

# AGENDA

## Community Overview and Scrutiny Panel

Thursday, 22 August 2013 AT 10:00  
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

**\*\*Briefing meeting for Members will be at 9.15 am in the  
Flensburg Room\*\***

### Apologies for Absence

To receive apologies for absence and notification of substitutions.

### 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 of Previous Meetings

5 - 18

To note the minutes of the meeting held on 11 July 2013  
(Copy minutes herewith)

## **PART A**

### **To be considered when the Public and Press are present**

#### **A.1 CALL-IN OF DECISIONS**

To consider any matter which has been the subject of call-in.

#### **A.2 Overview Report and Work Programme**

**19 - 50**

The Overview and Scrutiny Officer to submit a report that provides an overview of matters related to the work of the Community Overview and Scrutiny Panel and includes the latest version of the work programme.

(Copy Report OS.19/13 herewith)

#### **A.3 Quarter One Performance Report 2013-14**

**51 - 64**

(Finance, Governance and Resources Portfolio)

The Policy and Communications Manager to submit a report that updates the Panel on the Council's service standards that help measure performance and customer satisfaction and includes updates on key actions contained within the Carlisle Plan.

(Copy Report PC.14/13 herewith)

## **PART B**

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

#### **B.1 CCTV Update**

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

#### **Members of Community Overview and Scrutiny Panel**

**Conservative:** Ellis, Mrs Prest (Vice- Chairman), Mrs Vasey, Bainbridge (Sub), Lishman (Sub), Mrs Mallinson (Sub)

**Labour:** Scarborough, Miss Sherriff, Mrs Stevenson, Forrester (Sub), Whalen (Sub), Wilson (Sub)

**Liberla Democrat:** Luckley (Chairman), Allison (Sub)





**COMMUNITY OVERVIEW AND SCRUTINY PANEL**

**THURSDAY 11 JULY 2013 AT 10.00 AM**

**PRESENT:** Councillor Mrs Luckley (Chairman) Councillors Mrs Bradley, Ellis, Mrs Prest, Scarborough, Miss Sherriff, Mrs Stevenson and Mrs Vasey

**ALSO**

**PRESENT:** Councillor Glover, Deputy Leader and Economy and Enterprise Portfolio Holder  
Councillor Ms Quilter, Culture, Health, Leisure and Young People Portfolio Holder  
Councillor Mrs Martlew, Environment and Transport Portfolio Holder  
Councillor Mrs Riddle, Communities and Housing Portfolio Holder  
Councillor Allison, Observer  
Councillor Bloxham, Observer  
Councillor Craig, Observer  
Councillor J Mallinson, Observer  
Councillor Watson, Observer  
Councillor Whalen, Observer  
Councillor Wilson, Observer

Mr Champion, Consultant (Arts Centre)  
Mr Eady, Knight, Kavanagh and Page  
Mr Irving, Riverside Carlisle  
Mr Taylor, Riverside Carlisle

**OFFICERS:** Deputy Chief Executive  
Director of Community Engagement  
Director of Resources  
Communities, Housing and Health Manager  
Overview and Scrutiny Officer

**COSP.44/13 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**COSP.45/13 DECLARATIONS OF INTEREST**

Councillor Mrs Luckley declared a registrable interest in accordance with the Council's Code of Conduct in respect of agenda item A.4 – Riverside Carlisle. The interest related to the fact that she was a City Council representative on the Riverside Carlisle Board.

Councillor Ms Quilter declared a registrable interest in accordance with the Council's Code of Conduct in respect of agenda item A.4 – Riverside Carlisle. The interest related to the fact that she was employed by Riverside Carlisle.

**COSP.46/13 MINUTES OF PREVIOUS MEETINGS**

**RESOLVED** – That the minutes of the meetings held on 30 May 2013 be agreed as a correct record of the meetings and signed by the Chairman.

## **COSP.47/13 CALL-IN OF DECISIONS**

The Chairman of the Community Overview and Scrutiny Panel reported that Executive Decision EX.69/13 from the Executive on 1 July 2013 concerning Arts Centre Development had been called-in by Councillors Ellis, Mrs Prest and Mrs Vasey.

The Executive had decided:

That the Executive:

1. Approved the Warwick Street Fire Station for development as an Arts Centre for Carlisle
2. Approved the increase in the capital programme from £586,000 to £1,064,500 for recommendation to Council, noting that the increase will be funded from additional capital receipts generated from the Asset Review Programme.
3. Approved the release of the current budget and re-profiling of the overall scheme, subject to Council approval above, with £50,000 being incorporated within the 2013/14 Capital Programme and £1,014,500 in the 2014/15 Capital Programme.
4. Delegate authority to the Portfolio Holder for Culture, Health, Leisure and Young People in consultation with the Director of Community Engagement to produce and progress the plans to deliver the Arts Centre as detailed in report CD.37/13.
5. Make report CD.37/13 available for consideration by the Community Overview and Scrutiny Panel.

The reason for the decision by the Executive was that Carlisle had a recognised weakness in “mid-scale” arts and entertainments programmes and, in line with the aim of the Carlisle Plan, now sought to develop a sustainable facility which would act as a focal point for creative arts complementing and supporting the existing offer in and around the City. That was in line with the vision and actions in the Carlisle Plan.

The reason given by the Members for the call-in was “Concerns over doubling of capital costs”.

The call-in Members explained that they were concerned that the increase in the capital programme was the only part of the Executive’s decision that was to be referred to Council. The Members believed that the proposed costs for the project had already doubled and from experience believed that costs would rise higher than the estimate provided. The report stated that the Council were committed to the project but gave no indication of who would run the centre, how it would be funded or who would use it. The call-in Members acknowledged that those issues would be addressed but they were of the opinion that the decision had been made before costs were known.

The Member advised that some Members had received a briefing from the Director of Community Engagement on the revenue implications for the Council but the Director had not been able to provide a full answer at that time.

It had also been decided by the Executive to delegate authority to the Culture, Health, Leisure and Young People Portfolio Holder to produce and progress plans to deliver the Arts Centre.

Call-in Members believed that the report suggested that scrutiny would have no role in the project as the decisions had been made. Discussions about revenue and potential users

had not been scrutinised by Councillors and if the decision had not been called in the decision would have become live.

The Culture, Health, Leisure and Young People Portfolio Holder advised that the report was the first step of a long process. The Arts Centre would tie in with the Carlisle Local Plan to make Carlisle a prosperous City and help to achieve a sports and arts showcase. The paper had taken over a year to produce and a range of venues had been explored. The Council had been investigating an arts centre since 2006 when a report was submitted to the Executive following a review by Roger Lancaster Associates.

The Culture, Health, Leisure and Young People Portfolio Holder stated that the report recently submitted to the Executive was the first step to ensure the capital costs and that additional money could be put into the budget. The figures provided were outline figures. The Executive wished to ensure that an arts centre would attract residents and tourists both now and in the future. The Portfolio Holder believed that Officers had looked at the building to ensure it was fit for purpose, there had been consultation with local residents who had provided positive feedback and there would be further reports in the future in respect of revenue, the business case and who would run the centre.

The report outlined the aims and ambitions of what the Executive wished to deliver.

A Member reminded Members that the City Council owned the fire station building so there would be no outlay to purchase the building.

A Member believed that the decision had been made and that there would be no further scrutiny on that decision. There was no business plan for the development and there was no indication of revenue costs. The report suggested that the project could be funded from the Asset Review Programme. However, the Member believed that the programme was to sell low return assets and invest the funds in high return assets. There was also no risk assessment included in the report.

The Portfolio Holder stated that the report indicated that the Executive were looking at the fire station as a possible venue. The Member pointed out that the decision stated that the Executive "Approved the Warwick Street Fire Station for development as an Arts Centre for Carlisle". The Portfolio Holder advised that the programme was at an early stage and if the figures did not stack up further along the process the Executive would come back with other proposals. However, the Executive wanted an arts centre and there was more than enough evidence of the need for an arts centre.

The Portfolio Holder stated that the Executive had been careful with the Council's budget over the past year and while they were aware that there were people in the City who were suffering they wished to ensure the Council achieved a good return on their money and created income streams.

A Member believed that the Council had adopted the PRINCE 2 method of project management. The report indicated that that process was not being followed. The Deputy Chief Executive advised that in the past PRINCE 2 had been used but there was currently a Corporate Project Board that managed projects alongside training in Microsoft Project for Officers. The Deputy Chief Executive outlined the remit of the group and advised that the group would report on the project to the Resources Overview and Scrutiny Panel.

A Member queried whether revenues had been investigated. The Deputy Chief Executive explained that the report did not go into the finer detail but that he would expect the project group would look at those issues. The group was set up with the Culture, Health, Leisure and Young People Portfolio Holder and looked at access and value for money to ensure that the project could be delivered alongside everything else.

A Member was reassured by the comments and whilst she was not against the proposal she believed there was insufficient information in the report for the Executive to make an informed decision.

The Environment and Transport Portfolio Holder believed that the scheme would give a better return on Council funds than present interest rates. She had been to a meeting that morning regarding the Sense of Place and advised that the people who attended were positive about the vision and development in Carlisle and believed that Carlisle should be a destination and not a gateway to somewhere else. The Portfolio Holder believed that Carlisle was out on a limb by not having an arts centre. Residents in the Rickergate area had been concerned about the future of the area but the present proposal had allayed those fears. The Portfolio Holder also believed that the proposal would provide an iconic building of which the people of Carlisle would be proud. She explained that the capital costs had increased following the submission of the architect's concept.

A Member stated that he was not against a new theatre and believed that the main reason for the failure of the Lonsdale project was that the building had been allowed to deteriorate to its present condition. The proposed arts centre would be in a residential area with a lot of people around and therefore he did not believe it was the right building.

The Deputy Leader advised that there had been a lot of work undertaken on the project and at the beginning costs were investigated. He highlighted a number of smaller theatres across the country which were very successful. The report had been submitted to the Panel for their involvement.

A Member stated that the information had not been available to all Members until the Executive report was published while others had been given a presentation prior to the Executive meeting. He confirmed that the decision had been called in as members were unclear from the report how the arts centre would be funded and by whom and how it would be run.

The Culture, Health, Leisure and Young People Portfolio Holder outlined the revenue funding as set out within the report. She believed that the arts centre would complement what was already in place and Officers had looked at similar projects in other areas.

The Director of Resources advised, in response to a query from a Member, that the financial figures in the report were a best estimate and were indicative of costs the Local Authorities incurred when running an arts centre. The figures were based on the arts centre being in the Methodist Hall and the Director advised that it was likely that the costs would change. Officers were looking to see what grants were available and a further report would be submitted at a future meeting.

The Deputy Leader acknowledged Members' concerns regarding costs but reiterated that the project was in its early stages and it would be difficult to provide precise figures at such an early stage.



The Environment and Transport Portfolio Holder reminded Members that the issue around the impact on residents had been raised. She believed that so long as the building was adequately sound-proofed there would not be any issues.

The Culture, Health, Leisure and Young People Portfolio Holder advised that she had met with residents on two occasions during the previous week all of whom had given positive feedback. The Portfolio Holder had also received a letter in support of the project.

The Environment and Transport Portfolio Holder, as a Ward Councillor, along with a fellow Ward Councillor, had also met with residents and advised that the majority were in favour of an arts centre on the site.

A Member stated that although the Director of Resources and the Deputy Leader had indicated how much had been put aside for the scheme there was no indication of how much the scheme was likely to cost and how the budget would be achieved.

The Deputy Leader confirmed that Officers, the Executive and the Panel would monitor the project to move the project forward.

A Member believed that the vision could be achieved and would be a major attraction and stimulus for the City. The arts centre could be a centre point for people across the district and would enrich the economic and cultural life of the City.

The Culture, Health, Leisure and Young People Portfolio Holder advised that Officers were working on a business plan for the arts centre but that it would not be ready in time for the next meeting of the Council. When the report was ready it would contain more information about revenue costs.

In response to a query from a Member the Director of Governance agreed to provide the latest revenue projections for the project as an addendum to the report to Council. Under those circumstances the Member was satisfied that matter was being addressed by the Executive and that it would not be necessary to refer the matter back to the Executive.

Members were satisfied that the Panel would be able to scrutinise the project and agreed that it would not be necessary to refer the matter back to the Executive or Council.

RESOLVED: That the matter shall not be referred back to the Executive and the decision shall take effect from the date of this meeting.

### **COSP.48/13 CHAIRMAN'S ANNOUNCEMENT**

The Panel agreed that, as there were outside representatives in attendance in respect of Agenda Items A.3 – Sports Provision in the District and A.4 – Riverside Carlisle, that those items would be considered before Agenda Item A.2 – Overview Report and Work Programme and A.5 – Arts & Culture Strategy (Arts Centre).

### **COSP.49/13 SPORTS PROVISION IN THE DISTRICT**

The Director of Community Engagement presented Report CD.41/13 that updated the Panel on the key findings of the Sports Facility Needs Assessment carried out across the City. The Report also provided background for a presentation given by Mr Eady from the consultancy company that had undertaken the assessment, King, Kavanagh and Page

(KKP). The Chief Executive of KKP had met with Members of the Panel in August 2012 at the commencement of its work and agreed to provide feedback.

The Director of Community Engagement introduced Mr Eady from KKP who provided a presentation on the key findings.

The key findings of the assessment were:

**Sports Halls** – There was a demonstrable need for an additional sports hall in Carlisle. The demand for sports halls was not meeting demand and that would be exacerbated further in 2016 and 2026 given the predicted increase in the population. Due to the dual use of the Sands Centre as a sports hall and arts and entertainment venue there was a shortage of consistently available space in the sports hall. That had a detrimental effect on other sports halls in Carlisle as they were constantly full due to lack of space across Carlisle. Longer term participation rates in sport were also affected, which in turn hindered the delivery of the Carlisle Sport and Physical Activity strategy.

**Swimming Pools** – There was a demonstrable need for a new 8 lane swimming pool alongside a smaller teaching pool. Although the study highlighted that supply was currently meeting demand, there were issues relating to the level of pool space which was available for community use. A further consideration was the level of quality of the swimming pool provision in Carlisle, with KKP's report highlighting the unwelcoming and dated nature of The Pools, which reduced demand. There were also concerns about the pools at Richard Rose Morton, Richard Rose Central Academy and Trinity.

**Health and Fitness** – There was a need to improve the current health and fitness offer in the district. Although the current fitness offer in Carlisle met with demand, the majority of the provision was in the private sector. More needed to be done to meet the needs of some of the more deprived communities, and to improve the quality of fitness provision in the district. Improving facilities for group fitness programmes (such as aerobics) would help to both increase income and drive up sport participation rates.

**Playing Pitches** – There was a demand for the development of at least one 3G football pitch in Carlisle and possibly two in a phased approach. The development of one or more 3G football pitches in Carlisle would allow for organised sports games to be played along with new formats of football at junior level. That approach would take the pressure off over-used playing pitches and allow local sports clubs to develop and expand. It would also free up sports hall space currently being used for five-a-side football, which should allow other sports the space and capacity to develop.

A list of consultees was appended to the report.

The finding of the consultant's work would be used to inform the production of a sports facility strategy and would contribute to achievement of the aim within the Carlisle Plan to "develop vibrant sports, arts and cultural facilities, showcasing the City of Carlisle."

In considering the report Members raised the following questions and comments:

- *There was no indication of support for disabled users. Were special facilities not required?*

Mr Eady explained that all new facilities were required to be compliant with the Disability Discrimination Act (DDA) and outlined some of the options available. He believed that the issue was a coaching issue rather than a facilities issue.

- *There was quite a lot of pay as you go provision around Carlisle but not a lot in rural areas.*

A market penetration exploration had been undertaken which indicated that many rural areas had not been reached and that there was room for sports facilities in those areas. Mr Eady confirmed that community centres had also been looked at and that information was included in the full report. The Director of Community Engagement advised that the report would be made available to Members in the near future as a number of the contributors had not yet seen the document.

- *The Sheepmount had not been included in the report.*

The Director of Community Engagement explained that the Sheepmount had been considered as part of the investigation.

- *The condition of the Pools had been a concern for a number of years. Would there be an increase in the cost of maintaining or repairing the pools?*

The Director of Community Engagement advised that there would be a marginal increase and that if there was a serious failure of the plant or equipment there would be a capital cost to the Council. The building was being maintained under the terms of the contract with Carlisle Leisure Limited. The Deputy Chief Executive explained that the contract with Carlisle Leisure Limited was due to end in 2017 and Carlisle Leisure Limited had been asked for their views on the facility and discussions had been held concerning the future of the Pools.

- *Football provision in primary schools was not included in the report.*

The Director of Community Engagement explained that all primary schools had been contacted by either letter or telephone and some had been visited in person. The Deputy Chief Executive added that football leagues would have been contacted and any primary school playing fields would be picked up in their comments.

In response to a query from a Member the Director of Community Engagement advised that the Disability Access Group would be contacted as part of the investigation.

RESOLVED – 1) That Report CD.41/13 be noted.

2) That the report from KKP be circulated to Members as soon as possible.

### **COSP.50/13 RIVERSIDE CARLISLE**

The Communities, Housing and Health Manager welcomed Mr Taylor and Mr Irving from Riverside Carlisle to the meeting.

The Director of Community Engagement submitted Report CD.38/13 that provided an update on joint working between Riverside Carlisle and Carlisle City Council.

The report updated the Panel on a number of areas of joint working including the Affordable Homes Programme, Disabled Facility Grants, Homelessness, Land Assets and Welfare Reform.

Mr Taylor advised that it was anticipated that by the end on 2013 Riverside would have an idea of the impact on residents of the Welfare Reform Act. Mr Irving explained that whilst the current affordable homes programme did not meet Riverside's aspirations they were working to identify land on which to build a pipeline of development.

The Panel scrutinised each of the areas of joint working in turn and raised the following comments and questions:

- *If people wish to downsize where are the available properties? There could be problems if younger and older people were mixed in the same area.*

Mr Taylor advised that Riverside were aware that such a mix was not always successful and that flats were more suitable for the current requirements of which there was a sufficient supply. Due to the Welfare Reform Act Riverside had seen a reduction in demand for 3 bedroom properties in some areas. Residents could use Cumbria Choice to access available properties. There could be difficulties if demand changed. Officers would continue to monitor any changes as a result of Welfare Reform and also the changes in benefits. Riverside would continue to use profiles to ensure the correct mix of residents.

Mr Taylor explained that Cumbria Choice gave details of all available properties then it was up to individuals to decide if the properties were of the quality and in an area where they wished to live. It was hoped that the system would lead to fewer refusals of properties. Due to the administration system there could a short time delay but Riverside continued to review the system and had no immediate plans to exit that system.

- *Anecdotal evidence was that there would be an increase in arrears.*

Mr Taylor advised that there had been a slight rise in the amount of arrears but overall Riverside was performing well and the level of arrears at the end of the financial year was the lowest than for some time. Mr Taylor explained that Riverside had contacted all tenants who would be affected by under-occupancy and had supported the 40-50 residents who had wished to move to a smaller property. Some of those that had opted to remain in their homes would struggle financially and Riverside officers would work with City Council officers to engage with those residents and support them.

- *What has been the impact on void levels?*

Mr Taylor stated that Officers were starting to see the impact and in particular the fall in demand for 3 bedroom properties in lower demand areas. Officers are starting to think about how changing needs can be resolved. Riverside believed there was a sufficient supply of 1 bedroom properties and were thinking about what to do with the 3 bedroom properties that they currently held. The houses could be re-designated if the third bedroom was small but that would create a loss of income for Riverside as their business plan assumed a level of income over a period of time. It would not be possible to re-designate whole areas but smaller pockets could be looked at.

- *What would be the impact of Welfare Reform of people in their 50s whose children had moved on and wished to remain in their properties?*

Mr Taylor believed that there would be an impact on that age group and such residents would be supported by Riverside and the City Council where necessary.

- *Some people affected by the Welfare Reform Act would not have been in the habit of paying any rental payments. Universal Credit would pass responsibility for rental payments to the tenant and it was likely that some would not pay on time. Would training be provided to prevent arrears building up and some explanation provided about the importance of making payments on time?*

Mr Taylor stated that Riverside had contacted all those tenants whose properties would be under-occupied from April 2013 and advice given on ways to pay their rent. If problems arose in the future the tenant would receive home visits offering advice on how to pay. There had been changes to the nature of Riverside's recovery process and the tenant would be notified as soon as a payment was late. Mr Taylor believed that in a year from now the picture would be clearer but tenants would be given several opportunities to pay their rent.

Universal Credit would also have a big impact on residents but it would be a gradual process and it was still not clear how the system would work. The Government had assured that systems would be in place to support vulnerable people. Riverside Group was also dealing with the matter and everyone was involved in the changes to the process.

- *Would it be possible to reinstate rent collectors?*

Mr Taylor explained that rent collectors calling on tenants had been an efficient method of collecting rent in the past, but these days it was not so safe to have someone carrying a large amount of money around the streets and stated that Riverside had a duty of care to its staff as well as its tenants.

- *Had there been an increase in the number of tenants taking in lodgers since Welfare Reform was introduced?*

Mr Taylor stated that only a few residents had taken that route. Riverside would consider young people in low wage employment sharing a house. There was a house share scheme county-wide but that tended to be older and younger people sharing a property.

- *Was there a system in place to check lodgers particularly when there were young children in the house?*

Mr Taylor explained that as tenants were given assured rights of occupations it was difficult as a landlord to interfere with who tenants allowed into their homes. Tenants would need to request permission to take in a lodger and if Riverside was aware of any antisocial behaviour issues they would need to consider how that information could be disclosed. Current vetting of potential tenants was quite intensive but due to data protection not all information was available to Riverside.

- *Under Housing Benefits regulations how would a contrived lodger be dealt with and would the income from the lodger be counted which would lead to the original tenant being no better off?*

Mr Taylor believed that it was a complex process and Officers had sought clarification prior to under-occupancy rules being changed. Having a lodger would affect a person's Housing Benefit situation. Riverside started a tenancy audit in 2012 and they were able to identify who was living in Riverside houses and offer advice where needed. The audit also ensured that the tenant named on the agreement was still living in the property and officers could also identify whether there was under-occupancy or repairs or support needed. Mr Taylor advised that there were approximately 1,000 units under-occupied the majority of which were under-occupied by 1 bedroom only. Therefore tenants in such properties would not be required to pay much more to stay in the property.

The Communities, Housing and Health Manager advised that work was being carried out across the Council with partner organisations to determine who was affected by the changes. The Riverside Board had identified potential arrears cases and it was expected that there could be some evictions by late autumn/early 2014. The Board had been looking at which groups would be most affected. They had also been monitoring the benefit cap that would be applied from mid July 2013 and how many families would be affected. Information was available from the Department of Work and Pensions but that information would need to be checked with the Housing Benefits and Council Tax teams. The Communities, Housing and Health Manager believed that potentially 161 children could be affected and Officers were looking at what kind of support would be required.

Mr Taylor advised that a lot of data was available across the Riverside Group regarding Welfare Reform which had been variable across the regions. Local connections were important to obtain data and maintain contacts.

The Deputy Chief Executive advised that the Welfare Reform Board was made up of representatives from the City and County Councils, the Department of Work and Pensions, job centre, Riverside and Impact Housing. The Board pulled together information and focussed on those people most affected.

- *As stated in the report there had been an increase in the number of applications to the Discretionary Housing Payment fund. Could that increase be met from the budget?*

The Communities, Housing and Health Manager agreed to provide Members with information relating to the increase to the Discretionary Housing Payment fund.

RESOLVED –1) That the Riverside Carlisle representatives be thanked for their input in the meeting and welcomed the update on the partnership;

2) That Report CD.38/13 be noted and the Panel would look forward to a further update in February 2014

3) That the Communities Housing and Health Manager provide Members with budgetary information relating to the Discretionary Housing Payments.

## **COSP.51/13 OVERVIEW REPORT AND WORK PROGRAMME**

The Scrutiny Officer presented report OS.16/13 which provided an overview of matters relating to the work of the Community Overview and Scrutiny Panel and included the latest version of the work programme and Key Decisions of the Executive which related to the Panel.

The Scrutiny Officer reported that:

- The Notice of Executive Key Decisions had been published on 31 May 2013. The following issues fell within the remit of this Panel:

KD.015/13 Arts and Culture Strategy – to be considered later in the meeting.

- The following Minute Excerpts had been received from the Executive's meeting held on 30 May 2013:  
EX.53/13 – CSP Partnership Plan

- The following Minute Excerpts had been received from the Executive's meeting held on 1 July 2013:  
EX.076/13 – Representatives on Outside Bodies which would be considered at a future meeting following the appointment of the Leader at Council on 16 July 2013.

- Task Groups – it was agreed that there would be two Task Groups during the coming year. Councillors Miss Sherriff, Mrs Luckley, Mrs Mallinson and Layden would be part of the Hate Crime Task Group. Councillors Mrs Prest, Mrs Stevenson and Mrs Vasey would be part of the Customer Access Task Group.

- Work Programme – The Overview and Scrutiny Officer presented the current work programme and advised that the Crime and Disorder Reduction Partnership would be considered at the meeting in March 2014. An updated report on transformation would be provided prior to the next meeting of the Panel. A report on CCTV would be considered at the meeting of the Panel on 22 August 2013. Although the Director of Community Engagement would not be available the Environment and Transport Portfolio Holder would be in attendance. A report on Community Centres would be considered at the meeting of the Panel scheduled for October 2013.

RESOLVED – 1) That, subject to the issues raised above, the Overview Report incorporating the Work Programme and Key decisions relevant to this Panel be noted;

## **COSP.52/13 ARTS AND CULTURE STRATEGY (ARTS CENTRE)**

The Director of Community Engagement submitted report CD.40/13 concerning the potential development of an Arts Centre for Carlisle. The matter had been considered by the Executive at their meeting on 1 July 2013 when they made the following decision:

That the Executive:

1. Approved the Warwick Street Fire Station for development as an Arts Centre for Carlisle

2. Approved the increase in the capital programme from £586,000 to £1,064,500 for recommendation to Council, noting that the increase will be funded from additional capital receipts generated from the Asset Review Programme.
3. Approved the release of the current budget and re-profiling of the overall scheme, subject to Council approval above, with £50,000 being incorporated within the 2013/14 Capital Programme and £1,014,500 in the 2014/15 Capital Programme.
4. Delegate authority to the Portfolio Holder for Culture, Health, Leisure and Young People in consultation with the Director of Community Engagement to produce and progress the plans to deliver the Arts Centre as detailed in report CD.37/13.
5. Make report CD.37/13 available for consideration by the Community Overview and Scrutiny Panel.

The Director of Community Engagement introduced Mr Hugh Champion to the Panel. Mr Champion was a recognised expert and development consultant in Arts Centres and had given advice and support whilst looking through the site options. The report commented upon the long history of exploring the idea of a mid-scale Arts Centre and performance venue in Carlisle, adding that the Carlisle Plan provided a pledge for the development of an Arts Centre within the City.

It was proposed that a venue be identified for an Arts Centre which could:

- bring a new performing arts and entertainment focus into the Carlisle, delivering an offer to the city and its wider hinterland.
- deliver exciting and developing programmes of quality arts and entertainments, aimed at building and broadening audiences.
- offer a varied range of opportunities for Carlisle residents as participants, creators and performers.
- stimulate local talent and build the profile of Carlisle and Cumbria's creative and digital industries sector. That would include supporting emerging, Carlisle based, commercial artists and designers.
- contribute distinctively to Carlisle's visitor offer, linking into, and being a resource for, festivals, events, projects and cultural providers.
- provide the foundation for future developments in arts and entertainment.

Having considered potential venues in Carlisle, the former Fire Station in Rickergate (a substantial building with straight forward structure on a prominent corner site on the edge of the historic quarter) was proposed as the preferred option.

Details of the proposed format, market potential, management and programme aspects, design concept and capital costs, and the anticipated timetable were provided.

In considering the report Members raised the following questions and comments:

- *Potential capital costs were included in the report. Was it in the Council's best interests to publish those figures prior to the project going out to tender? Who was preparing the tender documents? Would it be someone with specialist knowledge in that area?*

The Director of Community Engagement advised that advice had been sought from colleagues regarding whether the report should be considered in private. Whilst it was acknowledged that the information was sensitive it was agreed that it would not disadvantage the Council by considering the information in public. The Director did not



know whether there would be input from a technical specialist. Officers had been working on what the Council would like the Arts Centre to be.

- *The cooling off period appears to be one day only.*

The Director of Community Engagement explained that the tenders would be reviewed from 20 September 2013 and that would be the start of the cooling off period. That would give people time to amend their tender if necessary.

In response to a query the Director of Community Engagement advised that contingency had been built into the budget.

- *The plan shows a bar/cafe. Would a kitchen also be included?*

The Director of Community Engagement explained that the project was not yet at that level of detail.

The Deputy Chief Executive stated that Day Cummins had been commissioned to produce the plans for the Arts Centre. Their work allowed the Executive to decide upon a preferred site. The project would now follow the proper process before coming to a final decision. Funds were available in the 2013/14 budget for specialist advice and progress reports would be submitted to the Panel throughout the process.

- *Were similar Arts Centres elsewhere struggling or were they successful?*

Mr Champion advised that it was a difficult time for the arts generally. When he first became involved the option for the Arts Centre was the Methodist Hall. When the fire station was first proposed Mr Champion did not believe it would be suitable but after further investigation he was satisfied that the building would be suitable. However the Arts Centre would need to be run in a business like manner with the right skills. He believed that the Centre should draw in a large footfall with meetings, conferences and headline acts.

With regard to the bar and kitchen, Mr Champion stated that it was important that there was a good catering offer where people could meet after work. It was important that it was not seen as a service of the Council and would require good coffee and a welcoming atmosphere. Staff should be flexible and multi skilled as they would be required to cover a range of duties within the Centre.

- *Previous reports had emphasised the need for catering quality and volume. Had the use of volunteers been considered particularly when performances were taking place?*

The Director of Community Engagement explained that the Arts Centre would require supporters who could make a contribution. There would be an important role for the community to ensure the Arts Centre was a success. A core staff would be required but there would also be a role for volunteers.

Mr Champion advised that whilst volunteers were very useful it was important to consider how they were rostered and that they were of the relevant age group to the programme.

- *People looking for performing arts were generally older people.*

- *It was very difficult to gain profit from catering and only by selling high volumes and having tough terms and conditions for staff.*

Mr Champion agreed that it would be difficult and that the Centre would need to trade on the best and most interesting commodities and the best quality. A lot of people like working in the arts and the Council had the opportunity to build up a highly motivated staff. Mr Champion confirmed that people using the Centre should be charged competitive rates for rooms and equipment.

Mr Champion confirmed that the Arts Centre would complement other arts facilities in the area and the staff at the brickyard were keen to work with the Council on the Arts Centre.

- *There were a lot of students in Carlisle and the college was currently undertaking a £5.3m arts centre in the college.*
- *The college would provide learning skills that could then be displayed in public in the Arts Centre. As there was a mix of size of venues it would be ideal for students. As well as the college the Centre could also be used by the University's performing arts students and technical volunteers may be available from the university. The University would also be looking for practice and performance space.*

The Director of Community Engagement advised that a lot of work had been done with the University and they were eager to work with the Council on the Arts Centre. The Centre would enable students to stay in Carlisle as a stepping stone to a further career. A selection of high quality student work had been on display at the University.

Mr Champion believed that the Council had a good opportunity to build up a good working relationship with the educational institutions. Arts facilities within university campuses did not generally make a huge impact on the community but could be a good source of volunteers and a good way for students to gain experience.

- *Had the Green Room been consulted on the proposals?*

The Director of Community Engagement advised that the Green Room were interested in what the Council were undertaking and wanted to be part of a place where people would visit.

RESOLVED: That Report CD.40/13 – Arts and Culture Strategy (Arts Centre) be noted.

## **SUSPENSION OF STANDING ORDERS**

During consideration of the above Item of Business, it was noted that the meeting had been in progress for 3 hours and it was moved, seconded and RESOLVED that Council Procedure Rule 9, in relation to the duration of meetings be suspended in order that the meeting could continue over the time limit of 3 hours.

(The meeting ended at 1.05pm)

# Community Overview and Scrutiny Panel

Agenda  
Item:  
**A.2**

Meeting Date: 22<sup>nd</sup> August 2013  
 Portfolio: Cross Cutting  
 Key Decision: No  
 Within Policy and  
 Budget Framework  
 Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME  
 Report of: Overview and Scrutiny Officer  
 Report Number: OS 19/13

### Summary:

This report provides an overview of matters related to the Community O&S Panel's work. It also includes the latest version of the work programme.

### Recommendations:

Members are asked to:

- Decide whether the items on the Notice of Key Executive Decisions should be included in the Panel's Work Programme for consideration.
- Note the updates from the Task and Finish Groups and give formal approval to the Terms of Reference for the Hate Crime Review.
- Note and/or amend the Panel's work programme

### Tracking

Executive:	-
Overview and Scrutiny:	<b>22<sup>nd</sup> August 2013</b>
Council:	-

## 1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 2<sup>nd</sup> August 2013. The following issues fall into the remit of this Panel and full details are attached at **Appendix 1**:

**KD.018/13 Play Area Review**– this was due to be on the agenda for this meeting of the Panel but has now been deferred from the Executive meeting on 3<sup>rd</sup> September.

**KD.021/13 Application to World Health Organisation (WHO) for Healthy City Status (Phase VI)** - The Executive will be asked to approve the Council making an application for WHO Healthy City Status (Phase VI) at their meeting on 30<sup>th</sup> September 2013.

## 2. References from the Executive

The following references from the Executive meeting held on 5<sup>th</sup> August 2013 are attached at **Appendix 2**.

- EX.93/13 Representatives on Outside Bodies
- EX.84/13 Arts Centre Development

The addendum to the Executive report CD37/13 is also attached for information by the request of the Chair of the Panel.

## 3. Task Groups

### Customer Access Strategy Task Group

The Task Group met with the Director of Community Engagement and the Customer Services Manager on 2<sup>nd</sup> August 2013. A briefing note summarising the discussion is attached at **Appendix 3**. Members of the Panel are asked to note the progress made on the Strategy and agree the suggested way forward for the Task Group.

### Hate Crime Task Group

The Task Group held their initial meeting on 6<sup>th</sup> August 2013 to determine their Terms of Reference and scope the review. At the time of producing this report the Task Group are finalising their scope and a copy of the draft scoping document will be circulated separately.

## 4. Work Programme

The Panel's current work programme is attached at **Appendix 4** for comment/amendment. The Panel held a work programming session on the rise of their last meeting on 30<sup>th</sup> May and the work programme has been amended to reflect the outcomes of that session.

<b>Contact Officer:</b>	<b>Nicola Edwards</b>	<b>Ext: 7122</b>
<b>Appendices attached to report:</b>	<b>1. Notice of Key Decision</b>	
	<b>2. References from the Executive</b>	
	<b>3. Customer Access Strategy Briefing Note</b>	
	<b>4. Community O&amp;S Work Programme 2013/14</b>	

**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/RISKS: None**

Items relevant to the Community Overview and Scrutiny Panel:

**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.018/13
Decision Title:	Carlisle's Play Provision
Decision to be taken:	The Executive will be asked to decide on which option, identified in the review, to implement. This could mean a change of use to informal play space or football mini pitches in the appropriate locations.
Date Decision to be considered:	
Date Decision to be taken:	2 September 2013
Is the Decision Public or Private?:	The decision will be taken in public
Documents submitted for consideration in relation to the Decision:	The report of the Director of Local Environment will be available five working days before the meeting
Contact Officer for this Decision:	Director of Local Environment, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Environment and Transport (Councillor Mrs Martlew)
Relevant or Lead Overview and Scrutiny Panel:	Community Overview and 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](http://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.

Items relevant to the Community Overview and Scrutiny Panel:

**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.021/13
Decision Title:	Application to World Health Organisation (WHO) for Healthy City Status (Phase VI)
Decision to be taken:	The Executive will be asked to approve the Council making an application for WHO Healthy City Status (Phase VI)
Date Decision to be considered:	
Date Decision to be taken:	30 September 2013
Is the Decision Public or Private?:	The decision will be taken in public
Documents submitted for consideration in relation to the Decision:	The report of the Director of Community Engagement will be available five working days before the meeting
Contact Officer for this Decision:	Director of Community Engagement, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Culture, Health, Leisure and Young People (Councillor Ms Quilter)
Relevant or Lead Overview and Scrutiny Panel:	Community Overview and 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](http://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.

EXCERPT FROM THE MINUTES OF THE EXECUTIVE  
HELD ON 5 AUGUST 2013

**EX.93/13 REPRESENTATIVES ON OUTSIDE BODIES**  
(Non Key Decision)

**Portfolio** All areas

**Relevant Overview and Scrutiny Panel** Resources

**Subject Matter**

Pursuant to Minute EX.60/13, the Leader presented Report GD.39/13 seeking the nomination of Members to serve on various outside bodies. He reminded Members that the Executive had, on 31 May 2013, made appointments to outside bodies. A number of the bodies had not, however, been appointed to due to the sad death of the Leader of the Council, and a Member's resignation from a number of bodies.

The Leader moved the recommendations to fill the vacancies identified as set out at Appendix A to the report.

In addition, representation on the following bodies had been reconsidered following call in by the Community Overview and Scrutiny Panel on 20 June 2013 (Minute COSP.43/13 referred).

The Leader reported that:

Cumbria Health Scrutiny Committee:

Following investigation he was satisfied that Councillor Bowditch was making a very good contribution towards the work of the Committee. He had, however, asked Councillor Bowditch to look into links with the Community Overview and Scrutiny Panel, and to discuss that aspect with the Chairman.

Downagate Community Centre Management Committee:

Councillor Graham had held both the County and City places on the Management Committee, with Councillor Mrs Parsons having been co-opted onto the Committee last year.

It was considered that such an arrangement may be problematic moving forward, in addition to which the Leader recognised that representation on Community Centre Management Committees was an important mechanism for people to represent their local communities.

The Council had therefore written to the Secretary of Downagate Community Centre Management Committee to investigate the potential nomination of both Councillors Graham and Mrs Parsons to represent the Hayton and Great Corby and Geltsdale Wards on that body. The Executive would so move, subject to acceptance being forthcoming.

Local Government Association – Rural Commission:

Councillors Tickner and Layden

Tullie House Museum and Art Gallery Trust Board

Councillor J Mallinson had been nominated and the Leader was sure he would do an excellent job.

The Leader further stated that the appointment of Members to serve on the Market Management Group was dealt with under his Scheme of Delegation. The Leader advised that Councillor Mrs Bradley would replace him on the Group.

**Summary of options rejected**      None

**DECISION**

That the Executive agreed:

(1) That the City Council's representatives (to fill the vacancies) on the following bodies be as indicated:

<b>Outside Body</b>	<b>Representation</b>
Botcherby Community Centre Management Committee	Councillor Ms Patrick
Carlisle and District Citizens' Advice Bureau Trustee Management Committee	Councillor Ms Franklin
Cumbria Leadership Board	Councillor Glover Councillor Mrs Martlew (substitute)
The District Council's Network Assembly  NOTE: the DCN's Constitution states that the representative is usually the Leader of the Council or someone in an equivalent position	Councillor Glover Councillor Mrs Martlew (substitute)
Local Government Association – General Assembly	Councillor Glover Councillor Mrs Martlew (substitute)
Riverside Carlisle Board  NOTE: Council representatives can remain on the Riverside Board for a maximum of 9 years. Appointments or removals must be made in writing to the Secretary of the Carlisle Housing Association Board	Councillor P Atkinson



North Pennines Area of Outstanding Natural Beauty Partnership	Councillor Mrs Bradley
Solway Firth Partnership Board	Councillor Whalen

(2) That, in response to the call-in of Executive Decision EX.60/13 by the Community Overview and Scrutiny Panel, the Executive had reconsidered and agreed representation on the undernoted bodies as follows:

<b>Outside Body</b>	<b>Representation</b>
<p>Cumbria Health Scrutiny Committee</p> <p>NOTE: This is a joint Scrutiny Committee comprising representatives of the six District Councils in Cumbria and Cumbria County Council. The terms of reference require that Members should be full serving Members of Overview and Scrutiny Panels)</p>	Councillor Bowditch
Downagate Community Centre Management Committee	Councillor Graham; and Councillor Mrs Parsons (subject to the agreement of the Management Committee)
<b>Outside Body</b>	<b>Representation</b>
<p>Local Government Association – Rural Commission</p> <p>NOTE: The Council is entitled to nominate two representatives, either two Members or one Member and one Officer with the first named Member being allocated the vote)</p>	Councillor Tickner Councillor Layden
Tullie House Museum and Art Gallery Trust Board	Councillor Tickner Councillor J Mallinson

(3) That it be noted that Councillor Mrs Bradley would replace the Leader on the Market Management Group.

### **Reasons for Decision**

To make appointments to Outside Bodies for 2013/14

**EXCERPT FROM THE MINUTES OF THE EXECUTIVE  
HELD ON 5 AUGUST 2013**

**EX.84/13      ARTS CENTRE DEVELOPMENT**  
(Key Decision – KD.015/13)

**Portfolio**      Culture, Health, Leisure and Young People

**Relevant Overview and Scrutiny Panel**      Community

**Subject Matter**

Pursuant to Minute EX.69/13, the Culture, Health, Leisure and Young People Portfolio Holder submitted report CD.37/13 concerning the potential development of an Arts Centre for Carlisle.

The Culture, Health, Leisure and Young People Portfolio Holder reiterated the background to the matter, commenting upon the long history of exploring the idea of a mid-scale Arts Centre and performance venue in Carlisle. She added that the Carlisle Plan provided a pledge for the development of an Arts Centre within the City.

It was proposed that a venue be identified for an Arts Centre which could:

- bring a new performing arts and entertainment focus into the Carlisle, delivering an offer to the city and its wider hinterland.
- deliver exciting and developing programmes of quality arts and entertainments, aimed at building and broadening audiences.
- offer a varied range of opportunities for Carlisle residents as participants, creators and performers.
- stimulate local talent and build the profile of Carlisle and Cumbria's creative and digital industries sector. That would include supporting emerging, Carlisle based, commercial artists and designers.
- contribute distinctively to Carlisle's visitor offer, linking into, and being a resource for, festivals, events, projects and cultural providers.
- provide the foundation for future developments in arts and entertainment.

Having considered potential venues in Carlisle, the former Fire Station in Rickergate (a substantial building with straight forward structure on a prominent corner site on the edge of the historic quarter) was proposed as the preferred option.

Details of the proposed format; market potential; management and programme aspects; design concept and capital costs; and the anticipated timetable were provided.

The Culture, Health, Leisure and Young People Portfolio Holder reported that this was the first stage of the process and clearly more work was needed on aspects, including the building, revenue stream, consultation with the community and the involvement of external funding

opportunities. She further commented upon the considerable support and positive debate which had ensued on the matter.

Following the 1 July 2013 meeting of the Executive, Councillors Ellis, Mrs Prest and Mrs Vasey had called in for scrutiny Executive Decision EX.69/13. The Community Overview and Scrutiny Panel had, on 11 July 2013, considered the decision and resolved "That the matter shall not be referred back to the Executive and the decision shall take effect from the date of this meeting."

At that same meeting, the Panel had resolved that Report CD.40/13 – Arts and Culture Strategy (Arts Centre) be noted.

Copies of Minute Excerpts COSP.47/13 and COSP.52/13 had been circulated.

The Culture, Health, Leisure and Young People Portfolio Holder further drew attention to the Addendum to Report CD.37/13 which outlined the revenue profile for the Arts Centre over a three year period, including the revised profile for the 2013/14 financial year as requested by the Community Overview and Scrutiny Panel on 11 July 2013.

Within the pre build 2013/14 year, £58,000 programme investment would support the delivery of a pilot programme promoting the space, assessing audience / market reaction and testing what worked; and meet costs associated with commissioning artists, materials, infrastructure e.g. staging and lighting, and room hire.

The Chairman of the Community Overview and Scrutiny Panel confirmed that the project was looked at twice during the July 2013 meeting. The reason for the call-in was "concerns over the doubling of capital costs". That figure had increased by over £478k and the questioning was, in the main, around the need for a Business Plan, indication of revenue costs, the suggestion that the project could be funded from the Asset Review Programme and there being no risk assessment included within the report.

The Portfolio Holder had advised that the programme was at an early stage and, if the figures did not stack up further along the process, the Executive would come back with other proposals. The Environment and Transport Portfolio Holder who also attended believed that the scheme would give a better return on Council funds than present interest rates.

The Chairman added that, following further questioning, Members were satisfied that the Panel would continue to be able to scrutinise the project as it progressed and agreed that it was not necessary to make reference back to the Executive.

The second scrutiny later on the Agenda was principally around the detail of the activities planned for the Centre, which questioning was assisted by the attendance of an Arts Consultant employed by the Council to advise on the project. He felt overall that the Council, particularly if they built up a good relationship with other institutions in the field, had an opportunity to produce a worthwhile facility.

In conclusion, the Chairman reported that she would bring the Addendum referred to above to the Panel's attention when they next met.

In response, the Culture, Health, Leisure and Young People Portfolio Holder welcomed the Chairman's comments. The Executive was very conscious of the need to secure value for money and to create jobs. She gave an assurance that the project would be the subject of robust scrutiny over the coming months.

By moving the recommendations set out in Report CD.37/13 and the Addendum thereto, the Culture, Health, Leisure and Young People Portfolio Holder said that the Council was taking steps towards the provision of a new and exciting initiative for Carlisle.

**Summary of options rejected**      None

## **DECISION**

That the Executive:

1. Approved the Warwick Street Fire Station for development as an Arts Centre for Carlisle;
2. Approved the increase in the capital programme from £586,000 to £1,064,500, for recommendation to Council, noting that the increase would be funded from additional capital receipts generated from the Asset Review Programme;
3. Approved the release of the current budget and re-profiling of the overall scheme, subject to Council approval above, with £50,000 being incorporated within the 2013/14 Capital Programme and £1,014,500 in the 2014/15 Capital Programme;
4. Delegated authority to the Portfolio Holder for Culture, Health, Leisure and Young People in consultation with the Director of Community Engagement to produce and progress the plans to deliver the Arts Centre as detailed in report CD.37/13;
5. Noted the re profiling of the existing budgets to future years, as detailed in the Addendum to Report CD.37/13;
6. Noted the use of the 2013/14 budget provision to fund current arts activity and for the development of a pilot arts programme.

## **Reasons for Decision**

Carlisle had a recognised weakness in 'mid-scale' arts and entertainments programmes and, in line with the aim of the Carlisle Plan, now sought to develop a sustainable facility which would act as a focal point for creative arts complementing and supporting the existing offer in and around the City. That was in line with the vision and actions in the Carlisle Plan

The three year profile was provided to satisfy the requirements of the Community Overview and Scrutiny Panel by giving details of how the Arts Centre would be funded and the net revenue contribution that was required from the City Council to pump prime the development of a vibrant arts and cultural facility that showcased the City of Carlisle

# ADDENDUM REPORT TO CD 37/13



## Report to Executive

Agenda  
Item:

Meeting Date: 5 August 2013  
Portfolio: Culture, Health, Leisure and Young People  
Key Decision: NO (However the original report CD37/13 is a key decision)  
Within Policy and Budget Framework: YES  
Public / Private: Public

Title: ARTS CENTRE DEVELOPMENT  
Report of: The Director of Community Engagement  
Report Number: CD 37/13

### Purpose / Summary:

This addendum outlines the revenue profile for the arts centre over a three year period including the revised profile for the 2013/14 financial year as requested by the Community Overview and Scrutiny Panel of the 11<sup>th</sup> July 2013.

### Recommendations:

It is recommended that Executive:

1. Note the re profiling of the existing budgets to future years.
2. Note the use of the 2013/14 budget provision to fund current arts activity and for the development of a pilot arts programme.

### Tracking

Executive:	5th August 2013
Overview and Scrutiny:	
Council:	

## **1. BACKGROUND**

- 1.1** The Chairman of the Community Overview and Scrutiny Panel reported that Executive Decision EX.69/13 from the Executive on 1 July 2013 concerning Arts Centre Development had been called-in by Community Overview and Scrutiny Panel as members were unclear about how the arts centre would be funded. This addendum provides the latest Art Centre “revenue” profiles as requested by COSP.

## **2. REVENUE PROFILE**

- 2.1** To ensure long term stability and success of the Arts Centre it is envisaged that some revenue support will be required from external sources and the City Council. According to Arts Council England, it is has been the experience of similar facilities in other parts of the country that sustainable use and ticket sales take a number of years to develop and to be properly established. As part of the 2013/14 revenue budget approved by Council in February 2013, recurring revenue funding for the Arts Centre scheme was approved with £129,000 for 2013/14, £104,000 for 2014/15 and £159,000 for 2015/16 and beyond. In due course a further report will be prepared for the Executive detailing the estimated on-going revenue costs.
- 2.2** Estimated revenue cost at this stage are based on a cautious approach. Income from ticket sales and hires and the year on year increase in years two and three are relatively modest.
- 2.3** Similarly building heating, lighting and maintenance costs have been modelled on a building of similar size and age. It is likely however, on the completion of capital refurbishment, that heat, light and maintenance costs may be less.
- 2.4** Likewise other operational costs, such as staffing, are modelled on a building of similar size. On completion of refurbishment it is envisaged that the interior design and layout will lend itself to been run more efficiently by a small core staff team.
- 2.5** As part of a commitment to support local skills and training through the arts, and specifically at the Arts Centre, it is proposed that an apprenticeship will be offered to complement the operational and management team.
- 2.6** Although no final decision has been made about governance at this stage, trustee expenses are indicative.

- 2.7 Appendix one profiles the revenue costs of the arts centre over a three year period and shows the net cost to the City Council in each year. Costs associated with the use of the building, licensing, insurance and event delivery are included as are allowances for marketing, programme investment and specialist art consultancy. Management costs of £50,000 are cost neutral, as they are offset by income from seconded staff in kind.
- 2.8 The figures in year one (2013/14) have been updated to reflect 2013/14 activity in setting up the Arts Centre and pilot arts programme during this period. These changes reflect deleting the income from ticket sales, hire of performance space etc during 2013/14 being matched by a reduction in expenditure on planned maintenance, repairs, etc.
- 2.9 Within the pre build 2013/14 year, £58,000 programme investment will support the delivery of a pilot programme that promotes the space, assesses audience/ market reaction and tests what works. It includes meeting the costs associated with commissioning artists, materials, infrastructure, e.g. staging and lighting and room hire.
- 2.10 A key element of the pilot programme process will be local involvement by residents and community/voluntary sector groups and the establishment of a network of supporters and committed volunteers.
- 2.11 This approach is designed to support the future sustainability of the arts centre, including income from hire of performance space.
- 2.12 Building on the back of established relationships developed to support the delivery of the pageant, the pilot programme will operate from the engine shed and gym; with outreach work taking place in Carlisle's urban and rural communities to ensure that the cultural offer is accessible and open to all.

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

- 3.1 The three year revenue profile is provided to satisfy the requirements of COSP by giving details of how the Arts Centre will be funded and the net revenue contribution that is required from the City Council to pump prime the development of a vibrant, arts and cultural facility that showcases the City of Carlisle

- 3.2** In order to progress this it is proposed that Executive:
1. Note the re profiling of the existing budgets to future years.
  2. Note the use of the 2013/14 budget provision to fund current arts activity and for the development of a pilot arts programme

**4. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

- 4.1** This project will deliver Action 1 ‘to deliver a city centre Arts Centre and therefore contribute to meeting one of the Council’s key corporate objectives ‘**We will develop vibrant sports, arts and cultural facilities, showcasing the City of Carlisle**’

**Contact Officer: Keith Gerrard Ext: 7350**

**Appendices attached to report: Appendix 1: Indicative “Revenue” Income & Expenditure**

**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/RISKS:**

**Chief Executive’s -**

**Economic Development –**

**Governance –** The Local Government Act 2000 (Section 2) provides that the Council has the power to do anything which it considers likely to achieve the promotion or improvement of the economic, social or environmental well-being of its area. The power may be used in relation or for the benefit of the whole or any part of the community or all or any persons present or resident in the Council’s area. The Council is able to incur expenditure in relation to the Fire Station as it owns the said property. In exercising the power, the Council must have regard to its Community Strategy.

The future use of the premises as an Arts and entertainment venue is subject to the planning and licensing regulatory regimes and it is important that these are accounted for prior to significant commitment and expenditure. Goods, services and works must be properly procured and contracts should be subject to appropriate terms and conditions.

**Local Environment – None**



**Resources** – As set out in paragraph 2.1 of the report, revenue funding has been approved for the development of a City Arts Centre, with funding allocated of £129,000, £104,000 and £159,000 for years 2013/14, 2014/15 and 2015/16 onwards. This report advises Members of the need to re-profile these budgets into future years, as set out in Appendix 1, and in line with the programme of structure work required to the preferred site. This will be considered as part of the 2014/15 budget process.

The Executive are also asked to note the use of the 2013/14 budget provision (£129,000) to fund in year arts activity and for the development of a pilot arts programme for the venue.

A further report will be presented to a future Executive providing the detailed on-going operational costs of running the venue, once confirmed.

## REVENUE PROFILE FOR THE ARTS CENTRE

## APPENDIX ONE

Table 1: Revenue expenditure years 1 to 3

Revenue Expenditure	Pre Build (2013/14)	Year 1 (2014/15)	Year 2 (2015/16)	% Increase	Year 3 (2016/17)	% Increase	Comments
Planned maintenance	£0	£23,000	£23,000	0.00%	£23,000	0.00%	Based on a building of similar age and condition
Reactive maintenance	£1,500	£16,000	£16,000	0.00%	£16,000	0.00%	Based on a building of similar age and condition
Energy Costs	£3,000	£36,000	£36,000	0.00%	£36,000	0.00%	Based on 70-100% use of building. Will be dependent on level of program delivered.
Cleaning	£500	£16,000	£16,000	0.00%	£16,000	0.00%	Based on 20 hours per week at £15 per hour (gross). May vary dependent on programme of events.
Rates	£5,000	£5,000	£5,000	0.00%	£5,000	0.00%	Rates reduced from £13,000 to £5,000 to account for rate relief.
Marketing	£15,000	£20,000	£20,000	0.00%	£20,000	0.00%	
Programme investment	£58,000	£30,000	£30,000	0.00%	£10,000	-66.67%	To develop and establish a programme of events
Management	£50,000	£50,000	£50,000	0.00%	£50,000	0.00%	This expenditure is offset by Seconded staff in kind income.
Apprentice	£20,000						Maximum costs for an apprentice for 2 years. Year 1 cost of £6,400 then year 2 is age dependent and could range from £7,500 to £13,700. As post would be 2 years, it is likely some budget would require carried forward at the year end - (see para 2.5 above).
Trustee expenses	£0	£10,000	£10,000	0.00%	£10,000	0.00%	this takes into account of potential cost associated with use of a trust governance model - such as allpied at Tullie House. Howver no governace decsion has been made at this stage (see para 2.6 above)
Licences	£1,000	£3,000	£3,000	0.00%	£3,000	0.00%	Performing Rights Society licences, PPL, alcohol licence.
Security / Event security	£1,000	£10,000	£10,000	0.00%	£10,000	0.00%	Building security / Front of House security - variable depending on events held.
Insurance	£3,000	£3,000	£3,000	0.00%	£3,000	0.00%	Buildings / Contents / Public Liability / Events - likely to vary depending on events held
IT / Telephone	£1,000	£5,000	£5,000	0.00%	£5,000	0.00%	
Specialist Arts Consultancy	£20,000	£20,000		0.00%	£0	0.00%	
<b>Revenue Costs</b>	<b>£179,000</b>	<b>£247,000</b>	<b>£227,000</b>		<b>£207,000</b>		

Table 2: Revenue Income years 1 to 3

Revenue Income	Pre Build (2013/14)	Year 1 (2014/15)	Year 2 (2015/16)	% Increase	Year 3 (2016/17)	% Increase	Comments
Arts Council Grant	£0	£30,000	£30,000	0.00%	-		50:50 match funding. Likely to be able to use seconded staff as match funding.
Cafe/Bar (net)	£0	£8,000	£9,000	12.50%	£10,125	12.50%	Costs of running the bar have been factored in. E.g. Licences, health and safety, regulations met to allow catering and alcohol to be supplied, stock, staffing, set up costs.
Seconded staff in kind (i)	£30,000	£30,000	£30,000	0.00%	0		This income is used to offset Management costs
Seconded staff in kind (ii)	£20,000	£20,000	£20,000	0.00%	£0	-100.00%	This income is used to offset Management costs
Managed work space	£0	£5,000	£5,625	12.50%	£6,328	12.50%	
Performance space hire	£0	£3,000	£3,375	12.50%	£3,797	12.50%	
Performance ticket sales	£0	£5,000	£5,625	12.50%	£6,328	12.50%	
Rehearsal hire	£0	£2,000	£2,250	12.50%	£2,531	12.50%	
Fundraising and sponsorship	£0	£15,000	£16,875	12.50%	£18,984	12.50%	
<b>Revenue Income(including in kind)</b>	<b>£50,000</b>	<b>£118,000</b>	<b>£122,750</b>		<b>£48,093</b>		<b>12.5% increase based on expected increase in programme.</b>

Table 3: Net Revenue Costs years 1 to 3

Description	Pre Build (2013/14)	Year 1 (2014/15)	Year 2 (2015/16)	% Increase	Year 3 (2016/17)	% Increase	Comments
<b>Net revenue costs</b>	<b>£129,000</b>	<b>£129,000</b>	<b>£104,250</b>		<b>£158,907</b>		<b>Net Revenue Cost to the Council</b>
<b>Current Budget Approved</b>	<b>£129,000</b>	<b>£104,000</b>	<b>£159,000</b>		<b>£159,000</b>		
<b>Additional cost/(Saving)</b>	<b>£0</b>	<b>£25,000</b>	<b>-£54,750</b>		<b>-£93</b>		

It is proposed that the budgets approved through the 2013/14 budget process are moved forward a year, and the budget approved for 2013/14 is used to start developing and delivering a programme of events in the Fire Station prior to the capital works commencing.

**Customer Access Strategy – Task & Finish Group  
Briefing Note for Panel 22<sup>nd</sup> August 2012**

1. Cllrs Prest, Stevenson and Vasey were appointed by the Panel on 11<sup>th</sup> July to the Task Group to look at the Customer Access Strategy.
2. The Task Group held a meeting on 2<sup>nd</sup> August 2013 with the Customer Services Manager, Jill Gillespie and the Director of Community Engagement, Keith Gerrard. Prior to the meeting the Customer Access Strategy document was circulated to Task Group members. (copy attached)
3. The Customer Services Manager explained to the Task Group that the Strategy had been developed in order to focus on customers and their needs and tied in with the Carlisle Plan.
4. The Customer Contact Centre was developing into a One Stop Shop for services in the district. Currently Cumbria County Council (Adult Social Care), Cumbria Constabulary, Passport Service and the CAB had presence in the centre. Closer links were also being developed with Carlisle Law Centre.
5. The foyer in the Civic Centre was currently undergoing an overhaul. Triage Receptionists are being introduced in order to filter and signpost customers. This will ensure that the most in need will receive support and advice required. There is evidence that previously people have left the Civic Centre without seeing an Adviser.
6. Self service kiosks are to be placed in the Contact Centre and customers will be encouraged to use the kiosks for straightforward tasks which will free up Advisers time for those with more complicated queries. It is hoped that eventually kiosks will be available in community settings, eg Community or Parish Centres.
7. More tasks can now be completed on-line and it is expected that over time less and less people will need to visit the Civic Centre as more routine enquiries will be undertaken in this way.
8. Members of the Task Group agreed that there was little that they could do to add value to the area. They commended the work and enthusiasm of the Customer Services Manager and her staff.
9. It was agreed that each of the Members would spend an hour in the Contact Centre to experience first hand the service and that the Task Group would reconvene in February 2014 to be updated in the implementation of the Action Plan.

Nicola Edwards  
Overview and Scrutiny Officer

# **Customer Access Strategy**

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

<b>Objectives</b>
<p><b>1. The customer experience will be of the highest possible standard</b></p> <p>Using customer information to shape service delivery around our customers' needs so that they are delivered responsibly, accurately and cost effectively (All residents of Carlisle can confidently and easily access all the council's services they need. This should be in a timely and appropriate manner, irrespective of where they live, their skills knowledge and ability)</p>
<p><b>2. Customer access will be supported by the most appropriate use of new technologies</b></p> <p>Ensuring that we are an efficient and effective Council. One that continually reviews its processes and technological requirements to deliver cost efficient quality services in a timely manner that are appropriate to customers.</p>
<p><b>3. Achieve effective and appropriate collaboration with partners</b></p> <p>Proactively seeking out opportunities to work collaboratively with our partners to continually improve access to information and services provided to our customers.</p>
<p><b>4. Achieve channel shift across the whole of the customer base</b></p> <p>Encouraging self service where this is appropriate, for those who are able to contact the Council in this way, and publishing our achievements.</p>
<p><b>5. Learning, development and training</b></p> <p>Providing empowered, well-trained, professional and knowledgeable staff to support the delivery of services and assist customers to be confident and competent users of ICT based access.</p>

**1. The customer experience will be of the highest possible standard**

<b>Action</b>	<b>Requiring</b>	<b>Timeline</b>	<b>Responsible Officer</b>
<p>Agree and introduce clear service standards across all aspects of customer contact.</p>	<p>Ensure that services are focussed fully around the needs of the customer by :</p> <ul style="list-style-type: none"> <li>• Review of face to face, telephony and web performance standards and monitoring mechanisms (such as mystery shoppers etc) across all access channels within all services.</li> <li>• Review use of customer insight to give us an accurate understanding of the customer profile (i.e. focus groups, feedback cards, CRM, complaints, compliments and comments).</li> </ul>	<p>April 2013</p>	<p>Steven O'Keefe (SO)/Jill Gillespie (JG)</p>
<p>Re-engineer processes, in order to improve first point of contact resolution and improve right first time resolution.</p>	<ul style="list-style-type: none"> <li>• Re-design services and re-engineer processes and procedures via Lean Systems thinking methodology.</li> <li>• Introduce Rapid Improvement Events</li> </ul>	<p>Jan 2012 onwards</p>	<p>Jill Gillespie/Service Managers</p>

All customer service requests, requests for information and advice to be co-ordinated through the customer contact centre and recorded on CRM in the first instance.	<ul style="list-style-type: none"> <li>Officers and Members should take details from customers and then direct the details through the customer contact centre.</li> </ul>	May 2012 onwards	SO/JG
Introduce systematic use of CRM intelligence	<ul style="list-style-type: none"> <li>Feed into covalent for a holistic view of customer needs.</li> </ul>	Jan 2012 onwards	SO/JG

<b>Customer access will be supported by the most appropriate use of new technologies</b>			
<b>Action</b>	<b>Requiring</b>	<b>Timeline</b>	<b>Responsible Officer</b>
<p>Use technology to support and enhance customer access and service delivery.</p> <p>Set up an Automating Services Project Board to support new ways of working/service delivery using new and emerging technology.</p>	<p>Cross service/departmental work package</p> <p>Consider opportunities, and challenges associated with the greater use of the current and anticipated new technologies/social media to communicate and engage with customers:</p> <ul style="list-style-type: none"> <li>Devise and introduce mobile App technology for services, e.g. Housing App, Carlisle People App.</li> <li>Undertake primary and secondary research, including: <ul style="list-style-type: none"> <li>Identifying and evaluating good practice</li> <li>focus groups,</li> </ul> </li> </ul>	2012/13	JG

	<ul style="list-style-type: none"> <li>○ market testing,</li> <li>○ officer work groups</li> <li>○ Member workshops</li> <li>○ Young People's workshops</li> </ul>		
Devise, agree and implement new working practices across all customer contact locations, including Community venues.	Resourced implementation action plan in line with Transformation programme.	April 2013	JG



### 3. Achieve effective and appropriate collaboration with partners

Action	Requiring	Timeline	Responsible Officer
Review and evaluate all collaboration opportunities	<p>Working group with Customer Contact service to be a major part of:</p> <ul style="list-style-type: none"> <li>• Identify areas of similarity/dissimilarity and potential barriers to implementation with partners</li> <li>• Evaluate greater customer access collaboration with (for example) CDRP, Police, DWP, Public Health Partners, Voluntary Sector, Riverside, YMCA, Salvation Army.</li> <li>• Further asset/accommodation sharing with partners, e.g. Post Office Counters, Job Centre Plus.</li> <li>• Examine collaborative opportunities to minimise the potential effects of the Welfare Reform Bill.</li> </ul>	Nov 2012 onwards	All
Develop a shared vision with partners for excellent customer access in Carlisle and seamless customer service delivery	<ul style="list-style-type: none"> <li>• Establish combined customer forums and integrate consultation activity. Share feedback and research.</li> <li>• Agree common signage across access channels supporting customers with learning, language or literacy difficulties or sensory loss to access services.</li> <li>• Share customer issues with all stakeholders to enable total resolution for customers in a cost effective way. Utilising customer information in accordance with the data protection act to overcome mutual issues which involve stakeholders.</li> </ul>	March 2013	JG

Rationalise and improve co-location of services with other partners.	Multi Agency Framework Model Approach.	Developed December 2012	JG
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<b>4. Achieve channel shift across the whole of the customer base</b>			
<b>Action</b>	<b>Requiring</b>	<b>Timeline</b>	<b>Responsible Officer</b>
An enhanced website facility ensuring consistency of terminology and up to date service information.	<ul style="list-style-type: none"> <li>Insight from customer groups (Youth Zone, Age UK, Focus Groups)</li> <li>Best practice from websites</li> </ul>	April 2013 onwards	SO/JG
Reduce the digital divide by extending electronic access to services through community centres, village halls, leisure centres, etc.	<ul style="list-style-type: none"> <li>Feedback from Community Centre projects including community web development.</li> </ul>	April 2013	Mark Whitowrth (MW)/JG
Promote and market new ways of accessing services to help customers to become confident in accessing services in new ways.	<ul style="list-style-type: none"> <li>Engagement of customers in the design and review, management and delivery of services, and the development of access channels and local customer facilities.</li> <li>Use of Triage Reception roles to promote online facilities to customers</li> <li>Use feedback as part of service design, development and delivery</li> </ul>	April 2013	Emma Titley (ET)/Jill Gillespie

	<ul style="list-style-type: none"> <li>Developing, embedding and encouraging self serve via an enhanced website and mobile Apps.</li> </ul>		
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Learning, Development and Training			
Action	Requiring	Timeline	Responsible Officer
Put customer access at the heart of all aspects of Council service delivery.	<ul style="list-style-type: none"> <li>Introduce customer service training as part of induction process.</li> <li>Develop customer service training package to be incorporated into training, appraisals etc.</li> <li>Build a customer centric authority with a focus on putting the customer first.</li> </ul>	April 2013	ET/JG
Deliver services through a committed, well	<ul style="list-style-type: none"> <li>Embedded through all frontline</li> </ul>	Ongoing	ET/JG

trained and motivated workforce.	services.		
Implement a comprehensive change management process to support staff through a period of rapid and substantial change particularly in the area of welfare reform.	<ul style="list-style-type: none"> <li>• Mentoring process to cascade throughout authority.</li> </ul>	Jan 2013 onwards	ET/JG
Incorporate a “train the trainer” approach to cascade Lean Systems Thinking methodology through the authority to promote customer centric service improvements.	<ul style="list-style-type: none"> <li>• Train the trainer training through Lean programme.</li> <li>• Rapid Improvement Events identified.</li> </ul>	Developed Jan 2012 onwards	JG
Improve internal communications and increase the capacity for staff to help shape the improvement of services.	<ul style="list-style-type: none"> <li>• Challenge &amp; Change Group</li> <li>• Staff briefings</li> <li>• Information cascade back and forward via team meetings, DMT, etc, management briefings etc.</li> </ul>	March 2013	JG
Ensure that performance management information, key indicators and monitoring systems are fed into covalent to measure our progress toward achieving excellence in customer access.	<ul style="list-style-type: none"> <li>• Data collected for quality and quantity measurement.</li> <li>• Goals to ensure constant improvement in delivery of services.</li> <li>• In line with ongoing service reviews and customer expectations.</li> </ul>	April 2013	JG
Ensure equality of Diversity training for all	<ul style="list-style-type: none"> <li>• Hard to reach groups</li> </ul>	2012/13	SO/JG

<p>staff to deliver an appropriately sensitive service to a diverse community with diverse requirements.</p>	<ul style="list-style-type: none"><li>• Community Resource Centre, Hostels</li><li>• Age UK, Youth Zone, CLL, Tullie House, Community Venues</li><li>• Disability groups</li><li>• In collaboration with partners – Police, Voluntary Sector, Riverside, YMCA, Salvation Army, County Council</li></ul>		
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# COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 08 August 2013

Issue	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		30	11	22	3	14	9	13	27
								May	Jul	Aug	Oct	Nov	Jan	Feb	Mar
Community Centres				✓							✓				
<b>FUTURE MEETINGS</b>															
Carlisle's Play Provision Action Plan		✓					To consider report detailing review of play pitches and to consider the options indentified. Date TBC								
Tullie House Trust					✓		Business Plan 2013/14 - 2016/17					✓			
Revenue & Benefits Services	✓				✓		Report detailing pressures and performance of service				✓				
Benefits Advice Service					✓		Report detailing cost and impact of service				✓				

# COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

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	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		30	11	22	3	14	9	13	27
								May	Jul	Aug	Oct	Nov	Jan	Feb	Mar
Riverside Carlisle				✓				✓					✓		
Arts Centre		✓						✓							
Localisation of Council Tax															
Budget 14/15 - 18/19		✓	✓								✓				
Transformation					✓	✓				✓					

# COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 08 August 2013

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	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		30	11	22	3	14	9	13	27
								May	Jul	Aug	Oct	Nov	Jan	Feb	Mar
							13	13	13	13	13	14	14	14	
Crime and Disorder Reduction Partnership	✓		✓							?	?			✓	
Scrutiny Annual Report			✓		✓									✓	
<b>COMPLETED ITEMS</b>															
Sports provision in the District			✓					✓							
Shaddongate Resource Centre					✓		✓								
Regulatory Reform Order – Empty Property Policy Amendments		✓					✓								



# COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 08 August 2013



Issue	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		30 May 13	11 Jul 13	22 Aug 13	3 Oct 13	14 Nov 13	9 Jan 14	13 Feb 14	27 Mar 14
<b>INFORMATION ONLY ITEMS</b>															
<b>Details</b>								<b>Date Circulated</b>							

# COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 08 August 2013

Issue	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		30	11	22	3	14	9	13	27
								May	Jul	Aug	Oct	Nov	Jan	Feb	Mar
<b>CURRENT MEETING - 22<sup>nd</sup> August</b>															
CCTV		✓				✓			✓						
Performance Monitoring Reports	✓						✓		✓		✓		✓		
<b>TASK AND FINISH GROUPS</b>															
Hate Crime			✓						✓						
Customer Access Strategy			✓						✓						

# Community Overview and Scrutiny Panel

Agenda  
Item:  
**A.3**

Meeting Date: 22 August 2013  
 Portfolio: Finance, Governance and Resources  
 Key Decision: No  
 Within Policy and Budget Framework: Yes  
 Public / Private: Yes

Title: Quarter One Performance Report 2013/14  
 Report of: Policy and Communications Manager  
 Report Number: PC 14/13

**Purpose / Summary:**

This Performance Report updates the Panel on the Council’s service standards that help measure performance and customer satisfaction. It also includes updates on key actions contained within the Carlisle Plan.

Details of each service standard are in the table at Appendix 1. The table illustrates the cumulative year to date figure, a month-by-month breakdown of performance and, where possible, an actual service standard baseline that has been established either locally or nationally. The updates against the actions in the Carlisle Plan follow on from the service standard information in Appendix 2.

**Recommendations:**

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

**Tracking**

Executive:	30 September 2013
Overview and Scrutiny:	Community – 22 August 2013 Resources – 29 August 2013 Environment and Economy – 12 September 2013

**1. BACKGROUND**

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

Service standards were introduced at the beginning of 2012/13. They provide a standard in service that our customers can expect from the City Council and a standard by which we can be held to account. The measures of the standard of services are based on timeliness, accuracy and quality of the service we provide in areas that have a high impact on our customers.

A new service standard will be introduced from the autumn – Customer Satisfaction with Environmental Services. This will be measured from customer feedback from the website and through the Carlisle Focus magazine reader's survey.

Regarding the information on the Carlisle Plan, the intention is to give the Panel a brief overview of the current position without duplicating the more detailed reporting that take place within the Overview and Scrutiny agendas and Portfolio Holder reports.

## **2. CONSULTATION**

The report was reviewed by the Senior Management Team at their meeting on 6 August 2013 and is being considered by the Overview and Scrutiny Panels on the following dates:

Community Overview and Scrutiny Panel	22 August 2013
Resources Overview and Scrutiny Panel	29 August 2013
Economy and Environment Overview and Scrutiny Panel	12 September 2013

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

The Panel are asked to comment on the 1<sup>st</sup> Quarter Performance Report prior to it being presented to Executive.

**Contact Officer: Steven O'Keeffe Ext: 7258**

**Appendices Appendix 1 – 2013/14 Quarter 1 Service Standards**

**attached to report: Appendix 2 – Carlisle Plan Update**

**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:**

## **CORPORATE IMPLICATIONS/RISKS**

**Chief Executive's** – Responsible for monitoring and reporting on service standards, customer satisfaction and progress in delivering the Carlisle Plan whilst looking at new ways of gathering and reviewing customer information.

**Community Engagement** – Responsible for managing high level projects and team level service standards on a day-to-day basis.

**Economic Development** – Responsible for managing high level projects and team level service standards on a day-to-day basis.

**Governance** – Responsible for corporate governance and managing team level service standards on a day-to-day basis.

**Local Environment** – Responsible for managing high level projects and team level service standards on a day-to-day basis.

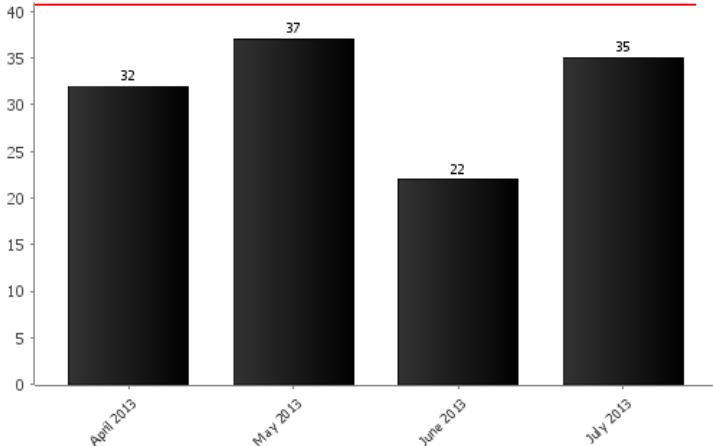
**Resources** – Responsible for managing high level projects team level service standards on a day-to-day basis.

# APPENDIX 1: 2013/14 QUARTER 1 SERVICE STANDARDS

## Service Standard: Percentage of Household Planning Applications processed within eight weeks

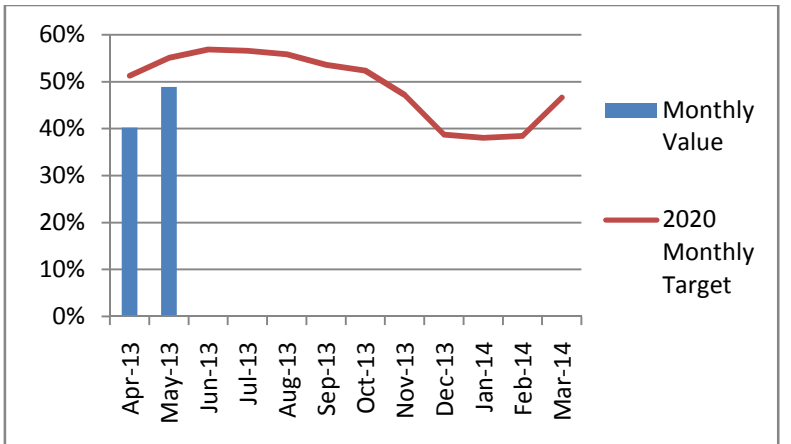
Service Standard	Year to Date Figure	Performance by Month										
<p style="text-align: center;">80% (Nationally set target)</p>	<p style="text-align: center;">88.2%</p>	<table border="1"> <caption>Performance by Month Data</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>April 2013</td> <td>93.3%</td> </tr> <tr> <td>May 2013</td> <td>90.9%</td> </tr> <tr> <td>June 2013</td> <td>83.9%</td> </tr> <tr> <td>July 2013</td> <td>88.0%</td> </tr> </tbody> </table>	Month	Percentage	April 2013	93.3%	May 2013	90.9%	June 2013	83.9%	July 2013	88.0%
Month	Percentage											
April 2013	93.3%											
May 2013	90.9%											
June 2013	83.9%											
July 2013	88.0%											

## Service Standard: Number of missed waste or recycling collections

Service Standard	Year to Date Figure	Performance by Month										
<p>40 missed collections per 100,000 (Industry Standard)</p>	<p>31.5 missed per 100,000 (mean average)</p>	 <table border="1"> <caption>Performance by Month Data</caption> <thead> <tr> <th>Month</th> <th>Missed Collections per 100,000</th> </tr> </thead> <tbody> <tr> <td>April 2013</td> <td>32</td> </tr> <tr> <td>May 2013</td> <td>37</td> </tr> <tr> <td>June 2013</td> <td>22</td> </tr> <tr> <td>July 2013</td> <td>35</td> </tr> </tbody> </table>	Month	Missed Collections per 100,000	April 2013	32	May 2013	37	June 2013	22	July 2013	35
Month	Missed Collections per 100,000											
April 2013	32											
May 2013	37											
June 2013	22											
July 2013	35											

This service standard was previously measured as a percentage of all collections made whereas the industry standard is measured per 100,000 collections. To allow an easier comparison to be made with the industry standard and for benchmarking purposes the standard from now on will therefore be measured in the same format as the target.

## Service Standard: Percentage of household waste sent for recycling

Service Standard	Year to Date Figure	Performance by Month																																							
<p>Nationally set target of 50% by 2020.</p>	<p>45%</p>	 <table border="1"> <caption>Performance by Month Data</caption> <thead> <tr> <th>Month</th> <th>Monthly Value (%)</th> <th>2020 Monthly Target (%)</th> </tr> </thead> <tbody> <tr> <td>Apr-13</td> <td>40</td> <td>50</td> </tr> <tr> <td>May-13</td> <td>48</td> <td>55</td> </tr> <tr> <td>Jun-13</td> <td>-</td> <td>56</td> </tr> <tr> <td>Jul-13</td> <td>-</td> <td>55</td> </tr> <tr> <td>Aug-13</td> <td>-</td> <td>54</td> </tr> <tr> <td>Sep-13</td> <td>-</td> <td>52</td> </tr> <tr> <td>Oct-13</td> <td>-</td> <td>51</td> </tr> <tr> <td>Nov-13</td> <td>-</td> <td>48</td> </tr> <tr> <td>Dec-13</td> <td>-</td> <td>38</td> </tr> <tr> <td>Jan-14</td> <td>-</td> <td>37</td> </tr> <tr> <td>Feb-14</td> <td>-</td> <td>38</td> </tr> <tr> <td>Mar-14</td> <td>-</td> <td>45</td> </tr> </tbody> </table>	Month	Monthly Value (%)	2020 Monthly Target (%)	Apr-13	40	50	May-13	48	55	Jun-13	-	56	Jul-13	-	55	Aug-13	-	54	Sep-13	-	52	Oct-13	-	51	Nov-13	-	48	Dec-13	-	38	Jan-14	-	37	Feb-14	-	38	Mar-14	-	45
Month	Monthly Value (%)	2020 Monthly Target (%)																																							
Apr-13	40	50																																							
May-13	48	55																																							
Jun-13	-	56																																							
Jul-13	-	55																																							
Aug-13	-	54																																							
Sep-13	-	52																																							
Oct-13	-	51																																							
Nov-13	-	48																																							
Dec-13	-	38																																							
Jan-14	-	37																																							
Feb-14	-	38																																							
Mar-14	-	45																																							

The graph above shows what the monthly target would be in order to achieve the 2020 target of 50%. The monthly target changes to reflect seasonal variations of recycling rates; particularly garden waste tonnages. Work will be done to calculate the annual targets over the next six years in order to achieve a 50% recycling rate by 2020.

In reference to the 2013/14 performance, the total dry recycling and composting figure for April are of concern. A meeting has been arranged with the green box contractor to discuss why tonnages have decreased over the past few months. However, one of the main contributory factors for the low April figure is because the low temperatures affected the garden waste tonnages. This figure increased in May with the rise in temperature and onset of spring.



### Service Standard: Overall web user satisfaction

Service Standard	Year to Date Figure	Performance by Month								
<p>There is currently no national standard for website satisfaction.</p>	<p>64.8%</p>	<p>A bar chart with a vertical axis from 0.0% to 80.0% in 10% increments. The horizontal axis lists three months: April 2013, May 2013, and June 2013. The bars are black with their values labeled on top: 59.4% for April, 59.4% for May, and 75.8% for June.</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>April 2013</td> <td>59.4%</td> </tr> <tr> <td>May 2013</td> <td>59.4%</td> </tr> <tr> <td>June 2013</td> <td>75.8%</td> </tr> </tbody> </table>	Month	Performance (%)	April 2013	59.4%	May 2013	59.4%	June 2013	75.8%
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For reference, the end of year figure for 2012/13 was 69.9%. This standard is currently measured using Govmetric’s online web satisfaction software. From August this standard will be redefined as overall satisfaction with Council services. It will be measured using a combination of a survey on the most visited City Council web pages and the reader’s survey in Carlisle Focus resident’s magazine. In future, satisfaction with the Council’s website will be measured internally by Digital and Information Services.

## Service Standard: Average number of days to process new benefits claims

Service Standard	Year to Date Figure (Average)	Performance by Month										
All new claims should be processed within 22 days	18.65 days	<table border="1"> <caption>Performance by Month Data</caption> <thead> <tr> <th>Month</th> <th>Average Days</th> </tr> </thead> <tbody> <tr> <td>April 2013</td> <td>20.16</td> </tr> <tr> <td>May 2013</td> <td>17.99</td> </tr> <tr> <td>June 2013</td> <td>19.66</td> </tr> <tr> <td>July 2013</td> <td>16.80</td> </tr> </tbody> </table>	Month	Average Days	April 2013	20.16	May 2013	17.99	June 2013	19.66	July 2013	16.80
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This standard was previously measured in 2012/13 as the proportion of new claims that were processed within 28 days. This was a specific measure defined locally and consequently did not enable us to easily benchmark with other authorities. As a result we have now adopted the industry standard way of measuring the performance of this service. The Department for Work and Pensions (DWP) ranks authorities into quartiles and Carlisle's target is to not fall lower than the 2<sup>nd</sup> quartile.

Below shows the quartile ranges based on 2012/13 data. Carlisle's performance from April to July of 18.65 days would put us in the 2<sup>nd</sup> quartile.

DWP official figures for 2012/3:

- 6–18 days – Top Quartile
- 18-22 days – 2<sup>nd</sup> Quartile
- 22-28 days – 3<sup>rd</sup> Quartile
- >28 days – Bottom Quartile

## **Appendix 2: Carlisle Plan Update**

### **PRIORITY – We will support the growth of more high quality and sustainable business and employment opportunities**

The Council's Key Decisions will support business growth, with its services being viewed as 'business friendly' through working more closely with them to meet business' needs.

With this in mind, a Sense of Place, re-named the Carlisle Story, was launched at an event attended by more than a hundred businesses and organisations on 11 July. The Carlisle Story is designed to better promote the city in order to increase visitor numbers, encourage investment and attract people to live in the city.

The public consultation on developing the Local Plan began on 29 July and will run until 16 September. The Local Plan includes an Employment Land Review to identify strategic employment sites.

It also expresses the Council's desire to see between 550 and 650 homes built in and around the city every year between 2015 and 2030 in order to help ensure the economic growth of the city.

The M6 Corridor Protocol has been agreed and signed between Carlisle City, Eden and South Lakeland District Councils. This initiative seeks to capitalise on the strategic advantages of the M6 as a basis for targeting business investment around identified employment sites and support growth in key centres of Carlisle, Penrith and Kendal.

The Local Enterprise Partnership (LEP) has undertaken to establish a reference group to help develop a plan of action for the M6. It is envisaged that the M6 corridor initiative will address a range of issues that are identified within the draft LEP business plan, including broadband, skills and infrastructure provision.

An Economic Development Liaison Panel has been established with four meetings having already taken place with businesses / developers to date. A further meeting is scheduled before the end of August.

**PRIORITY - We will develop vibrant sports, arts and cultural facilities, showcasing the City of Carlisle**

This priority supports tourism, the arts and creative industries. It is recognised that arts and leisure are important in making Carlisle a great place to work, live and visit.

Developing public realm improvements is a key piece of work under this priority. This involves the City and County Councils working together. Currently light business cases are being prepared for the various individual projects.

Phase 1 of the work at the Old Town Hall was completed at the end of June 2013. This included essential repairs to the fabric of the building. Plans for phase 2 are still being developed for implementation in 2014/15. This work will focus on the interior of the building and provide a more modern and enhanced tourist information facility.

The Carlisle Plan provides a pledge for development of an arts centre. The Executive approved funding on 5 August for the Warwick Street Fire Station to be the preferred option for the centre. A draft project plan was presented to the Corporate Programme Board on 11 July showing estimated completion of the Arts Centre by 31 October 2014.

The first Carlisle Tourism Conference was held at the end of April with over 100 delegates in attendance. The Carlisle Tourism Partnership is reviewing the outcomes of workshops held at the conference to agree actions for the next twelve months.

Other activity regarding this priority includes the completion of the Sport and Physical Activity Strategy. The vision of this strategy is for Carlisle to become more active, healthy and successful by creating opportunities and overcoming barriers to take part in sport and physical activity. Tenders are also currently out to build the cycleway ramp at Willowholme. The anticipated start date on this project is September 2013.

**PRIORITY - We will work more effectively with partners to achieve the City Council's priorities**

The City Council wants to establish Carlisle as a nationally recognised sub-regional capital by becoming an effective partner in the key areas of housing and economic growth.

The new Women and Families Accommodation building was opened on Water Street on 15 July. The facility replaces the hostel on London Road which has been in operation since 1975.

Homelife Carlisle, a home improvement agency hosted by the City Council has helped 25 people with affordable warmth and income maximisation measures through the Warm Homes service. It was also successful in gaining funding from the Electricity Safety Council for three thousand Pounds.

The function and membership of the Carlisle Partnership is currently being revised. As part of this revision the Healthy City Steering Group now carries out a strategic health function. The group now act as the principal district link to the County Health and Wellbeing Board.

The City Council has received external funding from the Cumbria Police Commissioner to support programmes associated with tackling antisocial behaviour and strengthening community resilience. This links in with the work being carried out by the Carlisle and Eden Community Safety Partnership.

Work with the Local Enterprise Partnership and representation on the Children's Trust Direct Delivery Group are also issues currently under consideration.

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

The City Council continues to work closely in partnership both locally and regionally.

The Carlisle Economic Partnership (CEP) has developed an action plan of key priorities following the recent Economic Review of Carlisle. Priority 2 sets out some key actions to address skills gaps by identifying skills needs for growth and encouraging provision which meets those needs. This will be delivered through engagement with partners on the LEP, CEP and working with the Employment and Skills Commission.

The City Council has been working closely with the University of Cumbria to establish a Business Interaction Centre at Paternoster Row. Works are due to be completed by the end of August 2013.

The Carlisle Growth Hub has been established to deliver a package of co-ordinated business support through the Chamber of Commerce. This was delivered through the CEP as key priority 1, action 1 for business. There are additional actions within this priority which will continue to engage partners in exploring options for funding or opportunities to support business growth.

## **PRIORITY - Together we will make Carlisle clean and tidy**

The City Council recognises the shared responsibility between it and the community and is committed to a pro-active approach to making Carlisle a place that its residents can be proud of.

As part of the Clean Up Carlisle campaign new litter bins incorporating an ashtray have been installed, a programme of roadside channel clearance using new deep clean machinery has been launched, a programme of school visits has been established and four prosecutions for dog-fouling offences have successfully been made.

The Traffic Order relating to the Public Realm improvements in the Historic Quarter is still to be completed and implemented. Formal objections will be considered by the Highways and Transport Working Group on 23 September 2013.

The project design regarding the Public Realm work in Caldewgate is to be progressed following the outcomes of other public realm work and 'Carlisle Story' activity. The designs for the Public Realm work will be styled in keeping with the 'Carlisle Story'.

## **PRIORITY - We will address Carlisle's current and future housing needs**

The City Council recognises the need to provide several hundred homes per year to support economic growth. It is committed to planning for this future housing need by working with key partners to ensure that these plans deliver high quality homes that are affordable, energy efficient and sustainable.

The Council's Housing Strategy is key to this priority. The Strategy sets out the key challenges Carlisle faces in delivering its housing priorities, and the actions we will take to meet and overcome these challenges.

As part of delivering the Affordable Housing Programme, there has been progress at both the Harraby and Raffles project sites. Planning permission has been received for the houses on Arnside Road, while Riverside has received Board approval to move forward with properties on Dalton Avenue. The Executive has also approved the release of a site at Thomlinson Avenue.

The demand for the Empty Homes Project has been very positive with plans for upgrade work being developed for 38 properties.

The gypsy and traveller transit site has been delayed due to initial failure by the contractor to meet some of their obligations. Meetings have since taken place with the contractor and an action plan has been prepared to recover the project. A review meeting is scheduled for late August 2013 to review progress against this plan.