓	ED12	% of valid full plan applications determined or checked by Building Control within 15 working days	100%	N/A	N/A	95%	New measure for 2019/20. Amendment to old ED03a
▲	ED13	% of site inspections carried out by Building Control on the date agreed	98.4%	N/A	N/A	99%	New measure for 2019/20. Amendment to old ED01. Nearly 5000 inspections carried out in 2019/20.
✓	ED05	Proportion of major planning applications completed in 13 weeks or within agreed time extension	89.5%	91.3%	↓	60%	17/19 completed within deadline or agreed extension
✓	ED06	Proportion of minor planning applications completed in 8 weeks or within agreed time extension	97.2%	98.4%	↓	80%	392 applications
✓	ED07	Proportion of 'other' planning applications completed in 8 weeks or within agreed time extension	98.1%	98.8%	↓	80%	206 applications
✓	ED08	Proportion of Tree Preservation Orders (TPO) confirmed within 6 months	100%	100%	→	100%	
✓	ED09	Proportion of hedgerow removal notifications determined within 6 weeks	100%	N/A	N/A	100%	None in 2018/19
✓	ED10	Proportion of Tree Preservation Order applications determined within statutory period of 8 weeks	100%	100%	→	100%	
▲	FR01	Actual net spend as a percentage of annual net budget.	64.9%	59.3%	↓	64.5%	
✓	FR02	Percentage of all invoices paid within 30 working days	99.5%	98.9%	↑	98%	7496 invoices paid
▲	FR03	Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	8.2	7.9	↓	7.9	Sickness Absence is a separate agenda item at the Business & Transformation Scrutiny Panel for Quarter 3 report.



Carlisle City Council Performance Dashboard 2019/20 - to end of Quarter 3

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	Q3 Performance 2019/20	Q3 Performance 2018/19	Trend	Target	Comments
▲	FR04	Percentage of return to work interviews completed in five working days of returning to work.	75%	77%	↓	78%	
N/A	FR06	Proportion of debts recovered (sundry debtors)	94.2%	N/A	N/A	N/A	New measure for 2019/20. Rolling 12 months to end of Dec 2019
N/A	GRS04	Proportion of contested licence applications decided on within 50 working days.	N/A	N/A	N/A	95%	0 contested applications
✓	GRS05	Proportion of Temporary Event Notices licences processed within 1 working day.	100%	100%	→	100%	149 applications in 2019/20
▲	GRS06	Proportion of public health service requests (pest control, noise, smells, house conditions) responded to within the target response times.	89%	92%	↓	90%	
✗	GRS10	Proportion of food hygiene inspections completed as scheduled	70%	N/A	N/A	90%	This is a new indicator. The indicator requires that scheduled inspections need to be completed within the FSA target of 28 days. As a new indicator there have been monitoring and administrative challenges which are being resolved. Improvements have been made in the latest quarter and will continue to be made. The measure is reported a quarter in arrears. Please note that inspections are up to date – the target performance is being affected by not all inspections being within 28 days of scheduled.

EXCERPT FROM THE MINUTES OF THE BUSINESS AND TRANSFORMATION SCRUTINY PANEL HELD ON 13 FEBRUARY 2020

BTSP.16/20 QUARTER 3 PERFORMANCE REPORT 2019/20

The Quarter 3 Performance Report 2019/20 was submitted (PC.06/20).

The report contained the Quarter 3 performance against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Performance against the Panels' 2019/20 Key Performance Indicators were also included along with a summary of exceptions which showed CSe14 as red.

The Panel asked that, in future reports, Service Standard SS05 (proportion of corporate complaints dealt with on time) include the actual number of corporate complaints received and dealt with.

RESOLVED – 1) That the Panel had scrutinised the performance of the City Council with a view to seeking continuous improvement in how the Council delivers its priorities (PC.06/20).

2) That future performance reports include the actual number of corporate complaints received and dealt with in respect of Service Standard SS05 (proportion of corporate complaints dealt with on time).

Report to Executive

Agenda
Item:

A.7

Meeting Date: 9th March 2020
Portfolio: Leader's Portfolio
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: Future High Street Fund
Report of: Corporate Director of Economic Development
Report Number: ED13/20

Purpose / Summary:

This report provides an overview of the draft business case and proposed projects for Carlisle's Future High Street Fund outlined in report ED06/20 that was considered by the Executive at the 15 January 2020 meeting. The report seeks authorisation for the Corporate Director of Economic Development to submit the draft business case to the Ministry for Housing Communities and Local Government, following consultation with the Leader of the Council and the Portfolio Holder for Economy, Enterprise and Housing.

Recommendations:

That Members of the Executive:

- Note the proposed projects and strategic business case summary for the Council's Future High Street Fund submission included in Appendix 1.
- Authorise the submission of the draft business case to the Ministry for Housing Communities by the Corporate Director of Economic Development following consultation with the Leader of the Council and the Portfolio Holder for Economy, Enterprise and Housing.

Tracking

Executive:	9 March 2020
Scrutiny:	
Council:	

INTRODUCTION

- 1.1 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.
- 1.2 Council has received a £150,000 revenue grant from MHCLG to support the development of a detailed business case to unlock a potential of up to £25 Million of capital investment. Mott MacDonald have been commissioned to undertake movement and transport study and to develop a business case for submission to the FHSF.
- 1.3 A draft business case has been prepared which needs to be submitted to MHCLG by the 15th March 2020. The draft business case will include projects developed to a level that provides sufficient detail to give a robust cost estimate for the proposed projects. Comments will be received from MHCLG and a revised full business case will be required by the 30th June 2020.
- 1.4 At this stage, in principle support is sought from Executive members for the proposed way forward and the projects outlined, subject to further detailed work and business case development.

2. FUNDING

- 2.1 The objective of the FHSF is to renew and reshape town centres and high streets in a way that improves experience, drives growth and ensures future sustainability.
- 2.2 Eligible investment under the FHSF falls under the following themes:
 - Investment in physical infrastructure;
 - Acquisition and assembly of land including to support new housing, workspaces and public realm;
 - Improvements to transport access, traffic flow and circulation in the area;
 - Supporting change of use including (where appropriate) housing delivery and densification; and
 - Supporting adaptation of the high street in response to changing technology.
- 2.3 The FHSF provides an opportunity for Carlisle to undertake substantive capital development projects that benefit the city centre. The programme of work supported through the FHSF will add value to the work underway through the Borderlands Growth Deal and the investment planning to secure a Town Deal.

3. PROJECT DEVELOPMENT

- 3.1 Carlisle city centre along with other towns and cities is having to rise to the challenge of the changing use and the diminishing of the retail comparative sector. The strategic narrative, identification of the development areas and specific projects to be included in the Business Case were identified through focus group meetings with city centre stakeholders and key officers from the City Council and Cumbria County Council including Highways. Mott MacDonald have worked with partners to develop a robust business case that is compliant the HM Treasury Green Book.
- 3.2 A summary of the strategic case and summary of the projects has been appended to this report, refer to Appendix 1.
- 3.3 The proposed projects include the following:
- Re-use for Hooper's Department Store
 - Repurposing 6-24 Castle Street
 - Preparing Central Plaza site for redevelopment
 - Reimagining Green Market/ Market Square as Carlisle's events space
 - Reconfiguring Lowther Street and gyratory
 - Feature and event lighting in Carlisle city centre
 - Improving pedestrianisation of Devonshire Street
- 3.4 The business case requests a rough order of magnitude funding request from the FHSF of £18.5 million. This funding request is under refinement as more detailed projects are developed that will form the final business case, as such this figure will be updated. Although co-funding is not required by the FHSF, it is expected that the Fund will lever in public sector funding and it is expected that authorities will make some form of contribution. Potential co-funding from the City Council may include:
- Value of Castle Street Properties circa £440k
 - Public Realm budget £380k
 - Central Plaza £2 million (expenditure since 2015 can be included in co-funding)

4. WORK PROGRAMME

- 4.1 The key milestones for the FHSF programme are:

Activity	Date
Submission of draft business case	15 March 2020

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 5.1 The timescales set by MHCLG for the submission of FHSF business cases are challenging. Consultancy support from Mott MacDonald has enabled a draft business case to be developed to RIBA Stage 2 designs, providing enough detail to determine robust financial certainty to the cost of the projects going forward. There remains scope to influence the project detail in further phases of the project development phase.
- 5.2 It is expected that MHCLG will review the draft business case and highlight any projects that should be reconsidered or excluded that are considered weak against their aims and objectives of the FHSF.
- 5.3 On this basis it is recommended that Members of the Executive:
- Note the proposed projects and strategic business case summary for the Council's Future High Street Fund submission and provide feedback; Authorise the submission of the draft business case to the Ministry for Housing Communities by the Corporate Director of Economic Development following consultation with the Leader of the Council and the Portfolio Holder for Economy, Enterprise and Housing.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 6.1 A successful FHSF bid, underpinned by a robust business case, has the potential to deliver projects that will transform the City Centre and achieve a number of the Carlisle Plan priorities, including:
- Supporting business growth
 - Developing cultural facilities
 - Improving the quality of the local environment
 - Addressing current and future housing needs
 - Enabling Carlisle City Centre to become a place to live, work and visit.

**Appendices
attached to report:**

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

- **None**

CORPORATE IMPLICATIONS:

LEGAL – The Council has the power to make the application the subject of the Report (s1, Localism Act 2011). Any grant funding will be subject to terms and conditions and the said funding must be spent in accordance therewith. The Executive has already considered Governance Arrangements but further reports will be required should the bid be successful and further work flow therefrom.

FINANCE –. The Council has received £150,000 to support the development of a business case to access a potential £25million capital pot for investment on the High Street with Mott MacDonald appointed to undertake this piece of work. Although co-funding is not required from the Council, some public sector funding/contribution is expected. Any contribution the Council may make is set out within the report, with the use of the existing capital programme provision being subject to approval, but which needs to be considered against other capital priorities.

EQUALITY – None

INFORMATION GOVERNANCE – None

Appendix 1: Carlisle Future High Street Fund Proposals

Strategic Case

Carlisle is a small compact city with a population of 73,698 and is the principal urban area for the Carlisle District. However, as the sole city, Carlisle serves a very wide geographical hinterland and is the economic, administrative and cultural centre for Cumbria and for a substantial portion of the North East and southern Scotland. As the capital of the Borderlands sub-region, which covers a geography as large as Wales, Carlisle has an estimated catchment of 500,000 people.

Whilst Carlisle's strategic location as a border city has contributed to its establishment as a sub-regional economic hub and a gateway to markets in southern Scotland, this has been reinforced by its excellent access to the strategic transport network. Consequently, it has a substantial one-hour drive catchment and Travel-To-Work-Area.

In terms of economic structure, Carlisle's key sectors are manufacturing, logistics and storage, construction and agriculture. Carlisle also has a number of enabling sectors such health care and professional and business services, which are not high value in terms of Gross Value Added but are tied to the City's role as a sub-regional centre. The City is home to several successful national and international companies including Nestle, Pirelli, McVities, Eddie Stobart, Story Homes and Edinburgh Woollen Mill.

Although there are a mix of uses within the primary shopping area (PSA), reflecting Carlisle's sub-regional status, retail uses are predominant. The comparison retail offer is reasonably strong, with national multiples including retailers such as Next, H&M, River Island, Schuh, Joules, White Stuff and Top Shop. There are also a number of main department store anchors including Primark, House of Fraser, Marks & Spencer and Debenhams.

Relative to the retail offer, the extent of leisure, cultural, employment and residential uses are moderate. These uses are distributed around the periphery of the Primary Shopping Area and therefore do not make any meaningful contribution to its vibrancy and vitality. This is especially apparent after 5pm when the retail activity has ended.

Given the significant number of people that look to Carlisle as their Principal Service Centre and depend on it for retail, leisure, health and professional and business services it is vital that the City Centre remains resilient and fit-for-purpose. At present its over-reliance on retail uses makes it highly vulnerable to fluctuations and further contraction of this sector.

Challenges

As the economic and administrative capital of a large catchment of 500,000 Carlisle has protected its retail function to date and it has performed reasonably well since the 2008 recession. However, it is very reliant on comparison retail and is therefore highly vulnerable to further contraction in that sector, which would have an immediate and profound adverse effect.

The City Centre, whose key asset is its historic environment, by its nature is made up of older buildings that require investment and remodelling to provide space that meets modern businesses requirements. Consequently, the City Centre has not demonstrated any indication of market-led diversification. The lack of urban resident and business communities is also certainly a factor in this, with a perception of a lack of vibrancy that has undermined the process.

In order to address these challenges and for Carlisle to properly fulfil its role as sub-regional centre it is important that the underlying strategic economic issues that are compounding the effects of change in the retail sector are recognised.

A high proportion (62%) of Carlisle residents are financially stretched or in urban adversity and are employed in precarious forms of employment with below average level of pay. This means that there is less disposable income within the area, which impacts on the levels of spend on the leisure, entertainment and cultural activities and subsequently, has suppressed the growth of these sectors.

An increasingly ageing labour pool means that employers who are increasingly struggling to acquire the skills they need. Carlisle's working age population is shrinking and is exacerbated by an increase in people aged +65 years and a declining working-age population. This demographic trend continues to have an effect on the City Centre by suppressing a market-led modernisation and diversification process.

There is a failure in the city centre development market, with a noticeable retraction from companies across the sector from speculative development in the City. This is due to a combination of lower interest levels from retailers (in part driven by the ever-growing online trends) and also increased pressure on net income within Real Estate Investment Trusts.

Carlisle key employment sectors are manufacturing, storage and logistics. The relatively small service sector does not generate substantial demand for office space within the City Centre. The limited demand for office space is currently being fulfilled by modern developments on the periphery of the City.

These strategic economic issues have manifested on the City Centre with a perceptible effect on vibrancy and vitality. Evidence from the recent Health Check suggests that footfall count is in decline in most areas of Carlisle from 2012 compared to 2018. Carlisle needs to be creative in its approach to restore that vitality and viability. The High Street Fund will enable the realisation of opportunities that will help address these challenges:

Concentrations of empty and unused properties: The current vacancy level in the City Centre is 12%, but these are concentrated in discrete locations that enhance visual impact. Lowther Street, Castle Street and Fisher Street are locations where this issue is prevalent. In the case of Lowther Street, a higher vacancy rate is attributed to the traffic management within the area. It is part of the one-way system with dedicated bus lanes totalling 4 lanes of traffic and as such suffers from access issues and severance. In the Historic Quarter on Castle Street there are several long-term empty buildings, including the former Hooper's department store consisting of 43,000 ft².

Lack of vibrancy and underperforming night time economy: The evidence points to a very significant under provision in the city centre leisure sector. Food outlets are under-

represented within PSA which local people describe as 'deserted' after 5pm. Activity is concentrated around the periphery of the PSA with bars and restaurants clustering around the intersection of Lowther Street, Devonshire Street and Warwick Road. This area has become a focal point for this formative element of the evening economy. However, these leisure uses are on periphery of the PSA and therefore, do not contribute to its vibrancy. This is exacerbated by a small city centre resident community of approximately 500 people.

Variable environmental quality: A public realm audit carried out in 2018 identified several key issues such as a lack of a focal point for events in the PSA, dated public realm and abundant street clutter, such as pedestrian guard railings and bollards. The current public realm installed in the pedestrianised PSA was installed in 1989 and requires both repair and updating. There is also the issue of pedestrian severance and connectivity and a need to further develop pedestrian priority of key streets such as Lowther Street, Devonshire Street and Bank Street by traffic flow management improvements, enhanced public realm and re-siting of bus stops.

The presence of employment uses within the City Centre is relatively low, with the public sector, civil service and financial institutions being the key office occupiers. Demand for office space is low due to the fact the service sector is not a key sector or major employer but also, anecdotally, because of an identified shortage of modern office space. There has been no speculative office development in the City Centre to address this shortage. However, recent signals indicate that this is beginning to reverse with the recent construction of purpose-built office building within the Historic Quarter to accommodate the Edinburgh Woollen Mill Group HQ.

A residential market within the City Centre has yet to be established, with very little housing delivery occurring in the area. Due to the availability of land and low land values, low density suburban residential development remains affordable and the preferred housing product of developers in the area. The low presence of leisure and employment uses in the City Centre and the underdeveloped night-time economy have cumulatively served to depress demand for housing, as presently it does not have the requisite 'offer'. This is reflected by the small city centre resident community of approximately 500 people.

Over the period 2015-30, Carlisle is projected to see significantly below average growth in population plus an above average ageing population. This is an area of concern for the future vitality of the city centre but one that underlines the importance of delivering a new step-change in terms of the diversification of uses and activity.

Recent viability concerns for national retail chains highlight the vulnerability of the PSA and the sense of urgency to catalyse diversification to make it more resilient. A creative approach to repurposing empty properties which attracts businesses, explores the market for urban living and creates activity and improved experience within the retail sector.

The City Centre challenges are the product of not only the structural changes occurring on the high street but also strategic economic issues. These cumulatively have served to suppress the expansion and diversification of the City Centre resulting in it being over-reliant on retail uses, with a weak office and residential market and significant under-provision in the leisure sector.

Vision and ambition

We have identified four key operational challenges:

1. An increase in the concentration of empty and underused buildings in prominent locations particularly the Historic Quarter;
2. A lack of evening vibrancy and a weak night-time economy;
3. Variable environmental quality attributable to outdated public realm and localised congestion;
4. Connectivity issues associated with traffic flows and pedestrian severance.

Therefore, our vision for Carlisle has been developed with the aim of addressing both strategic and operational challenges.

Our vision is “to create a vibrant and resilient City Centre that is a desirable place to both live and work and an attractive destination that provides a great visitor experience.”

Ambitions



**Renewing Carlisle City
Centre as a place to live
and work**



**Reactivating Carlisle's
historic Quarter**



**Catalysing Carlisle's
night time economy**

Initial Project Proposal included in the FHSF Draft business case

This document represents the first thoughts for the Draft Submission to the Ministry of Housing, Communities and Local Government (MHCLG) for the Future High Streets Fund (FHSF). It is a work in progress and will almost certainly change as we move through the proposal development process.

The FHSF has been created to support towns, like Carlisle, in making their town centres and high streets fit for the future despite declining economic trends. The initiative will co-fund transformative, structural changes that will address the changes in the way communities use their high streets and town centres, and support wider economic growth.

This document sets out the proposals for which FHSF funding is sought. The broad approach under which the schemes within this submission are captured is summarised by three themes. Collectively, these themes will create a holistic set of structural measures which will uplift the economic and social performance of Carlisle.

1. Adaptive Reuse of empty properties in the Historic Quarter

There are a number of architecturally striking buildings within Carlisle's Historic Quarter which have outlived their original purposes and are currently vacant. If left unmaintained, these buildings run the risk of falling into disrepair, eventually requiring demolition.

Adaptive re-use refers to the repurposing of historic assets to provide a new use or function more befitting of the demands of the area. Applied in Carlisle, this approach would ensure that the contribution of these buildings to the architectural character of the City Centre can be retained, while simultaneously diversifying the city centre offering.

Using this approach can prolong a buildings life and reduce the consumption of materials and resources. It therefore presents a sustainable alternative to the construction of new buildings.

The focus will be on Castle Street in the Historic Quarter and the properties selected to provide a regeneration catalyst to the revitalisation of the Historic Quarter whilst providing live work opportunities. The properties will include the following:

- the former Hoopers Building to assist developer in meeting the conservation deficit and viability gap in repurposing this property that has remained empty for several year.
- the buildings of 2-24 Castle Street, once refurbished, would be home to a number of new ventures.

2. Preparing Central Plaza site for redevelopment

The derelict Central Plaza Hotel has been demolished due to structural instability. The site has been levelled to the ground floor allowing for it to become a plot of land which can either be privately or publicly developed.

The Future High Street Fund will contribute towards preparing a viable development site. Any future development of the land, regardless of major use, should have active ground floor usage which will allow it to interact with the street and provide a sense of place.

3. Reimagining Green Market/ Market Square as Carlisle's events space

The market square is a large underutilised space. Currently the square is filled with bollards – cluttering the space, scattered amenities, and tired materials. The buildings fronting on to have very limited interaction with the square. The sightlines for the square fragments the space, drawing the majority of pedestrians east of the Tourist Information Centre, away

from the Green Market and Castle Street. There is potential to make a more cohesive space which is utilised in its entirety.

As part of the main retail core of Carlisle there is potential for it to become a dynamic public place, which not only supports the retail footfall but draws people into it. At approximately 6,000 m² there is potential to provide a variety of amenities in the market square, such as seating, landscaping, and play features, while also allowing shops to interact with the space.

A revised market square design opens opportunities to minimise the dominance of transport infrastructure, prioritising pedestrian movement and providing an outdoor community space. Various concepts for how the space can be reimagined are being considered, demonstrating the different ways the space can function for the community. By considering the square as having three distinct areas, a diversity of uses can be provided in the one space and design a square that is flexible in its function and provides for all users.

4. Feature / Event lighting in Carlisle city centre

The historic assets around Carlisle form a key part of its identity and cultural offering. Feature lighting for important sites such as the Castle, Citadel and Cathedral can enhance their presence and further strengthen this historic core. Evening lighting is already installed in some locations, however there is scope to enhance and diversify this.

Themed or coloured lighting throughout the year reflecting different cultural events can be used to further highlight the identity of Carlisle. Variations in style and colour can work together to highlight areas of architectural interest or illuminate pathways.

Feature lighting along streets and alleyways can brighten them up, add interest and improve safety and legibility. St. Cuthbert's Lane and the Ginnel Lanes connect the Market Square to areas west of the town centre, however, they are currently unlit and poorly serviced, making them feel unsafe to residents. Introducing feature lighting improves the character, legibility and overall appearance of the area

5. Reconfiguring Lowther Street

Lowther St is on average is approximately 21m in width. It is currently part of the one-way gyratory Victoria Place, Spencer Street and Warwick Road.

Lowther St's current layout of three north-bound lanes (including one bus lane), one south-bound bus lane and medians with guard railing restrict crossing opportunities and pedestrian desire lines. Vehicle dominance and hard landscaping make it an uninviting place for pedestrians. Despite the street's prominent location, adjacent to the town's primary shopping area, it is a space to quickly move through rather than dwell in. By reconfiguring the street, there is an opportunity to transform the street into a successful urban corridor which caters to pedestrians without impacting vehicular flow.

This scheme's ability going forward is dependent on the results of the Transport and Movement Study that is currently underway as part of the project development work.

6. Improving pedestrianisation of Devonshire Street

Devonshire Street is home to several good quality food and beverage outlets but these assets are not fully utilised due to the vehicle dominance of the space. Vehicle movement is one-way with two lanes (one bus only). The carriageway is excessively wide, with kerb to kerb widths of in excess of 9m at some points. The excess carriageway space provides an opportunity to increase the dedicated pedestrian areas and potential areas for businesses to spill into. Additionally, stronger connections could be created with the pedestrian zone. Any proposals must be co-ordinated with bus movements.

This schemes ability going forward is dependent on the results of the Transport and Movement Study that is currently underway as part of the project development work.

7. Regenerating the Northern Quarter – Area between Hardwick Circus and West Tower Street

With the changing market and the decline of bricks and mortar retail, there is potential to create a new scheme which is residential and business led. Providing housing and varied flexible spaces for businesses within the town centre would benefit the town economically and socially. More people living and working in the town centre would also provide critical mass to support economy.

The Northern Quarter provides a great opportunity for redevelopment. Six sites have been identified, four of which are government owned and are considered soft sites, such as non-historic buildings and surface parking lots. Developing these four sites in conjunction with two privately owned soft sites (5, 6) opens up a significant amount of developable land.

Developing new sites allows for the creation of a city grid in the north and buildings with both active ground floor frontage and buildings which front onto the street. This will create more active and attractive streets thereby enhancing connectivity and legibility through the city centre.