

# AGENDA

## Business & Transformation Scrutiny Panel

**Thursday, 15 July 2021 AT 16:00  
In the Council Chamber, Civic Centre, Carlisle, CA3 8QG**

<p><b>** A pre meeting for Members to prepare for the Panel will take place 45 minutes before the meeting**</b></p>
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The Press and Public are welcome to attend for the consideration of any items which are public.

### **Members of the Business & Transformation Scrutiny Panel**

Councillor Bainbridge (Chair) , Councillors Alcroft (Vice Chair), Allison, Mrs Bowman, Mrs Mitchell, Mitchelson, Sunter, Dr Tickner

#### **Substitutes:**

Councillors Mrs Atkinson, Mrs Birks, Brown, Collier, Ms Ellis-Williams, Mrs Finlayson, Mrs Glendinning, Glover, Lishman, Mrs McKerrell, Meller, Morton, Patrick, Robson, Shepherd, Miss Sherriff, Southward, Mrs Tarbitt, Miss Whalen.

## **PART A**

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

#### **Apologies for Absence**

To receive apologies for absence and notification of substitutions.

#### **Declarations of Interest (including declarations of “The Party Whip”)**

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 Meeting**

**5 - 12**

The Chair will move the minutes of the meeting held on 3 June 2021 as a correct record. The only part of the minutes that may be discussed is their accuracy.

(Copy minutes herewith).

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

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

#### **A.2 BUSINESS RATES OUTTURN**

**13 -  
22**

Portfolio: Finance, Governance and Resources

Directorate: Finance and Resources

Officer: Alison Taylor, Corporate Director of Finance and Resources

Report: RD.13/21 and herewith / Minute Excerpt to follow

##### **Background:**

The Corporate Director of Finance and Resources to submit the Business Rates Outturn report and impact on General Fund reserves as at 31 March 2021.

##### **Why is this item on the agenda?**

The matter was included in the Notice of Executive Key Decisions and was considered by the Executive on 5 July 2021 (KD.13/21). The matter is part of the annual budget process.

**What is the Panel being asked to do?**

To scrutinise the report.

**A.3 CARLISLE PLAN 2021-2023****23 -  
40**

Portfolio: Leader  
Directorate: Community Services  
Officer: Darren Crossley, Deputy Chief Executive  
Steven O'Keeffe, Policy and Communications Manager  
Report: PC.24/21 herewith

**Background:**

The Deputy Chief Executive to submit an update on the draft Carlisle Plan for consultation.

**Why is this item on the agenda?**

The Chair requested the update following Member APSE commercialisation training.

**What is the Panel being asked to do?**

Consider and comment on the draft Carlisle Plan.

**A.4 FUTURE SCRUTINY ARRANGEMENTS****41 -  
54**

Portfolio: Cross Cutting  
Directorate: Cross Cutting  
Officer: Rowan Jones, Overview and Scrutiny Officer  
Report: OS.18/21 attached

**Background:**

To consider an overview of recent discussions by Scrutiny Chairs Group with regard to future scrutiny arrangements at Carlisle City Council.

**Why is this item on the agenda?**

The matter was considered by the Scrutiny Chairs Group on 29 June 2021 where it was resolved that Business and Transformation Scrutiny Panel consider establishing a Task and Finish Group to consider whether any changes should be made.

**What is the Panel being asked to do?**

- Note the content of the report
- Consider whether they wish to establish a Future Scrutiny Arrangements Task and Finish Group

**A.5 OVERVIEW REPORT****55 -  
58**

Portfolio: Cross Cutting  
Directorate: Cross Cutting  
Officer: Rowan Jones, Overview and Scrutiny Officer  
Report: OS.17/21 attached

**Background:**

To consider a report providing an overview of matters related to the work of the Business and Transformation Scrutiny Panel.

**Why is this item on the agenda?**

The Business and Transformation Scrutiny Panel operates within a work plan which has been set for the 2019/20 municipal year. The Plan will be reviewed at every meeting so that it can be adjusted to reflect the wishes of the Panel and take into account items relevant to this Panel in the latest Notice of Executive Key Decisions.

**What is the Panel being asked to do?**

- Note the items within Panel remit on the most recent Notice of Key Executive Decisions
- Note the current work programme

**PART B****To be considered when the Public and Press are excluded from the meeting****B.1 ICT SERVICES PROJECT STATUS REPORT**

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

Enquiries, requests for reports, background papers etc to:  
[committeeservices@carlisle.gov.uk](mailto:committeeservices@carlisle.gov.uk)

Minutes of Previous Meeting

**BUSINESS AND TRANSFORMATION SCRUTINY PANEL**

**THURSDAY 3 JUNE 2021 AT 4.00PM**

**PRESENT:** Councillor Bainbridge (Chair), Councillors Alcroft, Allison, Mrs Bowman, Mrs Finlayson (as substitute for Councillor Mitchelson), Mrs Mitchell, Sunter and Dr Tickner.

**ALSO**

**PRESENT:** Councillor Ellis, Finance, Governance and Resources Portfolio Holder

**OFFICERS:** Corporate Director of Finance and Resources  
Client Side Project Manager  
Policy and Performance Officer  
Overview and Scrutiny Officer

**BTSP.36/21 APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillor Mitchelson, the Town Clerk and Chief Executive and the Deputy Chief Executive.

**BTSP.37/21 DECLARATIONS OF INTEREST**

In accordance with the Council's Code of Conduct Councillor Allison and Councillor Mrs Finlayson declared an interest in Agenda Item A.2 – Covid-19 Update. The interests related to the fact that they had both received Covid-19 grants.

**BTSP.38/21 PUBLIC AND PRESS**

**RESOLVED** – It was agreed that the items of business in Part A be dealt with in public and Part B be dealt with in private.

**BTSP.39/21 CALL IN OF DECISIONS**

There were no items which had been the subject of call-in.

**BTSP.40/21 COVID-19 UPDATE**

The Corporate Director of Finance and Resources provided an update on the impact Covid-19 had on the Council's financial and governance arrangements.

The Corporate Director of Finance and Resources set out the Council's response to the pandemic and the changes to procedures to ensure appropriate controls were made to financial certification and approvals processes. She set out in some detail the financial impact and funding received along with information on the loss of income and debt management. The Corporate Director finished her presentation by detailing the potential long term financial impact.

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

- Would the remaining balance of the Hardship Fund for Council Tax be carried over?

The Corporate Director of Finance and Resources confirmed that the remaining £359,100 would be carried over and added to the £154,735 of Local Council tax Support to provide support to council taxpayers through a revised Local Hardship Scheme.

- Would the anticipated costs incurred on Capital Projects fall to the Council or the contractors?

The Corporate Director of Finance and Resources responded that the costs would fall to the Council as part of the development, however, the Scheme included a budget provision for additional costs and there was potential to claim some of the Covid-19 costs back.

- The Panel asked for further information regarding the Section 114 Notice and the likelihood that it would happen.

The Corporate Director of Finance and Resources reminded the Panel that legislation placed a duty on the Section 151 Officer to report if the Council was or likely to have an unbalanced budget. The City Council had produced a balanced budget and had sufficient cash resources in its investment balances to be able to meet its commitments. However, it was prudent for the matter to be regularly monitored and reported on.

- A Member asked what the commercial income underspend at the Market Hall referred to.

The Corporate Director of Finance and Resources agreed to provide a written response to the Panel.

- Why did the outstanding debt for invoices raised show a significantly higher amount for Finance and Resources?

The Corporate Director of Finance and Resources clarified that an invoice had been raised for a large property which had an outstanding debt. Discussions were taking place to recover the debt.

- Was there any risk of 'claw back' for any of the Covid-19 grants that the Council had issued?

The Corporate Director of Finance and Resources set out the auditing procedures that were in place with the MHCLG to ensure no claw back of grants and to ensure that the Council had issued the grants in accordance with set criteria.

- Were there enough staff resources to continue to deal with the Covid-19 grants and assurance work?

The Corporate Director of Finance and Resources explained that the grants were issued by the Revenues and Benefits Team and the Economic Development Team using existing staff. There was funding available through the MHCLG for additional staffing should it be required.

- A Member asked for further details on some of the additional expenditure as of the end of March 2021.

The Corporate Director of Finance and Resources detailed the following:

- Staffing / Agency Costs – fixed term contracts were given to temporary staff and additional staff were brought in to cover key services where Council staff had to shield
- Cleaning / PPE – cost of PPE and additional cleaning staff to cover for staff shielding
- Premises Costs – a written response would be provided
- Transport Costs – additional transportation was required as staff were unable to travel together due to social distancing rules
- Grants – grants had been given to Eden Valley Hospice and Hospice at Home

RESOLVED – 1) That the Covid-19 Update be noted. (RD.09/21)

2) That Corporate Director of Finance and Resources provide the Panel with the following written responses:

- details of the commercial underspend at the Market Hall
- details of the Premises Costs as set out in the table at 3.1.1 of report RD.09/21.

## **BTSP.41/21          PROVISIONAL OUTTURN REPORTS**

### **(a) Provisional General Fund Revenue Outturn 2020/21**

The Corporate Director of Finance and Resources submitted report RD.05/21 summarising the 2020/21 provisional outturn for the General Fund revenue budget, giving reasons for variances. The outturn position would result in returning £174,000 to General Fund reserves (as set out in paragraph 6.3).

Requests had been made to carry forward committed expenditure of £971,400, net transfers to/from reserves and provisions of £4,905,042 and transfer to the building control reserve of £66,374 which, if approved, would result in an overall net underspend position of £73,463 on Council Services; however it was estimated that additional funding from Business Rates income would be realised subject to the completion of the NNDR3 return and confirmation of any pooling gains.

Information on the Council's bad debt provision and balance sheet; and the impact of COVID-19 was also provided at Sections 6, 7 and 8 of the report.

The information contained within the report was provisional, subject to the formal audit process. The Draft Statement of Accounts for 2020/21 would be presented to the Audit Committee on 8 July 2021, with final approval of the audited accounts on 24 September 2021.

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

- Was the Welcome Back Fund available for large towns and parishes?

The Corporate Director of Finance and Resources responded that the Welcome Back Fund had strict criteria for the City Centre only. The Council understood that parishes and urban towns would also need this kind of financial support and it was proposed that a £50,000 Economic Recovery reserve be established to support schemes to enable recovery in such areas.

- A Member asked why the Homeless Accommodation had an underspend and an income shortfall.

The Corporate Director of Finance and Resources reminded the Panel that John Street Hostel was closed and therefore the expected income from residents had not been received. She assured the Panel that the Council was fulfilling its duty in providing homeless accommodation in alternative sites in the City.

- Was the Lanes income against a reduced budget and would it be reviewed?

The Corporate Director of Finance and Resources confirmed that the Lanes income was against a reduced target and the income shortfall would be considered in the next Medium Term Financial Plan (MTFP). In response to a further question, the Corporate Director of Finance and Resources informed the Panel that the income projections from the Gateway 44 project would also be included in the next MTFP.

- A Member highlighted the net underspend for Council services and the net underspend in the summary revenue outturn and suggested that the titles of the figures be changed to avoid confusion for the public.

RESOLVED – That the Business and Transformation Scrutiny Panel welcomed the submission of Report RD.05/21 summarising the 2020/21 provisional outturn for the General Fund Revenue Budget.

### **(b) Provisional Capital Outturn 2020/21 and Revised Capital Programme 2021/22**

The Corporate Director of Finance and Resources submitted report RD.06/21 summarising the 2020/21 provisional outturn for the Council's Capital Budget; and providing details of the revised Capital Programme for 2021/22. The outturn showed that the net underspend for Council services as at 31 March 2021 once committed expenditure totalling £4,454,600 was taken into account was £24,488.

Details of the resources which had been utilised to fund the 2020/21 Capital Programme, together with the 5 year Capital Programme for the period 2022/23 to 2025/26 were also provided.

The 2021/22 programme would be continually reviewed to ensure the Council had the capacity to deliver that level of programme. The information contained within the report was provisional and subject to the formal audit process.

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

- The Gateway 44 Project had cost less than budgeted for, where did the underspend go and was there money reserved for final works and alterations?

The Corporate Director of Finance and Resources explained that money had been transferred through a virement, as agreed by Council, to the Civic Centre reinstatement work and £896,200 had been carried forward for any further required works at Gateway 44.

- What would be the impact on the Vehicle and Plant Replacement programme should Council approve the virement from that budget to the Civic Centre reinstatement project?

The Corporate Director of Finance and Resources responded that the Transport Manager had identified capacity in the budget that had not been reserved for specific vehicle and plant replacement and the Corporate Director had been reassured that the change in the budget would not impact the replacement programme.

RESOLVED – That Provisional Capital Outturn 2020/21 and revised Capital Programme 2021/22 (RD.06/21) and the information contained therein be noted and received.

### **(c) Treasury Management Outturn 2020/21**

The Corporate Director of Finance and Resources presented report RD.07/21 providing the annual report on Treasury Management, as required under both the Financial Procedure Rules and the CIPFA Code of Practice on Treasury Management. Also submitted was the regular report on Treasury Transactions.

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



- Was overseas investment an option for the authority?

The Corporate Director of Finance and Resources explained that it was not currently an option for the Council, however the situation was reviewed annually.

- How much was invested in the CCLA Property Fund?

The Corporate Director of Finance and Resources responded that £3.289m was invested as a long term investment. She added that it was a possibility that further investments into this Fund could be made depending on the cash balances for the authority and what other investment products were available.

RESOLVED – That the Treasury Management Outturn 2020/21 (RD.07/21) be noted and received.

#### **(d) Council Tax Provisional Outturn 2020/21**

The Corporate Director of Finance and Resources presented report RD.04/21 summarising the 2020/21 provisional outturn and performance position for Council Tax.

She informed Members that for 2020/21 the position on the collection fund was estimated to be a surplus of £238,653, with the Council's share being £29,438. When the final position was calculated at the end of 2019/20 the surplus on the Council Tax Collection Fund was actually £50,781 of which the Council's share was £6,197. The decrease in the surplus was taken into account and redistributed in the budgeted estimate for 2021/22.

The actual collection fund position for 2020/21 had been calculated and the surplus had decreased, and was in deficit, now standing at £1,202,144.91 with the Council's share being £144,909.44. The worsening position was a result of the effects of the Covid 19 pandemic and the Council's ability to recover Council tax debt. Legislation had been passed that would allow the Council to spread the deficit position over the following three years to ease the impact on the General Fund and allow time for arrears to be recovered.

RESOLVED – That the Council Tax Provisional Outturn 2020/21 (RD.04/21) be noted and received.

#### **(e) Elected Members' Allowances – Provisional Outturn Report for 2020/21**

The Corporate Director of Finance and Resources presented report RD.08/21 setting out the amount of allowances paid to Members as part of the Elected Members' Allowances Scheme for 2020/21. She informed Members that £269,765 had been paid in allowances to individual Members which represented an underspend of £20,535, the reasons for which were provided at Section 2

RESOLVED – That the Elected Members' Allowances Provisional Outturn 2020/21 Report RD.08/21 be noted and received.

#### **BTSP.42/21 THE SANDS CENTRE REDEVELOPMENT PROJECT**

The Client Side Project Manager presented an update on the current progress of the redevelopment of the Sands Centre site (CS.25/21).

The Client Side Project Manager provided an update on the measures undertaken to manage or adapt the existing proposals to deal with:

- a) Progress with the main contract works
- b) A requirement to update existing infrastructure in the events space to manage public safety systems to meet with current legislation.
- c) Working practices evolving from the management of the risks associated with the COVID -19 pandemic
- d) Working practices evolving from the management of the Brexit Agreement arrangements

In response to questions the Client Side Project Manager gave an overview of an NEC form of contract and explained that the Early Warning Notices, Compensation Event Notices and Project Manager Instructions allowed issues to be identified and addressed as they arose. Some of the costs were met by the Council and some by the contractors, equally some notices resulted in savings to the project. The number of notices issued was quite low for a project of this size. She also detailed how quality control of materials was undertaken on site.

RESOLVED – That the Sands Centre Redevelopment Project update (CS.25/21) be noted.

#### **BTSP.43/21 SICKNESS ABSENCE REPORT 2020/21**

The Policy and Performance Officer submitted the authority's sickness absence levels for the period April 2020 to March 2021 and other sickness absence information. (CS.24/21).

The Policy and Performance Officer provided an update on the work of the Attendance Management Policy Task and Finish Group and reported that current sickness statistics showed the number of days lost per Full Time Equivalent (FTE) equated to 8.5 compared to 12.1 in 2019/20.

The report set out the absence levels split by directorates with comparison figures along with the impact of Covid-19.

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

- A Member felt strongly that the Covid-19 sickness absence figures should not include absences such as childcare, halted services or the inability to redeploy of staff as they were clearly not sickness absence.
- The report clearly identified Directorates with higher rates of stress absence than others, how was this being investigated and addressed?

The Policy and Performance Officer reminded the Panel that absences in smaller Directorates may indicate a spike in sickness, but it may only be one or two people.

- A Member asked for an updated on the Attendance Management Task and Finish Group and the Policy and Performance Officer explained that the report would be ready for the democratic process in the coming weeks.
- Had there been any evidence gathered from staff regarding working from home and did it impact sickness absence?

The Policy and Performance Officer reported that a survey had been undertaken and there had been a mixed result. Some staff preferred working from home for the work / life balance and

some preferred being in the office and the social interaction it provided. The survey was being used to prepare options for future working.

- A Member asked what impact the pandemic had on productivity of staff.

The Policy and Performance Officer responded that generally it had been positive as shown in the next agenda item on performance , however, there were some exceptions.

RESOLVED – 1) That the Sickness Absence Report 2020/21 (CS.24/21) be noted.

- 2) That consideration be given to removing non sickness absence from the Covid-19 sickness figures.

#### **BTSP.44/21 END OF YEAR PERFORMANCE REPORT 2020/21**

The Policy and Performance Officer presented the End of Year 2020/21 performance against the current Service Standards and a summary of the Carlisle Plan 2016-19 actions as defined in the 'plan on a page'. Performance against the Panel's 2020/21 Key Performance Indicators (KPIs) were also included.

There were three exceptions detailed in the report:

SS05: Proportion of corporate complaints dealt with on time

SS08: Proportion of official local authority searches completed on time

Cse14: Actual car parking revenue as a percentage of car parking expenditure

The Policy and Performance Officer gave an update on the Task and Finish Group and a report was due to be presented to Scrutiny later in the year.

In considering the report end of year performance the Panel raised the following comments and questions:

- When would the targets for performance against the Local Environment Climate Change Strategy be included in the Performance Reports and how would staff be included in the work to achieve the targets?

The Policy and Performance Officer responded that the Health and Wellbeing Scrutiny Panel and the Economic Growth Scrutiny were both due to receive reports on the Climate Change Strategy and the questions could be addressed by those Panels.

- A Member highlighted issues that members of the public had in contacting the Council by telephone and asked if it was due to an increase in demand on the service.

The Policy and Performance Officer explained that the telephone was answered by customer service staff working from home. The Customer Contact Centre was closed therefore all face to face demand had diverted to the telephone or online. He agreed to provide the Panel with figures from the Customer Contact Centre for the last year.

RESOLVED – 1) That the End of Year Performance Report 2020/21 (PC.20/21) be noted.

- 2) That the question raised regarding the Local Environment Climate Change Strategy be picked up by either the Health and Wellbeing Scrutiny Panel or the Economic Growth Scrutiny Panel.

- 3) That the Policy and Performance Officer provide the Panel with figures showing the number and response times for telephone calls coming into the City Council for 2020/21.

#### **BTSP.45/21 OVERVIEW REPORT**

The Overview and Scrutiny Officer presented report OS.07/21 providing an overview of matters relating to the work of the Business and Transformation Scrutiny Panel and the Panel's Work Programme.

RESOLVED – That the Overview Report incorporating the Key Decision items relevant to the Business and Transformation Scrutiny Panel be noted (OS.07/21).

(The meeting ended at 5.50pm)

# Report to Business and Transformation Scrutiny Panel

Agenda  
Item:

**A.2**

Meeting Date: 15 July 2021  
Portfolio: Finance, Governance and Resources  
Key Decision: Yes: Recorded in the Notice Ref: KD09/21  
Within Policy and  
Budget Framework YES  
Public / Private Public

Title: BUSINESS RATES OUTTURN 2020/21  
Report of: CORPORATE DIRECTOR OF FINANCE AND RESOURCES  
Report Number: RD.13/21

## Summary:

This report summarises the 2020/21 provisional outturn and performance position for Business Rates and the impact it will have on the overall General Fund Balance and was considered by Executive on 5 July 2021.

## Questions for / input required from Scrutiny:

Members are asked to scrutinise the outturn position for Business Rates and note the impact on the overall General Fund Balance.

## Recommendations:

Members of the Business and Transformation Scrutiny Panel are asked to scrutinise this report.

## Tracking

Executive:	5 July 2021
Scrutiny:	BTSP 15 July 2021
Council:	N/A

# Report to Executive

Agenda  
Item:

Meeting Date: 5 July 2021  
Portfolio: Finance, Governance and Resources  
Key Decision: Yes: Recorded in the Notice Ref: KD09/21  
Within Policy and Budget Framework YES  
Public / Private Public

Title: BUSINESS RATES OUTTURN 2020/21  
Report of: CORPORATE DIRECTOR OF FINANCE AND RESOURCES  
Report Number: RD13/21

## Purpose / Summary:

This report summarises the 2020/21 provisional outturn and performance position for Business Rates and the impact it will have on the overall General Fund Balance.

Members should also note that these figures, as presented, may be subject to change pending the completion of the NNDR3 return and final confirmation of any business rates pooling gains for 2020/21.

## Recommendations:

Members are asked to note the provisional outturn position for Business Rates at 31 March 2021 and approve the creation and transfer to a new earmarked reserve as outlined in paragraph 2.6.1

## Tracking

Executive:	5 July 2021
Scrutiny:	BTSP 15 July 2021
Council:	N/A

## **1. BACKGROUND**

1.1 The aim of this report is to:

- i) Advise Members of the current position on the 2020/21 Business Rates Accounts i.e. the total value of accounts raised and how much has been collected in the 2020/21 financial year.
- ii) Highlight and explain any variances against the expected (or budgeted) position.

1.2 Members are reminded that the Council Tax outturn position was reported to its meeting on 2 June 2021.

## **2. BUSINESS RATES PROVISIONAL OUTTURN AS AT 31 MARCH 2021**

2.1 2020/21 is the eighth year of the Business Rate Retention Scheme (BRRS) and the Collection Fund Accounting Regulations and the sixth year the Council has participated in the Cumbria Pooling arrangement.

2.2 For 2020/21, the BRRS baseline for the Council of £3.335m was used as its budget estimate for income to be retained from Business Rates and an additional £2.400m was estimated to be generated from additional business rate income over the baseline level and from the effects of participating in the Cumbria Pool. A further £0.134m was expected for the Business Rate Multiplier Grant. A total of £5.869m was therefore expected to fund General Fund revenue activities.

2.3 Under normal circumstances any additional income over and above the baseline level is shared 50/50 between the Council and Central Government in what is known as a 'levy'. However, local areas can form combined pools, where the net position of top ups and tariffs result in the pool being a net top-up authority. The benefit of forming the pool is that 100% of additional income is kept within that pool and not paid over to central government, meaning the local area benefits from growth in business rate income. However, there are also potential risks as the pool has to deal with any fall in business rates itself as the Government will not pay any safety net payments when income falls below 92.5% of the baseline.

2.4 The County Council are the administering body for the pool, with all Districts in Cumbria participating in the arrangement. Each district pays the 50% levy that would have gone to Central Government into the Pool. This is then distributed amongst the members on an agreed formula. The distribution is as follows:

Gross Retained Levies

- Administration Costs by County Council
- = Net Retained Levy

40% distributed on basis of spending baseline proportions  
40% distributed on basis of gross levy proportions (i.e. how much each authority pays into the pool)  
20% retained as a volatility reserve for any future decline in income

## 2.5 2020/21 Outturn

There are three elements to the 2020/21 outturn, firstly the performance of the City Council's Business Rate Retention, secondly the performance of the Pool and finally the performance of the Collection Fund.

It should be noted that due to the ongoing effects of responding to the COVID-19 pandemic, there have been significant changes and impacts on the Business Rates accounts for the year. These will have an ongoing impact into 2021/22 and will require some changes to the accounting of Collection Fund and General Fund balances.

In order to support businesses through the pandemic, Government announced that there would be additional expanded relief given to the retail, leisure and hospitality sector. This relief was 100% of business rates for those businesses in the qualifying groups.

Therefore, as the Council would not collect Business Rates from these businesses, the Government provided compensation to local authorities in the form of a Section 31 grant. The Council received £22.315m in respect of expanded retail relief, nursery discount and local newspaper relief. However, this compensation has been paid gross, i.e. the 50% local share and the 50% central government share, so that the Council is not negatively impacted in cashflow terms by the loss of rates. As part of the year end closedown, the Council will only recognise its share of the grants due

Section 31 grants are credited to the General Fund and not the Collection Fund as is the case for any rating income collected. Therefore, the Collection Fund will be in deficit due to rating income not being collected as was expected at the start of the year. However, the General Fund will have excess income due to the crediting of the S.31 grants. The Collection Fund Deficit is recognised through the General Fund in 2021/22 in line with proper accounting practice and it will therefore be necessary to carry forward the General Fund surplus to offset the deficit into 2021/22 through an earmarked reserve.



## 2.6 Business Rate Retention & Pooling

The table below shows the outturn for the Council's Business Rate Retention Scheme.

Carlisle City Council	£000
Income due from Rates Retention	(10,688)
Tariff payable	12,569
	1,881
Discretionary Reliefs Funded by S.31 Grant	(7,706)
<b>Total Net Retained Income</b>	<b>(5,825)</b>
Baseline Funding	(3,335)
Total Additional Income	<b>(2,490)</b>
Levy Payable (to Pool)	(1,245)
Income Retained	(1,245)

Therefore, the Council retains an estimated £1,245,368 and pays £1,245,368 into the pool. The total performance of the pool for 2020/21 is not currently available as this requires information from all 6 district councils in Cumbria based upon their NNDR3 returns and at the time of writing these were not all completed. However, it is estimated that, based on the level of the Levy payable to the Pool and the monitoring information from throughout the year, that £600,000 could be redistributed as the Council's share of the pool performance. An element of this gain may be used to establish a Volatility Reserve as a separate earmarked reserve, however, all members of the Pool are free to decide what to do with the volatility element. Therefore, based upon the information available to us at this point in time, the estimated benefit of participating in the pool has effectively reduced the levy rate from 50% to 26% i.e. the Council gains £1,845,368 out of £2,490,737 growth, as opposed to £1,245,368 without pooling.

### 2.6.1 2020/21 Budget

The budget for funding from Business Rates was set at the baseline level which is set by Government and an additional amount to allow for growth and pooling benefits. However, actual income credited to the general fund is based on the 'NNDR1' estimate produced at the end of January 2020 and includes the estimate of Business Rate Income, the estimate for grant funding (Section 31 Grants) and the actual position on the Collection Fund. Therefore, the position **against the budget for retained income** is as follows:

Carlisle City Council	<b>£000</b>
Business Rate Baseline	(3,335)
Business Rate Multiplier Grant	(134)
Budgeted Growth/Pooling	(2,400)
<b>Total Budgeted Funding</b>	<b>(5,869)</b>
Income due from Rates Retention per NNDR1	(17,018)
Deficit on Collection Fund Brought Forward	216
Tariff payable	12,569
Section 31 Grants for Funded reliefs <sup>1</sup>	(11,189)
Income due from Renewables Rate Growth	(371)
Enterprise Zone Reliefs	(469)
Levy Payable <sup>1</sup>	1,245
Pooling Redistribution <sup>1</sup>	(600)
<b>Total Net Retained Income against Budget</b>	<b>(15,617)</b>
<b>Total Additional Income to be returned to Reserves</b>	<b>(9,748)</b>

Note1: These figures are currently estimates and may be subject to change once final NNDR3 form is submitted and final pooling figures are known.

Therefore, £9.748m will be returned to reserves, however as mentioned in paragraph 2.5, this surplus is due to income credited to the general fund from section 31 grants and will be needed to counteract the deficit funding shown in general fund in 2021/22. This was estimated in January 2021 to be £9,462,618.

**Therefore, it is recommended that £9,463,000 of the additional income recorded in 2020/21 be transferred to an earmarked reserve at 31 March 2021 and released to General Fund in 2021/22. It is recommended that responsibility for this reserve rests with the Corporate Director of Finance and Resources and that approval to release the reserve can be given by the Corporate Director of Finance and Resources via an Officer Decision Notice.**

The remaining additional income balance is recommended to be returned to the General Fund Reserve balance.

## 2.6.2 Collection Fund

The final aspect of Business Rate Retention relates to the position on the Collection Fund. The Business Rates Collection Fund records all the entries in relation to income and expenditure in relation to Business Rates. In 2019/20 the final deficit

on the Business Rates Collection Fund was £1,089,131 of which the Council's share was £435,653.

The current position on the Business Rates Collection Fund is shown below:

Carlisle City Council	£000
Balance Brought Forward Deficit	1,089
Net Rates Payable	(19,666)
Transition payments	528
Cost of Collection	178
Shares to Major Preceptors	42,248
Shares of Estimated Deficit B/Fwd (NNDR1)	(540)
Renewables	371
Enterprise Zone	298
Appeals Settled Provided for in 2019/20	(1,545)
New Appeals to be provided for 2020/21	665
Losses on Collection	200
In Year Deficit	22,737
<b>Total Carried Forward Deficit</b>	<b>23,826</b>
Carlisle City Council Share	9,530
Cumbria County Council Share	2,383
Central Government Share	11,913

The estimated deficit on the collection fund of £540,097 is carried forward on the Balance Sheet and will be paid as part of the redistribution in 2021/22.

## 2.7 Summary Business Rates

2.7.1 Based upon current estimated figures, Business Rates income has performed well in 2020/21 and has exceeded revised budgeted expectations by an estimated £9,748,000, although this is primarily due to the different accounting treatment for S.31 grants compared to business rates income. The Council has achieved estimated additional income from Retained Business Rates income of £2,490,737 in 2020/21 and by participating in the Cumbria Pool has managed to retain £1,845,368 of this. The Council's business rates collection performance for 2020/21 was 94.38% compared with 97.38% in 2019/20; the reduction being down to the impact of COVID.

### 3. Impact on General Fund Reserves

As well as the Business Rates outturn position shown above, there have been some very minor changes as a result of the final business rates position that do not alter the position of general fund reserves shown in the table below.

	31/03/2021 £'000s	31/03/2022 £'000s	31/03/2023 £'000s	31/03/2024 £'000s	31/03/2025 £'000s	31/03/2026 £'000s
<b>Prudent Level of Reserves</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>
Council Resolution General Fund Reserve	(3,134)	(3,601)	(3,213)	(3,058)	(3,077)	(3,129)
<b>Revised Level of Reserves</b>	<b>(3,134)</b>	<b>(3,601)</b>	<b>(3,213)</b>	<b>(3,058)</b>	<b>(3,077)</b>	<b>(3,129)</b>
Transfers to/from reserves as highlighted in provisional GFRevenue Outturn Report (RD05/21 - 02/06/21)	(1,895)	1,721				
Changes to General Fund Outturn Position	2					
Additional Funding from Business Rates	(9,749)					
<u>Transfers to Earmarked Reserves<sup>1</sup>:</u> S.31 Grants	9,463					
<b>Revised Reserves Balance</b>	<b>(5,313)</b>	<b>(4,059)</b>	<b>(3,671)</b>	<b>(3,516)</b>	<b>(3,535)</b>	<b>(3,587)</b>

Note 1: Transfers to/(from) earmarked reserves subject to approval

Note 2: The Final Reserves Balance will be dependent on additional transfer as part of the Statement of Accounts including the final position on Business Rates.

- 3.1 The above table shows that the revised reserve balance has increased by £284,000 from the provisional outturn report (RD05/21) as a result of the overall anticipated income from Business Rates Retention and Pooling.

### 4. **RISKS**

With the implementation of Business Rate Retention, the Council relies on Business Rate income to support its service delivery. Any significant loss of income would have a significant impact on the Council's Medium-Term Financial Plan.

### 5. **CONSULTATION**

- 5.1 Business and Transformation Scrutiny Panel will consider the report on 15 July 2021.

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

- 6.1 The provisional outturn position and comments on performance will feed into the overall Revenue accounts for 2020/21.

- 6.2 Members are asked to note the provisional outturn position for Business Rates at 31 March 2021 and approve the creation and transfer to a new earmarked reserve as outlined in paragraph 2.6.1

## **7. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

- 7.1 The collection of Council Tax and NNDR directly affects all residents receiving services from Carlisle City Council.

**Contact Officer: Steven Tickner**

**Ext: 7280**

**Appendices  
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:**

- **None**

### **CORPORATE IMPLICATIONS:**

**Legal** – The Council has a statutory obligation to collect Council Tax (Local Government Finance Act 1992 and Council Tax (Administration and Enforcement) Regulations 1992 and NNDR (Local Government Finance Act 1988).

**Property** – No implications

**Finance** – Included within this report

**Equality** – This report raises no explicit issues relating to the public sector Equality Duty

**Information Governance** - No Implications



# Business & Transformation Scrutiny Panel

Agenda  
Item:

**A.3**

Meeting Date: 15 July 2021

Portfolio: Leader

Key Decision: Yes

Within Policy and  
Budget Framework Yes

Public / Private Public

Title: Carlisle Plan 2021-2023

Report of: Deputy Chief Executive

Report Number: PC 24/21

## Purpose / Summary:

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

## Recommendations:

- That the Panel consider and comment on the draft Carlisle Plan.

## Tracking

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

## 1. BACKGROUND

- 1.1. The draft Carlisle Plan 2021-23 has been updated since the last round of scrutiny panels in April 2021.
- 1.2. Public consultation is now a possibility, with the increased likelihood of the lifting of the Covid-19 Restrictions on 19<sup>th</sup> July, as set out in the national roadmap.

## 2. PROPOSALS

- 2.1. The final draft version for public consultation has been agreed by the Leader.
- 2.2. A designed version of the content included in this report will be circulated to the Panel prior to the meeting. As well as the designed version, a digital illustrated map will be produced to showcase the investment and economic benefits, in terms of jobs and visitors, that the plan will deliver.
- 2.3. Progress on the programmes underpinning the draft Carlisle Plan will be reported in the quarterly performance report.
- 2.4. Service planning for 2021/22 has been completed and the Directorate and Corporate Plans have been agreed by Senior Management Team.

## 3. RISKS

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

## 4. CONSULTATION

- 4.1. Initial consultation with the three scrutiny panels was been completed in April 2021.
- 4.2. Public consultation can now be planned and an outline plan for consultation is presented below:

Activity	Dates
Launch of public consultation	Mid-July
Online consultation webpage and survey	Mid-July to 6 <sup>th</sup> August
Face to face consultation, linked to key projects: <ul style="list-style-type: none"><li>• Greenmarket and Old Town Hall Assembly Room</li><li>• Tribe Carlisle, Bitts Park</li></ul>	2 <sup>nd</sup> – 6 <sup>th</sup> August or 9 <sup>th</sup> - 13 <sup>th</sup> August
July scrutiny round	15 <sup>th</sup> , 22 <sup>nd</sup> and 29 <sup>th</sup> July
End of public consultation	6 <sup>th</sup> August



- 4.3. Effective consultation and engagement around the priorities and programme can be achieved by linking this work to the work on the key projects. Wherever possible, opportunities to promote the Carlisle Plan will be linked to the consultation and engagement work on the underpinning programmes.
- 4.4. Informal consultation on the plan will continue with partners engaged in delivering the priorities.

## 5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 5.1. The commitment of investment in Carlisle and development of clear programmes and strategies now means that it is an appropriate time to update the Carlisle Plan.
- 5.2. The recommendation is:
  - That the Panel consider and comment on the draft Carlisle Plan.

## 6 CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- ## 6.1 The draft Carlisle Plan sets out the new priorities.

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

<b>Appendices</b>	Draft Carlisle Plan 2021-2023
<b>attached to report:</b>	(A draft designed version will be circulated, prior to the meeting)

**Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers: None**

### CORPORATE IMPLICATIONS:

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

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

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

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

**INFORMATION GOVERNANCE** – None.

# Carlisle Plan

## 2021-23

### The vision

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

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

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## Foreword

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

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

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

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

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

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

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

Leader of Carlisle City Council, Cllr John Mallinson

# Introduction

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

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

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

Across the district, there are a wealth of natural and cultural assets making Carlisle a great place to live, work and visit. Carlisle draws strength from its strategic location, with heritage and environmental sites of national and international importance (Solway Coast and North Pennines) and good connections to national infrastructure. Now is a golden opportunity for growth and development, Carlisle can build on its established economic role whilst encouraging the development of new sectors and entrepreneurship.

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

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

## The Vision

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

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

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

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

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

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

# Principles

## The Seven Principles of Public Life

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

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

## Clarity, confidence, and commitment

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

- Clarity.
- Confidence.
- Commitment.

We are a clear, committed, and confident Council.

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

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

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

# Priorities

## Economic growth

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

We aim to deliver inclusive and sustainable economic growth, ensuring we provide opportunities for all our communities to prosper. We will boost the local economy, making Carlisle a more attractive place for investment, improving skills and drive key sector development. Committed to ensuring our growth agenda is as inclusive as possible, we will ensure that our activities benefit our rural communities.

We see improving connectivity as a key driver, both through the delivery of transport and digital connectivity, as well supporting the development of low carbon transport.

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

## Key economic growth programmes and projects

### **Delivering the Borderlands Inclusive Growth Deal:**

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



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

### **Delivering St Cuthbert's Garden Village:**

- Delivery of 10,000 new homes and over 9,000 direct jobs south of Carlisle. St Cuthbert's Garden Village (SCGV) is one of the largest developments of its kind nationally and the largest in the north of England in terms of new homes, supporting facilities and infrastructure.
- Establishing new communities where population health, wellbeing and environmental sustainability goals are at the heart of good design and land use.

- Providing improved walking and cycling infrastructure through projects such as St Cuthbert's Garden Village, Southern Link Road and Town Deal.
- Through our successful bid to the Government's New Development Corporation Competition (£745,000), we will explore with MHCLG options for appropriate delivery mechanisms to deliver the St Cuthbert's Garden Village and ensure the long-term management and maintenance of the community infrastructure that will be created.

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

- Reimagining the Market Square. The Market Square is the most substantial public space in the city centre, spanning 6,000 square metres, through improvements to the infrastructure and public realm of the square, it will become more of a focal point for residents and visitors.
- Repurposing 6-24 Castle Street. As part of moving away from a reliance on retail in the city centre, current vacant units could be used for several non-retail purposes that attract people to the city centre. This could help reactivate Carlisle's Historic Quarter increasing both weekend and weekday footfall.
- Pedestrianised improvements to Devonshire Street. Reducing the carriageway on Devonshire Street could provide more space for pedestrians and businesses to spill into, which would encourage activity and dwelling time in the street. The businesses currently located on the northern edge of the street offer a possibility to create a spacious outdoor seating area.
- Redevelopment of the former Central Plaza site. The Central Plaza was a Grade II Listed building which was previously a hotel until it closed in 2004. It occupies a key site on Victoria Viaduct, and its deterioration has arguably blighted this part of the city centre relative to other areas. With the site now cleared and £4.7m grant funding available, a number of the redevelopment options have become viable.
- Start with the Park (St Cuthbert's Garden Village). The 'Start with the Park' project will provide the 'Greenway' a connective, multi-modal green travel route connecting the key settlements of SCGV with Carlisle City Centre and providing high quality leisure and recreation facilities. The project will position SCGV as a unique and attractive destination for working-age families. delivering 7km of new/improved walking and cycling infrastructure and 5Ha of public realm/green space, setting the scene for future phases of development.
- Project Tullie, Welcome & Entrance to Tullie House Museum: Part of a wider programme of investment at Tullie House Museum, this project will better connect the Museum to the surrounding streetscape, increasing its visibility by providing a clear and contemporary point of arrival for visitors.
- Digital and Community Learning Hub. Investing in community learning to improve the local skills base. The refurbishment of the City Centre Library will create an accessible digital skills and community learning hub. This includes the installation of digital equipment and training materials in 13 community venues.

- Market Hall. This investment is to improve the infrastructure and internal structure in the Market Hall, to improve the experience for shoppers and visitors and explore options to create a food court and events space.
- Lighting-up Carlisle project (event and infrastructure). This investment of capital funding in digital lighting equipment is to support an expand the events programme.
- Citadels Business Infrastructure (Linked to Borderlands Inclusive Growth Deal). This is part of a wider development scheme to bring a new University campus on the grade I listed Citadels site, this project will create a purpose built hyper fast digitally enabled business interaction and accommodation space, linked to the University of Cumbria's flagship campus development.
- Caldew Riverside: Remediation of development site with potential to provide new city centre living opportunities. Caldew Riverside is a 3.16 ha (7.81 acres) site located within an Edge of Centre location to the South of Carlisle City Centre, within 200 metres from Carlisle Railway Station and 40 metres from the historic quarter. The site is the best and only available location for the delivery of strategic scale residential development close to centre. Due to its location, it has the potential to deliver a high quality, transformational riverside residential development that will showcase and catalyse the city centre living market in terms of both supply and demand. This development site can accommodate an estimated 120 - 150 homes as identified in the current local plan period, with 20% affordable housing policy compliance within the designated zone.
- Creation of a temporary, modular 'pod village' in Bitts Park, providing a vibrant small business hub. The temporary Bitts Park courtyard will be based close to the car park. It will be populated by local businesses and will provide additional amenities for the benefit of park users. It will be constructed from six upcycled containers and will house up to 13 small independent businesses, with a diverse mixture of tenants that includes food and drink, retail and arts. Tenants will be either start-ups, looking to grow or well-established in the local area, which will ensure a collaborative, diverse and progressive working environment.

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

- Kingmoor Park Enterprise Zone: continuing support for the first Enterprise Zone in Cumbria as a local hub for key sectors such as manufacturing and logistics and an environment that welcomes new investors and high growth organisations.
- Development of a Rural Strategy: to explore opportunities and issues, building on the learning from the Place Planning work in the Borderlands Inclusive Growth Deal.
- Proactively position Carlisle for future investment: encourage private and public sector investment in Carlisle to improve productivity, help grow and boost the city; bringing in key employers and more high value jobs, while also ensuring we have investment in our infrastructure to help build Carlisle's future. Making it clear to government and the private sector alike that Carlisle is open for business.

- Grow our visitor economy: ensuring that Carlisle's strong potential as a tourist destination is realised, through providing an enhanced visitor experience with new attractions and increased vibrancy, whilst continuing work to promote the city through the Discover Carlisle brand. Developing a national marketing campaign for Carlisle that showcases the inward investment and the 2000 years of history.
- Working in partnership to tackle the carbon footprint of tourism.

## Health and wellbeing

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

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

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

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

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

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

## Key health and wellbeing programmes and projects

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

- Work with partners to deliver on key district wide actions associated with the WHO six Ps (People, Place, Prosperity, Planet, Peace, Participation).
- Via the County-wide Public Health Strategy and WHO 6 Ps sustain a focus on delivering projects and programmes that address - healthy weight management, physical activity levels, developing a child friendly city, supporting vulnerable adults, addressing mental health management particularly post Covid19 restrictions.
- Continue to influence and shape public planning policy for key developments such as the St Cuthbert's Garden Village, city centre redevelopment and other key place-based developments.

### **Delivering The Sands Centre Redevelopment project:**

- The delivery of a new £27 million flagship sport, leisure, and entertainment facility at the heart of the City will transform the quality and accessibility of health and leisure provision in our district. The new facilities will also enhance our strong partnership relationships with NHS providers focused on improving population health. The Sands Centre will host an extensive Musculoskeletal Unit designed to offer patients treatment and preventative services in a leisure setting.
- The design and development of the new facilities include a range of sustainable features which will support the Council's plans for reducing Carbon emissions, improving energy efficiency, and providing sustainable, healthy transport options.
- The new extension will significantly improve the access opportunities for all our communities to use and enjoy the facilities and services. Access to the building will be significantly improved from all points as will the internal layout. The development of the project has used an inclusive design approach to ensure equal access and wellbeing. This will assist users with physical and other conditions such as dementia to make full use of the site and surroundings.
- The facilities will also improve the existing opportunities for The Sands to host performances, cultural events, and conferences.

### **Supporting the delivery of partnership plans:**

- Deliver the National Lottery funded Place Standard programme to engage with local communities across the district to identify and work together on addressing local issues of concern.
- Develop and deliver an application to the National Lottery Partnership Fund to seek support for a project that will improve our ways of securing and delivering community funding programmes.

- Work with key partners to build on the work of the Carlisle Resilience Group and develop a stronger communities' network that can continue to support residents to participate in community action.

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

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

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

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

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

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

- Reducing emissions from the City Council estate and operations.

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

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

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

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

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

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

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

## **Performance Monitoring**

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

We will measure progress against the plan through an updated performance framework. This framework will include progress in key projects, risks, and opportunities.

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

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



# Business and Transformation Scrutiny Panel

Agenda  
Item:

**A.4**

Meeting Date: 15 July 2021  
Portfolio: Cross-cutting  
Key Decision: No  
Within Policy and  
Budget Framework  
Private/Public Public

Title: Future Scrutiny Arrangements  
Report of: Overview and Scrutiny Officer  
Report Number: OS.18/21

## Purpose / Summary:

This report provides an overview of recent discussions by Scrutiny Chairs with regard to future scrutiny arrangements at Carlisle City Council. It sets out a request from Scrutiny Chairs Group for Business and Transformation Scrutiny Panel to consider establishing a Task and Finish Group to consider whether any changes should be made.

## Recommendations:

Members are asked to:

- Note the content of this report
- Consider whether they wish to establish a future scrutiny arrangements Task and Finish Group

## Tracking

Executive:	<b>Not applicable</b>
Scrutiny:	<b>BTSP 15/07/21</b>
Council:	<b>Not applicable</b>

## 1. Background

1.1 The main recommendation from the Corporate Peer Challenge, published in April 2020, with regard to scrutiny was:

*“Review current arrangements for scrutiny and consider alternative options. This should enable more focused scrutiny of performance, implementation of decisions and contribution to the development of policy in priority areas. It should consider how to support more timely decision making and take account of the reduction in the number of councillors since the 2018 boundary review.”*

1.2 There were five recommendations for scrutiny in the follow up Corporate Peer Challenge that was published in January 2021. One of these was a further recommendation around re-considering current scrutiny arrangements:

*“Consider the structure for Scrutiny and look again at the options for reducing the number of committees. In light of the Council’s wishes for improvement in Scrutiny, and in light of the reduction in the number of seats in May 2019, it is the view of the peer team that the Council would be well served by moving to a model with one committee. Building and brokering agreement on any alternative structure may need the support of the CEX but having these discussions can be important to the improvements you are trying to achieve. Equally, should agreement be found on this, ensuring this is implemented and not restricted by a date set for the AGM will avoid this debate repeating again.*

*As a ‘half-way house’ should the Council arrive at a decision to reduce the number of Scrutiny committees to two for example, ensuring there is a clear distinction between the committees and that they are aligned to the new Carlisle Plan will be important. When required, shared items can take place through joint working groups. This can help to avoid duplication of member and officer effort and a more rounded set of recommendations for the Executive.”*

## 2. Scrutiny Chairs Group

2.1 At their recent meetings Scrutiny Chairs Group have been considering the recommendations of the Corporate Peer Challenge for Scrutiny and discussing whether scrutiny arrangements at Carlisle need to be re-considered in order to provide a stronger scrutiny function. As part of this work, the Scrutiny Chairs Group have looked at an example of how a two panel scrutiny structure could look in Carlisle (detailed example at Appendix 1).

2.2 At their most recent meeting on 29<sup>th</sup> July 2021, Scrutiny Chairs met with Group Leaders for Conservative and Labour groups to discuss future scrutiny arrangements in more detail. The outcome of this discussion was that a report on the Future Scrutiny Arrangements of Scrutiny be added to the Business and Transformation Scrutiny Panel agenda on 15 July 2021 so they could consider establishing a Task and Finish Group to consider what changes should be made. Minutes of this Scrutiny Chairs Group Meeting are provided at Appendix 2 of this report.

### **3. Process for taking this issue forward**

3.1 If, following discussion, BTSP recommend establishing a task and finish group in order to consider future scrutiny arrangements there would be a number of other steps to follow before this action could deliver a change in scrutiny arrangements:

- BTSP meet and resolve to set up a task and finish group which will include members from all three O&S Panels.
- The task and finish group gathers evidence and presents a report to BTSP. This report may propose changes that require change to the Council's Constitution, improvements that can be completed within existing arrangements or a do-nothing option.
- BTSP, if it wishes to, makes a recommendation to the Monitoring Officer on proposed changes to the Constitution.
- Monitoring Officer then refers to the Executive for comments and then to Council for a decision.

3.2 A sample Terms of Reference for the task and finish group is at appendix 3.

### **4. Context for this decision**

4.1 Both Corporate Peer Challenges were completed prior to the Covid -19 pandemic and the announcement that Local Government Re-organisation was being considered for Cumbria. A decision on Local Government Re-organisation is now imminent and this may impact upon the role that Scrutiny has at Carlisle City Council over the next few years. It may also have a growing impact on the levels of resource that elected Members have available for Scrutiny.

4.2 BTSP do not need to make a recommendation about the nature of future scrutiny arrangements at present, however, it may be that the decision on Local Government Re-organisation has a significant influence on the work of any task and finish group and the role that BTSP ask it to take.

## **5. Conclusion and reasons for recommendations**

### **5.1 Panel are requested to:**

- Note the content of this report
- Consider whether they wish to establish a future scrutiny arrangements Task and Finish Group.

**Contact Officer: Rowan Jones**

**Ext: rowan.jones@carlisle.gov.uk**

### **Appendices attached to report:**

- 1. Future Scrutiny Arrangements – example of a two panel system for Carlisle**
- 2. Scrutiny Chairs Group Meeting Notes - 29 June 2021**
- 3. Proposed Terms of Reference for Task and Finish Group**

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

- None

### **CORPORATE IMPLICATIONS:**

**LEGAL -**

**FINANCE –**

**EQUALITY –** This report raises no explicit issues relating to the public sector Equality Duty.

**INFORMATION GOVERNANCE –**

**Future Scrutiny Arrangements – example of how a two panel system for Carlisle could look**

**Background**

Scrutiny Chairs Group in April 2021 considered a People-Place model that had been provided to them following a request from Chairs to see an illustration of what a two panel system, based around a place Panel and a People Panel, could look like in Carlisle.

**Reason for exploring options for People and Place Panels as a starting point**

In recent years a number of local authorities have responded to austerity by reorganising their directorates into two: People and Place. A number of other councils also seem to be using a people/ place approach to their scrutiny panels (examples include East Sussex, Southend, Dorset, Redbridge) although a number of these also seem to be keeping budget work out of these Panels, either using a less frequently meeting Resources Panel or giving budget work to Audit Committee.

**Place**

Membership: 8 Members

Meets: 8 times per year

This Panel considers matters that contribute to the physical environment of Carlisle. They also consider how the physical environment is communicated and perceived in order to draw in more physical and economic benefits to the city (the “place offer”).

Examples of key work streams that will fall within the remit of this Panel include:

- Infrastructure (Capital projects, regeneration, pathways, lighting)
- Council assets (fleet, buildings, CCTV)
- Environment (Environment Strategy, environmental improvements, regulatory activity, environmental health, enforcement, conservation)
- Amenities (green spaces, leisure centres, parks, Tullie House)
- Housing (development, improvements, housing needs, social housing)
- Economic development/ regeneration (Borderlands, Towns Deal, High Street)
- Planning
- Local identity (marketing, tourism, events, heritage)
- Physical and digital connectivity

## **People**

Membership: 8 Members

Meets: 8 times per year

This Panel considers matters impact upon local people, communities and the Council's workforce. It considers matters that impact upon social relationships, quality of life and health.

- Partnerships (professional, community groups, funding bids)
- Workforce (HR, payroll, workforce development, equalities)
- Customers (service provision/ performance, consultation, data protection, FOI)
- Culture/ arts (Cultural Strategy, arts development)
- Community support/ organisations (community centres, volunteering, community projects)
- Health and wellbeing (GLL contract, sports development)
- Emergency planning
- Communications (PR, media)
- Homelessness

## **Resources**

Membership – 4 Members of Place Panel (including 1 Chair or vice Chair), 4 Members of People Panel (including 1 Chair or vice Chair).

Meets: 3 times per year

- Budget
- Capital Strategy
- MTFP

## **Experiences of other authorities in using a People-Place structure**

### **Experience: A London Borough authority**

When you moved to this model and what prompted the move?

May 2017 - having moved from a hybrid Scrutiny/ Service Committee structure which was not an effective model.

Why was a people/ place model adopted?

It reflects learning from previous governance arrangements and allowed for a rebalancing of scrutiny activity, with condensed pre-decision scrutiny, undertaken by Overview Committee, counterbalanced by an additional emphasis on the policy development role of scrutiny through the Scrutiny Committees and Panels. Providing an efficient scrutiny function relies on scrutiny activity not being duplicated, and the development of effective work programmes for each scrutiny forum will ensure this.

### How well it works, particularly in terms of clarity around panel remit?

Each body operates within its terms of reference – People Place and S&R can consider respective performance (complaints and finance).

Overview can consider any items from the Cabinet Forward plan in addition to petitions, complaints (annual report) and ombudsman cases, however as Overview leads in pre-decision scrutiny, and is the only Committee with an opposition Chair, it tends to select a number of reports which are mainly for consideration and only a few comments have been referred to Cabinet.

### **Experience: A unitary authority in South East England**

The current framework of the scrutiny committees at Southend was introduced in 2013.

The move to the creation of the People, Place and Policy & Resources Scrutiny Committees was designed to align with the management structure of the authority.

The current framework of the scrutiny committees works pretty well, although there can be some imbalance around workload, particularly in terms of call-in matters. The areas of responsibility of each committee are generally understood by members and officers.

### **Example work plans under a People-Place model**

#### **Resources Panel – Example workplan based upon 2021-22 workplans for current Panels**

<b>Meeting month</b>	<b>Item</b>	<b>Type of Scrutiny</b>	<b>Lead Officer</b>	<b>Current panel</b>
August	Medium Term Financial Plan	Policy Devel'pt	Alison Taylor	BTSP
	Asset Management Plan and Annual Property Survey Report	Policy Devel'pt	Mark Walshe	BTSP
	Capital Investment Strategy	Policy Devel'pt	Alison Taylor	BTSP
Dec	Budget Setting	Budget	Alison Taylor	BTSP
Jan	Budget Setting (Including Treasury Management Strategy Statement)	Budget	Alison Taylor	BTSP

## People Panel – Example workplan based upon 2021-22 workplans for current Panels

Meeting month	Item	Type of Scrutiny	Lead Officer	Current panel
June	End of Year Performance Report	Monitoring	Gary Oliver	HWSP
	Financial Update on the Impact of Covid-19	Monitoring	Alison Taylor	BTSP
	Outturn Reports	Monitoring	Steven Tickner	BTSP
	Sickness Absence - end of year report 2020/21	Monitoring	Gary Oliver	BTSP
July	Draft Carlisle Plan	Policy Devel'pt	S. O'Keeffe	HWSP
	Sustainable Food Places - Food Carlisle	Policy update	Jeannie Pasley	HWSP
	Update on IT projects	Monitoring	Laura Griffiths	BTSP
	Business Rates Outturn 2020/21	Monitoring	Alison Taylor	BTSP
	Draft Carlisle Plan	Policy Devel'pt	S. O'Keeffe	BTSP
Sept	Sands Centre Project Monitoring Report	Monitoring	D. Crossley	BTSP
	Sickness Absence Q1	Monitoring	Gary Oliver	BTSP
	External Audit Report - Action Plan and recommendations follow up	Monitoring	Alison Taylor	BTSP
	Annual Equality Report	Policy update	Rebecca Tibbs	HWSP
	Performance Report - Q1	Monitoring	Gary Oliver	HWSP
	Covid-19 Recovery Update	Policy update	S. O'Keeffe	HWSP
	Sands Centre - planning programmes	Policy update	D. Crossley	HWSP
	Commercialisation Strategy T&F group report	Policy Devel'pt	Alison Taylor	BTSP
Oct	Zero Carbon Partnership	Partnership	S. O'Keeffe	HWSP
	Budget monitoring Q1 2021/22	Monitoring	Steven Tickner	BTSP
	Emerging agile working policy/ staff survey	Policy Devel'pt		BTSP
Nov	Cumbria Choice - accessibility & performance	Policy update	Gareth Torrens	HWSP
	Performance Report - Q2	Monitoring	Gary Oliver	HWSP
	Draft Healthy city Strategy - post Covid re-build	Policy update	Luke Leathers	HWSP
	Sickness Absence Q2	Monitoring	Gary Oliver	BTSP
	Budget monitoring Q2 2021/22	Monitoring	Steven Tickner	BTSP
Jan	Carlisle Partnership	Policy update	Emma Dixon	HWSP
	Strategic framework for Culture in Carlisle	Policy update	D. Crossley	HWSP
	Local Hub developments (Community Safety)	Policy Devel'pt	D. Crossley	HWSP
	Performance Report - Q3	Monitoring	Gary Oliver	HWSP
Feb	Community centre update	Policy update	Luke Leathers	HWSP
	GLL	Partnership	Luke Leathers	HWSP
	Sickness Absence Q3	Monitoring	Gary Oliver	BTSP
April	Homelessness - update on Strategy & key issues	Policy update	T. Rhodes	HWSP
	Local Government reorganisation	Policy Devel'pt	D. Crossley	HWSP
	Scrutiny Annual Report	Policy Devel'pt	Rowan Jones	HWSP
	Emergency Planning and Evolving Approach to Community Engagement and Climate Change	Policy update	S. O'Keeffe	HWSP
	Budget monitoring Q3 2021/22	Monitoring	Steven Tickner	BTSP
	Corporate Projects	Monitoring	Jason Gooding	BTSP
	Corporate Risk Register	Monitoring	D. Crossley	BTSP



## Place Panel – Example workplan based upon 2021-22 workplans for current Panels

Meeting month	Item	Type of Scrutiny	Lead Officer	Current panel
June	Local Environment (Climate Change) Strategy	Policy Devel'pt	S. O'Keeffe	HWSP
	End of Year Performance Report	Monitoring	Gary Oliver	EGSP
	Sands Centre Project Monitoring Report	Monitoring	D. Crossley	BTSP
	Draft Carlisle Plan	Policy Devel'pt	S. O'Keeffe	EGSP
	Events - planned events and how they can support city centre vitality	Policy update		EGSP
	High Street Task Force - quick wins for City Centre	Policy Devel'pt	Jane Meek	EGSP
Sept	Civic Centre Re-instatement and Development	Monitoring	D. Crossley	BTSP
	Covid-19 Recovery Update - Economic Growth	Policy update		EGSP
	Economic Strategy Action Plan - performance	Monitoring	S. Robinson	EGSP
	Economic Development PMO	Policy update	Jane Meek	EGSP
	Performance Report - Q1	Monitoring	Gary Oliver	EGSP
Oct	Local Air Quality Action Plan	Policy update	Scott Burns	HWSP
	Housing Assistance Grants - DFGs, repair assistance and empty property grants	Policy update	Scott Burns	HWSP
	Delivering SCGV - ensuring resources and skills	Policy Devel'pt	Jane Meek	EGSP
	Making best use of existing housing stock (private sector housing)	Policy update	J. Hewitson	EGSP
	Tourism - strand of the Economic Strategy	Policy Devel'pt		EGSP
Nov	Tullie House Business Plan	Partnership	D. Crossley	HWSP
	Cycling Walking Infrastructure Plans (CWIPS)	Policy Devel'pt	D. Crossley	HWSP
	Performance Report - Q2	Monitoring	Gary Oliver	EGSP
	Infrastructure for connectivity	Policy Devel'pt	Jane Meek	EGSP
	High Street Task Force - quick wins for City Centre	Policy Devel'pt	Jane Meek	EGSP
	Sands Centre Project Monitoring Report		D. Crossley	BTSP
Jan	Diversifying the City Centre	Policy Devel'pt		EGSP
	Kingmoor Park Update	Partnership	S. Robinson	EGSP
	Performance Report - Q3	Monitoring	Gary Oliver	EGSP
Feb	Enforcement Strategy - update on recent activity	Policy update	Colin Bowley	HWSP
	Active spaces - update on plan	Policy update	Luke Leathers	HWSP
	Sands Centre Project Monitoring Report		D. Crossley	BTSP
	LEP - Partner Update	Partnership	Jane Meek	EGSP
	Economic Development PMO	Policy update	Jane Meek	EGSP
	Scrutiny Annual Report	Policy Devel'pt	Rowan Jones	EGSP
April	End of Year Performance Report	Monitoring	Gary Oliver	EGSP
	Riverside - regeneration of existing stock	Partnership	J. Hewitson	EGSP
	Economic Strategy Action Plan - performance	Monitoring	S. Robinson	EGSP
	Flood Risk Management		S. O'Keeffe	EGSP
	Corporate Projects	Monitoring	Jason Gooding	BTSP
	Corporate Risk Register	Monitoring	D. Crossley	BTSP

**SCRUTINY CHAIRS' GROUP MEETING NOTES**  
**29 June 2021 at 10.00am**

**Attended:** Councillor Bainbridge, Chair of the Business and Transformation Scrutiny Panel  
Councillor Alcroft, Vice Chair of the Business and Transformation Scrutiny Panel (from 10.29)  
Councillor Brown, Chair of the Economic Growth Scrutiny Panel  
Councillor Meller, Vice Chair of Economic Growth Scrutiny Panel  
Councillor Paton, Chair of Health and Wellbeing Scrutiny Panel  
Councillor Mrs Finlayson, Vice Chair of the Health and Wellbeing Scrutiny Panel  
Councillor J Mallinson, Leader of the Conservative Group  
Councillor Dr Tickner, Leader of the Labour Group  
Darren Crossley, Deputy Chief Executive  
Rowan Jones, Overview and Scrutiny Support Officer  
Rachel Plant, Democratic Services Officer

**13/21 APOLOGIES FOR ABSENCE**

There were no apologies for absence submitted.

**14/21 LEAD MEMBER**

AGREED – That Councillor Brown, Chair of the Economic Growth Scrutiny Panel, would lead the Group for the meeting.

**15/21 NOTES OF PREVIOUS MEETING**

AGREED – That the notes of the meeting held on 4 April 2021 be approved.

**16/21 FUTURE SCRUTINY ARRANGEMENTS**

The Overview and Scrutiny Officer reminded the Group that the Corporate Peer Review had recommended that the scrutiny arrangements for the Council should be reviewed and the number of Panels should be reduced. The previous Scrutiny Chairs Group had considered a scoping document which set out an option for two Panels using a People -

Place model along with a Resources Panel which would meet to scrutinise the budget. The Scrutiny Chairs Group had asked for further information on the potential remits of a People - Place model and what their potential Work Programmes could look like.

The Overview and Scrutiny Officer had circulated example work programmes under a People – Place model and comparison data showing the number of items covered by the existing Panels compared to the People-Place model. She also circulated feedback from other authorities who had similar models in place.

The Group had also asked for each Chair to discuss the options with their Group prior to this meeting which included the Group Leaders.

The Group discussed the documents in detail, there was some concern that the changes only reduced the number of meetings by 5 over the year and that the wide variety of matters within each remit would affect the knowledge base of Members on Scrutiny.

A Member felt that the work undertaken by the Overview and Scrutiny Officer was detailed enough to move forward with the implementation of reducing the number of Panels to two. He suggested that the matter go to the Lead Panel to establish a Task and Finish Group.

The Labour Group Leader acknowledged the work that Overview and Scrutiny Officer had done in preparing the draft work programmes but felt that it may be more beneficial to use the time improving the three Panels instead of making the changes which, ultimately retained three Panels. He also felt that any decisions on the future arrangements should wait until the decision on the Local Government Reform was known.

The Conservative Group Leader felt that the matter was a decision for the Panel Members and supported the suggestion that a Task and Finish Group take the matter forward.

The Overview and Scrutiny Officer outlined the process needed to make changes. The Group would refer the matter to the Lead Panel which was Business and Transformation Scrutiny Panel. The Panel would consider the matter and if in agreement establish a Task and Finish Group. The Task and Finish Group would undertake the work and make recommendations to the Business and Transformation Scrutiny Panel, who would in turn make recommendations to the Monitoring Officer. The Monitoring Officer would refer the recommendations to the Executive for comment before it was taken to full Council for a decision.

The Deputy Chief Executive asked the Group to consider the upcoming decision with regard to the Local Government Reform. Should the decision be to carry out one of the

options it would bring a significant workload to the Panels and therefore this may not be the most appropriate time to look at scrutiny arrangements.

The Deputy Chief Executive asked the Group to consider the upcoming decision with regard to the Local Government Reform. Should the decision be to carry out one of the options it would bring a significant workload to the Panels and therefore this may not be the most appropriate time to look at scrutiny arrangements.

Following a vote the Group

RESOLVED – That a report on the Future Scrutiny Arrangements of Scrutiny be added to the Business and Transformation Scrutiny Panel agenda for its meeting on 15 July 2021 so they can establish the Task and Finish Group to consider what changes should be made.

### **16/21 DRAFT SCRUTINY IMPROVEMENT PLAN**

The Overview and Scrutiny Officer circulated the draft Scrutiny Improvement Plan which was based on the Initial feedback document from the Peer Challenge.

The recommendations from the Peer Challenge had been included in the Improvement Plan with a number of other good practice measures. The Plan would be a working document which could be added to and would be monitored by the Scrutiny Chairs Group who would also carry out an annual review at the end of the year.

RESOLVED – That the Scrutiny Improvement Plan be adopted.

### **17/21 ANY OTHER BUSINESS**

There was no other business.

(The meeting ended at 10.39am)

## **Proposed Terms of Reference for Future Scrutiny Arrangements Task and Finish Group**

### **Task to be completed**

#### Background

Business and Transformation Scrutiny Panel met on 15<sup>th</sup> July 2021. During discussion on Future Scrutiny Arrangements, informed by recommendations from the Corporate Peer Challenge that took place in November 2020, it was resolved that a cross panel Task and Finish Group would be established to develop a proposal for future scrutiny arrangements that BTSP could consider and decide whether they wished to make a recommendation to the Monitoring Officer.

#### Aims of the Task and Finish Group:

- Review work that has already be done by Officers and through the Corporate Peer Challenge on this issue. Identify drivers for change and challenges or issues to be taken into consideration in delivering change.
- Research – good practice and experience of other local authorities that are in a similar position to Carlisle (may need to include considerable consideration of impacts on scrutiny workloads of local government re-organisation, pending a decision).
- Develop recommendations to share with Business and Transformation Scrutiny Panel (BTSP)

### **Membership**

#### Members:

Cllr ##### (BTSP Member),  
Cllr ##### (BTSP Member),  
Cllr ##### (HWSP Member),  
Cllr ##### (HWSP Member),  
Cllr ##### (EGSP Member),  
Cllr ##### (EGSP Member),

#### Co-opted Members:

Darren Crossley (Deputy Chief Executive and SMT Lead for Scrutiny)  
Rowan Jones (Overview and Scrutiny Officer)

### **Frequency and mode of communication**

This Task and Finish Group will collaborate online. Virtual meetings will be held using Teams. OneNote as the primary method of sharing research and reports.

Virtual meeting will be scheduled to provide Members with an opportunity to share and discuss their work and to progress the task.

A group email will be the secondary method of communication between the group.

#### Schedule and workplan for meetings

<b>Date</b>	<b>Event</b>	<b>Activity</b>
(early) August 2021	T&F Meeting	Agree ToR, elect Chair, briefing from officers on current issues (including Local Government Re-organisation) that may impact on work, planning tasks.
(mid) August 2021	T&F Meeting	Members and officers share research and initial thoughts
(late) August 2021	T&F Meeting	Members and officers share further research and refine views. Agree key points for officers to develop into a draft report for BTSP.
(mid) Sept 2021	T&F Meeting	Officers share draft report for BTSP – group discuss and develop this. Agree draft report.
7 October 2021	BTSP Meeting	T&F group report back to BTSP. Seek recommendation from BTSP on whether a recommendation will be made to the Monitoring Officer.

## Business and Transformation Scrutiny Panel

Agenda  
Item:

**A.5**

Meeting Date: 15 July 2021  
Portfolio: Cross-cutting  
Key Decision: No  
Within Policy and Budget Framework  
Private/Public Public  
  
Title: Overview Report  
Report of: Overview and Scrutiny Officer  
Report Number: OS.17/21

### Purpose / Summary:

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

### Recommendations:

Members are asked to:

- Note the items within Panel remit on the most recent Notice of Key Executive Decisions
- Note the current work programme

### Tracking

Executive:	<b>Not applicable</b>
Scrutiny:	<b>BTSP 15/07/21</b>
Council:	<b>Not applicable</b>

## 1. Notice of Key Decisions

**1.1** The most recent Notice of Key Executive Decisions was published on 8 March 2021. This was circulated to all Members. The following items fall within the remit of this Panel:

*Items which are included in the Panel's Work Programme:*

- KD 01/21 – Carlisle Plan
- KD 08/21 – Medium Term Financial Plan and Capital Investment Strategy
- KD 10/21 – Budget Process 2022/23 – 2026/27
- KD 13/21 – Business Rates Outturn 2020/21
- KD 14/21 – Asset Management Plan 2022 - 2027

*Items which are not included in the Panel's Work Programme:*

- None

## 2. References from Executive

**2.1** None

## 3. Progress on resolutions from previous meetings

**3.1** The following table sets out the meeting date and resolution that requires following up. The status is presented as either “completed”, “pending” (date expected), or “outstanding”. An item is considered outstanding if no update or progress has been made after three panel meetings. All the completed actions will be removed from the list following the meeting.

	Meeting date	Minute reference	Action	Status
1	01/04/21	BTSP 29/21	2) That the Head of Digital and Technology provide an update report on the projects of the IT service in three months' time.	Complete
2	03/06/21	BTSP 40/21	2) That Corporate Director of Finance and Resources provide the Panel with the following written responses: <ul style="list-style-type: none"><li>- details of the commercial underspend at the Market Hall</li><li>- details of the Premises Costs as set out in the table at 3.1.1 of report RD.09/21.</li></ul>	Complete



3	03/06/21	BTSP 43/21	2) That consideration be given to removing non sickness absence from the Covid-19 sickness figures.	Pending
4	03/06/21	BTSP 44/21	2) That the question raised regarding the Local Environment Climate Change Strategy be picked up by either the Health and Wellbeing Scrutiny Panel or the Economic Growth Scrutiny Panel.	Complete

## 5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

**5.1** The overview and scrutiny of the Carlisle Plan items that match the panel remit contribute to ongoing policy development.

**Contact Officer:** Rowan Jones

**Ext:** rowan.jones@carlisle.gov.uk

**Appendices**  
attached to report:

**1. Draft Scrutiny Panel Work Programme 2021-22**

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

- None

### **CORPORATE IMPLICATIONS:**

**LEGAL -**

**FINANCE –**

**EQUALITY –** This report raises no explicit issues relating to the public sector Equality Duty.

**INFORMATION GOVERNANCE –**

## APPENDIX 1: Draft Scrutiny Panel Work Programme 2021-22

Title	Type of Scrutiny	Lead Officer	BTSP Date
End of Year Performance Report (including appendix on comparison of targets for climate change)	Monitoring	Gary Oliver	03/06/2021
Financial Update on the Impact of Covid-19	Monitoring	Alison Taylor	
Sands Centre Project Monitoring Report	Monitoring	Darren Crossley	
Outturn Reports	Monitoring	Steven Tickner	
Sickness Absence - end of year report 2020/21	Monitoring	Gary Oliver	
Update on IT projects	Monitoring	David Strong/ Martine Kelly/	15/07/2021
Business Rates Outturn 2020/21	Monitoring	Alison Taylor	
Future Scrutiny Arrangements	Policy Development	Rowan Jones	
Draft Carlisle Plan	Policy Development	Steven O'Keeffe	
Medium Term Financial Plan	Policy Development	Alison Taylor	26/08/2021
Asset Management Plan & Annual Property Survey Report	Policy Development	Mark Walshe	
Capital Investment Strategy	Policy Development	Alison Taylor	
Sands Centre Project Monitoring Report	Monitoring	Darren Crossley	
Performance Report Q1	Monitoring	Gary Oliver	
Sickness Absence Q1	Monitoring	Gary Oliver	
Commercialisation Strategy T&F group report	Policy Development	Alison Taylor	
Local Government Re-organisation	Policy Development	Darren Crossley	
External Audit Report - Action Plan and recommendations follow up	Monitoring	Alison Taylor	
Civic Centre Re-instatement and Development	Monitoring	Darren Crossley	
Budget monitoring Q1 2021/22	Monitoring	Steven Tickner	07/10/2021
Covid-19 financial impacts - wrap up report	Policy update	Alison Taylor	
Squad working	Policy Development	Darren Crossley	
Emerging agile working policy/ findings of staff survey	Policy Development	Darren Crossley	
Budget Setting	Budget	Alison Taylor	
Sands Centre Project Monitoring Report		Darren Crossley	07/12/2021
Performance Report Q2	Monitoring	Gary Oliver	
Sickness Absence Q2	Monitoring	Gary Oliver	
Budget monitoring Q2 2021/22	Monitoring	Steven Tickner	
Budget Setting (Including Treasury Management Strategy Statement)	Budget	Alison Taylor	06/01/2022
Sands Centre Project Monitoring Report		Darren Crossley	24/02/2022
Performance Report Q3	Monitoring	Gary Oliver	
Sickness Absence Q3	Monitoring	Gary Oliver	
Budget monitoring Q3 2021/22	Monitoring	Steven Tickner	31/03/2022
Scrutiny annual Report		Rowan Jones	
Corporate Projects	Monitoring	Jason Gooding	
Corporate Risk Register	Monitoring	Darren Crossley	