



# COMMUNITY OVERVIEW AND SCRUTINY PANEL

## *Panel Report*

### Public

**Date of Meeting:** 11<sup>th</sup> October 2012

**Title:** Carlisle Plan

**Report of:** Policy and Communications Manager

**Report reference:** PPP 13/12

### **Summary:**

This report presents the Carlisle Plan, including the new vision and priorities for the Council.

### **Questions for / input required from Scrutiny:**

1. Consider and comment on the vision, six priorities and key actions.
2. Agree how Scrutiny will receive progress updates on the Plan and actions.

**Contact Officer:** Steven O'Keeffe

**Ext:** 7258

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

# Appendix 1

## 1. BACKGROUND INFORMATION

The last Panel on 6<sup>th</sup> September received a report about the development of a new Corporate Plan and performance framework. The Carlisle Plan 2012-13 replaces the previous Corporate Plan 2010-2013 and forms part of the Council's Policy Framework.

## 2. THE CORPORATE PLAN

The Carlisle Plan for 2012-13 is attached as Appendix 1. It sets out the Council's vision for Carlisle and the 6 priorities for action over the medium term (2012-2015). Each priority has an action or set of actions that aim to be delivered in the next six months (to the end of March 2013). These key actions are to be delivered in the short term, alongside this delivery new actions will be developed for the medium term. This approach aligns the Plan with the budget year, and future actions that develop can fit into the budget planning process.

## 3. TIMETABLE FOR AGREEING THE CORPORATE PLAN:

Community Overview and Scrutiny Panel	11 <sup>th</sup> October 2012
Resources Overview and Scrutiny Panel	18 <sup>th</sup> October 2012
Economy and Environment Overview and Scrutiny Panel	25 <sup>th</sup> October 2012
Executive	17 <sup>th</sup> December 2012
Full Council	8 <sup>th</sup> January 2013

## 4. PERFORMANCE MONITORING AND FUTURE REVIEW

The Carlisle Plan will be monitored by the Senior Management Team and regular progress will be reported to the Executive. The actions for each priority will be reviewed and developed as they progress. It is suggested that Overview and Scrutiny receives progress updates on the priorities and actions as part of the quarterly monitoring reports.

Appendix 1

Impact assessments

Does the change have an impact on the following?

Equality Impact Screening	Impact Yes/No?	Is the impact positive or negative?
Does the policy/service impact on the following?	Yes	Positive
Age	Yes	Positive
Disability	Yes	Positive
Race	Yes	Positive
Gender/ Transgender	Yes	Positive
Sexual Orientation	Yes	Positive
Religion or belief	Yes	Positive
Human Rights	Yes	Positive
Health inequalities	Yes	Positive
Rurality	Yes	Positive

If you consider there is either no impact or no negative impact, please give reasons:

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If an equality Impact is necessary, please contact the P&C team

# Appendix 1

## **DRAFT CARLISLE PRIORITIES PLAN – 2012/13**

### **Vision:**

**In everything we do, we aim to promote a proud and prosperous Carlisle**

### **Priority 1**

**Fostering more, high quality and sustainable business and employment opportunities, through growing existing enterprises and bringing in new ones.**

This priority stems from the assertion that increased prosperity is the key determinant of a great number of issues that the City Council would wish to see addressed. These issues include health and wellbeing, improved prospects for young people, improved resources for public services (particularly as the localisation of business rates comes into effect) and a generally broader and more resilient economic base for the city.

The City Council would live this priority through favouring decisions and interventions that support business growth. Services should be designed to be genuinely “business friendly” – informed by dialogue with businesses to determine what they need.

### **Areas for action – Next 6 months (to year end March 2013)**

<b>Action 1: City South growth area</b>
<b>Action 2: Carlisle Prospectus – selling our city as a place to do business (not just to have a holiday)</b>
<b>Action 3: City Centre Development &amp; Performance</b>
<b>Action 4: Improving Industrial Estate / Employment land performance</b>
<b>Action 5: Invest in Carlisle programme</b>

# Appendix 1

## Priority 2

### **Providing a vibrant arts, cultural and heritage offering that befits Carlisle's history and traditions**

This priority has two aspects. It will directly support jobs and economic activity through tourism, arts and the creative industries. It is also an important element of marketing Carlisle as a successful place to do business (a successful place to do business has to be a great place to live too). Carlisle has the raw material for a vibrant cultural and heritage offering (two millennia of history and a string of regional traditions) in abundance. The role of the City Council is to support the realisation of this potential.

The City Council would live this priority by actively identifying opportunities to enrich our cultural and heritage offering – acting as a proactive, supportive and (importantly) realistic partner to those whose primary agenda this is. Direct resourcing of a “municipal” cultural offer is unaffordable and unsustainable, so this will be about finding and supporting sustainable models for the long term and, of course, helping to identify other sources of funding.

#### **Areas for action – Next 6 months (to year end March 2013)**

<b>Action 1: Delivery of a city centre Arts Centre</b>
<b>Action 2: Delivery of the full Old Town Hall Project (linked to the Guildhall)</b>
<b>Action 3: Deliver a Carlisle 'Events City' prospectus of cultural and sporting events for 2012/13</b>
<b>Action 4: Building capacity for increased Tourism through partnership</b>

# Appendix 1

## Priority 3

### Working more effectively through partnerships

Working in partnership is no longer just an ideological choice – it is the only way to bring sufficient capacity to bear upon the issues exercising the minds of those charged with making Carlisle the place it deserves to be. Being an effective partner means knowing when to take the lead and when to adopt a supporting role. Crucially, just because something affects Carlisle does not always mean that Carlisle City Council has to directly lead – leadership is a more subtle art than just being “in charge”.

Looking more widely than Carlisle, there are two principal considerations – a strong Carlisle as part of a strong Cumbria, and Carlisle as a nationally significant member of the “small cities” club.

Living this priority will mean having the self confidence and sense of purpose to know when to take the lead and when to step back; when to challenge and when to support. A simple-minded belligerent stance to get “the best” for Carlisle does not serve the longer-term interests of the city. The job is to build trust and confidence in the City Council as a partner so that we become everybody’s preferred choice.

### Areas for action – Next 6 months (to year end March 2013)

<b>Action 1: Enhanced partnership working</b>
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## **Appendix 1**

### **Priority 4**

#### **Helping to ensure that Carlisle develops a skilled and prosperous working age population for the 21<sup>st</sup> Century**

The City Council is not responsible for running businesses in Carlisle, neither is it responsible for delivering education. This priority is therefore a question of community leadership. It places the City Council in a strong position to help business identify what's required and support education in designing its activities accordingly. It will be a test of the Council's stated priority to be "everyone's favourite partner". It will be an exercise in mediation and facilitation rather than direct resourcing and instruction – a marked shift towards the kind of local authority 21<sup>st</sup> Century Britain requires.

Living this priority for the City Council will mean having a full understanding of the needs of two very different sets of partners – businesses and learning & skills providers. It will also require, as far as possible, political consensus across all members about what the key issues and messages are and how best to communicate them.

#### **Areas for action – Next 6 months (to year end March 2013)**

<b>Action 1: Understanding the current position – business needs and learning providers and collaborating to address these needs</b>
<b>Action 2: Develop a collaborative approach to stimulating new business and growing small businesses</b>
<b>Action 3: Shared economic development actions for North Cumbria</b>

# Appendix 1

## Priority 5

### **Making Carlisle clean and tidy \*together\***

This priority clearly shows which of our front line services we consider to be the most critical to making Carlisle the place we want it to be. It also clearly shows that we consider it a shared responsibility among the community – it's not just the Council's problem. This issue is being successfully addressed strategically by designing services that are proactive rather than reactive – and the results are tangible.

Living this priority means making decisions about resources that are consistent with cleanliness being the primary front line service. It means members across the council understanding that a well-resourced pro-active service is not the same as rapid response – it's about tackling cause over effect to build a sustainably better environment.

### **Areas for action – Next 6 months (to year end March 2013)**

<b>Action 1: Implement the new enforcement policy</b>
<b>Action 2: Implement the new street cleaning rounds in urban and rural areas</b>
<b>Action 3: Deliver the 'Love Where you Live' campaign</b>



# Appendix 1

## Priority 6

### Helping address Carlisle's Housing Need

Along with Priority 1 and 2 meeting the housing needs of Carlisle's current and potential future population is seen as a key determinant in achieving a proud and prosperous city.

The most recent Housing Need & Demand Study (2011) suggests that Carlisle needs to provide in excess of 450 homes per year to support the economic growth of our city region. It is advised that 66% of this growth is required in urban areas whilst 34% is needed in rural areas.

Addressing the conditions that drive a need for affordable housing is also a key issue for Carlisle. The study identifies a net annual shortfall of 708 affordable homes in the district.

The quality of our homes is also an area of concern – in relation to private rented accommodation and the growing need to ensure our housing is energy efficient and sustainable.

Finally, it is estimated that an additional 4,000 households will present social care support needs over the next 20 years, the study identifies a requirement for 60 units of specialist housing per year plus a range of other partnership activities if we are to collectively address this issue.

These headline issues demand that the City Council take a bold and decisive lead in planning for future housing needs and working with key partners to ensure that these plans deliver high quality homes for our resident and potential future population.

### Areas for action – Next 6 months (to year end March 2013)

<b>Action 1: Agreement on the key housing projects arising from the City Housing Strategy</b>
<b>Action 2: Ensure that strategic housing needs are fully understood and integrated into the City Local Plan (2014) process</b>
<b>Action 3: In the light of welfare reform changes ensure that vulnerable residents and client groups housing needs are understood</b>