

Report to Economy and Environment Overview and Scrutiny Panel

Agenda Item:
A.3

Meeting Date: 17th September 2015
 Portfolio: Leader
 Key Decision: Yes: Recorded in the Notice Ref:KD28/15
 Within Policy and Budget Framework YES
 Public / Private Public

Title: CARLISLE PLAN 2015-18
 Report of: Policy and Communications Manager
 Report Number: PC 18/15

Purpose / Summary:

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

Recommendations:

Scrutiny is asked to:

1. Consider and comment on the presentation and content of the Carlisle Plan.
2. Agree how the Panel will receive progress updates on the Plan.

Tracking

Executive:	19 th October 2015
Overview and Scrutiny:	3 rd September 2015 Community Overview and Scrutiny Panel 10 th September 2015 Resources Overview and Scrutiny Panel
Council:	10 th November 2015

1. BACKGROUND

- 1.1 The first Carlisle Plan 2013-16 was a departure from the previous corporate plan formats to remind all that the Council serves Carlisle first. This change was embodied in the vision: to promote Carlisle as a prosperous city, one of which we can be proud.
- 1.2 An extensive period of consultation, the Listening Council initiative (2013), was undertaken by the Leader and Executive to engage with communities around the priorities. This consultative approach has been continued through key projects such as the draft Local Plan and Arts Centre.
- 1.3 The 2014/15 End of Year Performance Report¹ provided updates on key actions within the Carlisle Plan. This highlights the progress the Council has reached through the priorities and promoting Carlisle as a prosperous city. Key achievements include:
- Delivering additional affordable homes
 - Supporting Carlisle Ambassadors Group and the new Economic Prospectus for Carlisle
 - City Centre Development Framework (draft) with its inspiring concepts aimed at delivering additional retail space
 - City Centre Metro Wifi Project
 - Industrial Estate programme to improve our employment sites and raise the profile of Carlisle with investors
 - Local Plan (draft) and a new Strategic Housing Market Assessment (SHMA)
 - Old Fire Station Project & Pilot Arts Programme
 - Old Town Hall Project (Phase 2)
 - Place marketing work with Carlisle Ambassadors
 - Homelife Carlisle Programme
 - Development of a new Homelessness Strategy
 - Harraby Campus Development
 - Sport Activation Fund
 - Knowledge Transfer Project
 - Clean up Carlisle Project

¹ Executive 27 July 2015, Report number PC 10/15

- 1.4 The Council undertook a Peer Review in September 2014 to challenge its performance and help prepare for the future. The review compared our services nationally, providing an opportunity to benchmark against the best authorities and guide the thinking for the future development of services and employees.
- 1.5 The Peer Review found that the Carlisle Plan 2013-16 provided a strong focus for the Council's activities through the key priorities. It suggested that the Council could use a refresh of the Plan as an opportunity to maintain impact and momentum with diminishing resources. The development of the new Carlisle Plan offers an opportunity to build on the Council's successes and address new challenges.

2. PROPOSALS

- 2.1 The draft Carlisle Plan 2015-18 is attached as Appendix 1. It sets out the Council's overall vision for Carlisle, supported by five priorities. The vision gives a clear direction and context for all our activities. We will maximise opportunities to improve health, wellbeing and economic prosperity through our five priorities that support the vision.
- 2.2 Progress against the plan will be measured through a new performance framework; this framework will include progress in key projects, risk and opportunities; and a new set of measures. The performance framework will be monitored through the Directorate Management Team meetings with a quarterly report being presented to Senior Management Team. A quarterly summary of performance will be reported to Executive and made available to Overview and Scrutiny. It is proposed that the plan is reviewed annually, prior to the setting of service plans within the Council's Directorates.

3. CONSULTATION

- 3.1 A programme of 'Listening Council' events was held at the end of August 2015. This gave local residents the opportunity to comment on the draft plans for Carlisle's future.
- 3.2 Consultation on the plan is being undertaken with partners engaged in delivering the priorities. The Council is committed to working with young people and is seeking their views on the plan, including consultation with the Youth Council. Community

and voluntary groups are being consulted on the plan to help identify opportunities to develop working with this sector and support existing initiatives.

3.3 The Plan was considered by the Overview and Scrutiny Panels as described below:

Community Overview and Scrutiny Panel	3 rd September 2015
Resources Overview and Scrutiny Panel	10 th September 2015

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

4.1 The Panel is asked for their comments on the Carlisle Plan as part of the consultation process on the draft vision and priorities.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 The Carlisle Plan set out the Council's priorities and gives a clear direction for the authority.

Contact Officer: Steven O'Keeffe Ext: 7028

**Appendices Appendix 1 – Carlisle Plan 2015-2018
attached to report:**

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

- **PC 11/15 Executive 24 August 2015**
- **PC 10/15 Executive 27 July 2015**

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's - The Carlisle Plan forms a substantive part of the Council's policy and performance management framework, monitoring of which enables stakeholders, including local people, to make a judgement about how effective the Council is in achieving its key priorities. The Council continues to monitor service standards and customer satisfaction and is looking at new ways to gather and review customer information. Risks will be managed in accordance with the Risk Management Policy and the Council will continue to embed the Public Sector Equality Duty in the delivery of all its services.

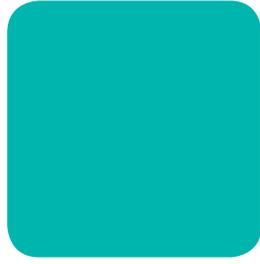
Deputy Chief Executive –

Economic Development –

Governance – The Carlisle Plan 2015-18 replaces the previous Carlisle Plan 2013-16 and forms part of the Council's Policy Framework. Consequently, once Executive approve the draft it must be open to consultation, as proposed, before being reconsidered by the Executive before recommendation to Council. In exercising some statutory powers, the Council must have regard to its approved Plan.

Local Environment –

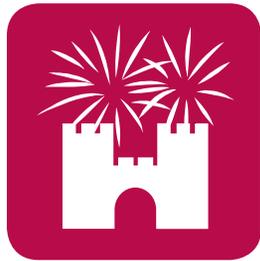
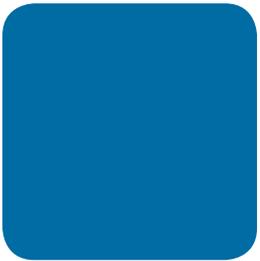
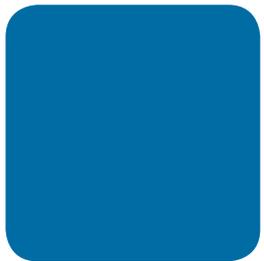
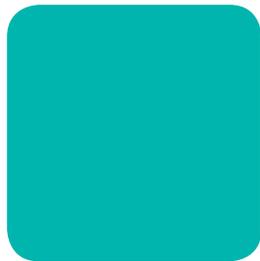
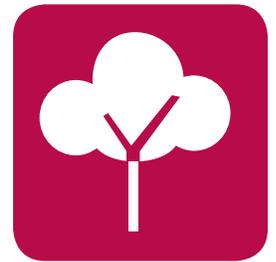
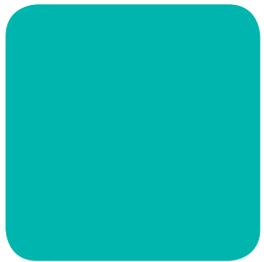
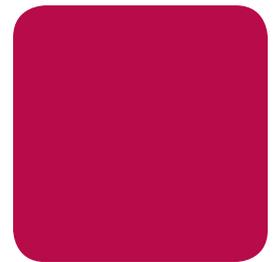
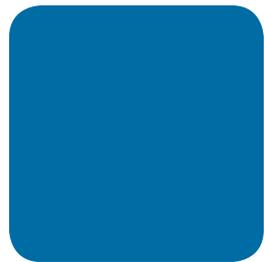
Resources - There are no specific financial implications of adopting the Carlisle Plan 2015/18; however the plan will be used to inform future budget processes to align council resources to the priorities contained within it.



Carlisle Plan 2015-18

Our vision:

To improve the health, wellbeing and economic prosperity of the people of Carlisle. We will work in partnership to further establish our position as the regional centre and focus for investment, ensuring that residents can share in the benefits through increased opportunities and greater choice of jobs, range of housing and a quality environment.





Carlisle Plan 2015-18

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Our vision page 2

Principles

Clarity, confidence and commitment page 3

Priority:

Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle page 4

Priority:

Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents page 4

Priority:

Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle page 5

Priority:

Address current and future housing needs to protect and improve residents' quality of life page 5

Priority:

Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential page 6

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Introduction to Carlisle

Carlisle is the urban capital of the County of Cumbria with a population estimated at approximately 108,000. The city is the centre of an economic region serving 500,000 people who live in Cumbria, Northumberland and Southern Scotland.

The City of Carlisle is the largest settlement with approximately 68% of the population. The remaining area is rural, with a number of smaller market towns and large villages spread across the district, including Brampton, Dalston, Longtown and Wetheral.

Across the district, there are a wealth of assets making Carlisle a great place to live, work and visit. Carlisle draws natural strength from its location, with heritage and environmental sites of national and international importance and good connections to the country's infrastructure. Carlisle has the greatest concentration of businesses and opportunities for future development in Cumbria. The city has built on its established economic importance and encouraged the development of food processing, engineering and logistics sectors.

Carlisle is set within some of the country's most spectacular natural scenery and the city is the final stop for three of the country's scenic railway lines. Landmark buildings and heritage sites such as Carlisle Castle, Carlisle Cathedral, Lanercost Priory and Hadrian's Wall draw visitors from around the world.



Clarity, confidence and commitment



Our vision:

To improve the health, wellbeing and economic prosperity of the people of Carlisle. We will work in partnership to further establish our position as the regional centre and focus for investment, ensuring that residents can share in the benefits through increased opportunities and greater choice of jobs, range of housing and a quality environment.

We have a key role in improving health and wellbeing through our plans and services. Many of these have a significant impact on the wider social, economic and environmental determinants of health and wellbeing. Our employees work to address health inequalities on a daily basis and have a positive impact on the lives of some of the most vulnerable residents in Carlisle.

We will be the best possible partner to organisations, communities and individuals that share our commitment, clarity and confidence in Carlisle. We will help shape the future of Carlisle, delivering the priorities in the Carlisle Plan whilst operating a highly effective organisation where employees are supported to be the best they can be. We are changing, dynamically, to meet the financial challenges of the future by making the necessary savings and developing new incomes.



Principles:

Clarity, confidence and commitment

- We will be a clear, committed and confident Council.
- The principles have been developed by our staff and councillors to guide how we will deliver our vision for Carlisle.
- By setting out our vision, we show that we understand the needs of Carlisle's residents, businesses and visitors. Our plans to respond to these needs are clear and straightforward. We know what is expected of us and do our best to create clarity in how we work.
- We are committed to achieving our vision for Carlisle. We will ensure that our day to day work and resources are consistent with the priorities.
- We will continue to work effectively with partners to drive positive change for Carlisle and will celebrate our successes and achievements. As part of our ongoing work to develop all our communities we will engage young people and make sure the Carlisle Plan helps to deliver their aspirations for Carlisle.



Priority:

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

We will build on Carlisle’s position as a regional centre for economic prosperity through the implementation of the draft Carlisle District Local Plan 2015-2030. The Plan sets out how Carlisle will grow and develop, and identifies potential sites for new housing, economic and commercial development. We will provide businesses with quality space in which to grow and optimise the digital and transport infrastructure. We will continue to work with partners to develop the tools to deliver economic growth. We will ensure that Carlisle has a workforce prepared to respond to more opportunities, the demand for skills and the need for flexibility.

Priority:

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

We are investing in the long term sustainability of sports, arts and cultural facilities to provide quality experiences and promote healthy lifestyles for our residents. This will also help to make Carlisle an attractive prospect to investors and new residents. We are committed to supporting the city centre and visitor economy through our vibrant events programme.



Priority:

Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle

Carlisle’s green spaces and natural resources are a source of pride for our residents and provide economic and health benefits. By making sure they are cared for to a high standard, they will help to promote Carlisle as a healthy and attractive city. We will keep Carlisle clean and tidy and we are working to improve our standards in all areas of waste management and recycling. We will work with partners to make sure the public realm in Carlisle presents a vibrant and well cared-for image of the city, with welcoming and attractive spaces in which to live, play and work.

Priority:

Address current and future housing needs to protect and improve residents’ quality of life

Housing is both a driver for the local economy and a vital way of attracting new residents. The standard of housing accommodation is a major contributory factor in attaining good health and conversely poor housing can lead to a range of health conditions. The Carlisle’s Housing Strategy 2012-16 has the vision that: ‘Everyone can access affordable, safe and warm housing, and the support they need to live independently’.

We will work through the Carlisle Housing Partnership to balance the housing market, provide decent and healthy homes, and support vulnerable people.



Priority:

Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential

Carlisle has the assets and opportunity to put itself on the map as the capital of Cumbria and the City of the Lake District. The city has a rich, unique heritage that offers an amazing history and experience for visitors. It continues to develop as a modern, vibrant city, building on its successful independent and entrepreneurial nature. Carlisle has quality employment sites and is perfectly positioned with links to the road, rail and air infrastructure to attract investment.

We have an opportunity to develop and promote Carlisle's reputation at a local, national and international level and ensure that Carlisle continues to fulfil its potential.



Performance Monitoring

Progress against the plan will be measured through a new performance framework; this framework will include progress in key projects, risk and opportunities; and a new set of measures.

The new set of measures will be agreed with Service Managers and Senior Management Team; they will be presented under each priority. Their purpose will be to help steer services and projects towards the benefits we want to realise through implementing the plan. The measures will be drawn from sets of management information being collated as part of the PRISM project. The performance framework will be monitored through the Directorate Management Team meetings with a quarterly report being presented to Senior Management Team. A quarterly summary of performance will be reported to Executive and made available to Overview and Scrutiny.

The plan will be reviewed annually, prior to the setting of service plans within the Directorates.



Further information

For further information about the Carlisle Plan, visit www.carlisle.gov.uk or please contact the Policy Team at:

Email policy@carlisle.gov.uk

Telephone 01228 817258

Post Policy Team
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Rickergate
Carlisle
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If you require this plan in an alternative format or language please contact us to discuss your needs.

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 24 AUGUST 2015

EX.93/15 **CARLISLE PLAN 2015 - 2018**
(Key Decision – KD.28/15)

Portfolio Leader's

Relevant Overview and Scrutiny Panel Community; Environment and Economy;
and Resources

Subject Matter

The Leader submitted report PC.11/15 presenting the draft Carlisle Plan.

By way of background, the Leader informed Members that the first Carlisle Plan 2013-16 was a departure from the previous Corporate Plan formats to remind all that the Council served Carlisle first. That change was embodied in the vision: to promote Carlisle as a prosperous City, one of which we could be proud.

An extensive period of consultation, the Listening Council initiative (2013), was undertaken by the Leader and Executive to engage with communities around the priorities. That consultative approach had continued through key projects such as the draft Local Plan and Arts Centre.

In addition, the 2014/15 End of Year Performance Report provided updates on key actions within the Carlisle Plan. It highlighted the progress the Council had reached through the priorities and promoting Carlisle as a prosperous City. Details of the key achievements were set out at Section 1.3 of report PC.11/15.

The Council had undertaken a Peer Review in September 2014 to challenge its performance and help prepare for the future. The review compared its services nationally, providing an opportunity to benchmark against the best authorities and guide the thinking for the future development of services and employees.

The Peer Review found that the Carlisle Plan 2013-16 provided a strong focus for the Council's activities through the key priorities. It suggested that the Council could use a refresh of the Plan as an opportunity to maintain impact and momentum with diminishing resources. The development of the new Carlisle Plan offered an opportunity to build on the Council's successes and address new challenges.

Attention was then drawn to the draft Carlisle Plan 2015-18 (attached as Appendix 1) which set out the Council's overall vision for Carlisle, supported by five priorities. The vision gave a clear direction and context for all of the Council's activities. Opportunities

to improve health, wellbeing and economic prosperity would be maximized through the five priorities that supported the vision.

The Leader advised that progress against the plan would be measured through a new performance framework; the framework would include progress in key projects, risk and opportunities; and a new set of measures. The performance framework would be monitored through the Directorate Management Team meetings with a quarterly report being presented to Senior Management Team. A quarterly summary of performance would be reported to Executive and made available to Overview and Scrutiny. It was proposed that the plan be reviewed annually, prior to the setting of service plans within the Council's Directorates.

The Leader added that a programme of 'Listening Council' events would be held from 24 August 2015 to give residents the opportunity to comment on the draft plans for Carlisle's future. In addition to consultation with partners, community and voluntary groups consultation would also be carried out the Youth Council to seek their views on the plan.

In conclusion, the Leader moved the recommendations which were seconded by the Deputy Leader, and Environment and Transport Portfolio Holder

Summary of options rejected None

DECISION

That the Executive:

1. Referred the draft Carlisle Plan to Overview and Scrutiny Panels for consultation.
2. Referred the draft Carlisle Plan to partners and the community for consultation.

Reasons for Decision

To ensure that the Council consulted fully with its partners and the public