

# Executive

Agenda  
Item:

**A.1**

Meeting Date: 2 June 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.11/21

**Purpose / Summary:**

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

**Recommendations:**

1. That the Executive consider and comment on the feedback on the draft Carlisle Plan.
2. That the Executive agree the outline timetable for scrutiny and public consultation.

**Tracking**

Executive:	2 June 2021 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 completed the round of scrutiny panels, for consideration and comment.
- 1.2. Public consultation is now a possibility, with the increased likelihood of the lifting of the Covid-19 Restrictions in June, as set out in the national roadmap.

## 2. PROPOSALS

- 2.1. The focus of the feedback from the scrutiny panels was on the main document, the Carlisle Plan 2021-23. The proposal is to incorporate the comments and resolutions into a new version for public consultation and further scrutiny. A final draft version for public consultation will be agreed by the Leader.
- 2.2. In the interim, progress on the programmes underpinning the draft Carlisle Plan will be reported in the quarterly performance report, dating from April 2021. This will assist the work to review the current performance report, underway through the Scrutiny Task & Finish Group.
- 2.3. Service planning for 2021/22 has been completed and the Directorate and Corporate Plans will be discussed at Senior Management Team on 15<sup>th</sup> June.

## 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 has been completed in April 2021.
- 4.2. Public consultation can now be planned and an outline plan for consultation is presented below:

<b>Activity</b>	<b>Dates</b>
Launch of public consultation	Mid-July
Online consultation webpage and survey	Mid-July to Friday 6 <sup>th</sup> August
Face to face consultation, linked to key projects	To be confirmed
July scrutiny round	15 <sup>th</sup> , 22 <sup>nd</sup> and 29 <sup>th</sup> July
End of public consultation	Friday 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,



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## EXCERPT FROM THE MINUTES OF THE BUSINESS AND TRANSFORMATION SCRUTINY PANEL HELD ON 1 APRIL 2021

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### BTSP.32/21 CARLISLE PLAN 2021-2023

The Deputy Chief Executive submitted the draft Carlisle Plan 2021-2023 (PC.08/21).

The Policy and Performance Officer reported that the draft Carlisle Plan 2021-2023 brought together an ambitious programme for Carlisle under two priorities, namely Economic Growth and Health and Wellbeing. Those priorities would be supported by the programmes and projects outlined in appendix 1. Appendix 2 contained a summary of the draft plan along with a summary of the Council's Corporate Plan.

The Executive had considered the matter at their meeting on 8 March 2021 (EX.30/21 refers) and referred it to the Panel.

In considering the Carlisle Plan Members raised the following comments and questions:

- Paragraph 2.2. of the report stated "... *prosperity being the most important determinant of health and wellbeing.*" A Member sought further information for the rationale of that statement.

The Deputy Chief Executive responded that the statement sought to emphasise the link between quality homes, employment and standard of living had an impact on the health and wellbeing of a district. It was a symbolic statement which aimed to demonstrate the importance of prosperity as a factor in health and wellbeing.

- A Member expressed concern that the focus on economic growth may come at the cost of work to make the Council more sustainable and meeting its Climate Change targets. He suggested that the term sustainability be defined and reference to it be included in the Plan's vision, priorities and key programmes and projects.

A number of Members welcomed the Plan, however, they felt that the format in which it was presented was not conducive to using the Plan as either a marketing document for the district, nor did it set out clearly for the public or businesses the Council's plans. The following suggestions were made:

- The terminology used in the plan be amended so that it was accessible to a wider audience. The use of shorter, sharper language including "straplines";
- The Plan's objective be clearly set out;
- That the Plan should operate as the Council's pledge to the residents of the district;
- That the final version of the Plan would be able to be used as a marketing tool;
- The wording in relation to economic growth / business development and growth be strengthened;
- The Plan needed to include clearer reference to tourism as that would be an important factor in the economic growth of the district following the Covid 19 pandemic;
- The Plan should make reference to Carlisle being the capital of Cumbria as well as being a regional capital.

The Finance, Governance and Resources Portfolio Holder thanked the Members for their comments. He was of the view that the Plan needed more visual and narrative content so that those reading it would be able to identify why a particular project or programme of work was being undertaken, what their outcomes and benefits would be. He assured the Panel that the priorities would be easily identifiable in the final version of the Plan.

The Deputy Chief Executive also thanked the Panel for its comments which would be taken on board as part of the ongoing development of the Plan.

RESOLVED – 1) That the Panel had considered and commented on the draft Carlisle Plan 2021-2023 (PC.08/21).

2) The Panel made a series of suggestions (outlined below) for the Executive to consider in the development of the final Plan document:

- The terminology used in the plan be amended so that it was accessible to a wider audience. The use of shorter, sharper language including “straplines”;
- The Plan’s objective be clearly set out;
- That the Plan should operate as the Council’s pledge to the residents of the district;
- That the final version of the Plan would be able to be used as a marketing tool;
- The wording in relation to economic growth / business development and growth be strengthened;
- The Plan needed to include clearer reference to tourism as that would be an important factor in the economic growth of the district following the Covid 19 pandemic;
- The Plan should make reference to Carlisle being the capital of Cumbria as well as being a regional capital;
- That the term sustainability be defined and reference to it be included in the Plan’s vision, priorities and key programmes and projects.

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## **EXCERPT FROM THE MINUTES OF THE HEALTH AND WELLBEING SCRUTINY PANEL HELD ON 8 APRIL 2021**

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### **HWSP.32/21 CARLISLE PLAN 2021 - 2023**

The Policy and Communications Manager presented the draft Carlisle Plan 2021-23 which identified two priorities for Carlisle, namely Economic Growth and Health and Wellbeing; together with a new vision focussing on prosperity as the primary purpose, identifying prosperity as being the most important determinant of health and wellbeing.

The Policy and Communications Manager informed the Panel that the final design document would include graphics and examples once the content of the Plan had been agreed.

The Executive had considered the matter at its meeting on 8 March 2021 (EX.30/21 refers) and had referred it to the Panel.

The Panel scrutinised the Carlisle Plan in some detail and debated the content and priorities set out.

The Panel noted that there were no plans to put the draft Carlisle Plan out to public consultation. The Panel understood that the document was the administration's vision for Carlisle for the next two years, a number of Members felt strongly that it was important for the residents of Carlisle to be included in the vision for the future of their City. The Panel requested that the draft Carlisle Plan be put out for public consultation.

Members further commented that the draft Plan would benefit from restructuring so as to make it a more usable working document, they also asked that the language in the Plan be reconsidered with a view to making it easier to read and understand for residents.

The Panel acknowledged the various large projects that had commenced or were due to begin in the district, including and the £250m which was being invested in the City. It suggested that the draft Plan include more details on those projects to demonstrate what the Council was undertaking to realise the overall vision.

In discussing the priorities detailed in the Plan the Panel agreed that jobs and growth were important but to be successful they needed to link to an important priority for residents: access to housing. Good access to affordable and low cost housing would also attract people into the area aiding the jobs and growth the Plan aimed to support. It was recommended that the Carlisle Plan highlight the importance of affordable and low cost housing in the delivery of prosperity and good health and wellbeing outcomes.

A Member highlighted the World Health Organisation (WHO) Healthy Cities Network six 'P's: Peace, Planet, Place, People, Participation and Prosperity. She asked that reference to those be included in the Carlisle Plan under the Health and Wellbeing priority.

There was some concern that the Plan prioritised economic growth over health and wellbeing, which may have a detrimental impact on the environment. Therefore, the type of jobs that were created and attracted to the district was important. The proposed Vision did not include any actions that would mitigate the impact of or, ensure change with regard to the climate emergency. A Member requested that climate change and the environmental crisis be included as a priority in the overarching document, stating that jobs would appear and health and wellbeing would increase as a result. The Member also suggested that the Executive read the

recent report which had been produced identifying the potential for green jobs across Cumbria with a view to considering if that may be linked into the Carlisle Plan.

A Member drew the Panel's attention to the Vision set out in the Plan, noting the first paragraph stated "prosperity being the most important determinant of health and wellbeing". She had supporting documentation that showed income inequality was a more important determinant in health and wellbeing. She asked that the word 'most' be removed from the sentence or that the evidence supporting the statement be made available.

In responding to the Panel's comments the Portfolio Holders for Finance, Governance & Resources, Economy, Enterprise & Housing, Communities, Health & Wellbeing, and Environment & Transport clarified the following points:

- The priority of the Executive and Council was jobs and growth at all cost. There was a serious risk of unemployment, therefore there needed to be a focus on growth to recover from the pandemic;
- The Carlisle Plan was an overarching document which set out the Administration's vision for the City and was linked to a suite of Council documents including the Local Plan and the Strategic Housing Assessment, each of which had undergone extensive public consultation;
- It was acknowledged that the Council may need to be clearer with regard to work that was being undertaken regarding housing, but some consideration was needed about the most appropriate place for the information;
- Housing was an important matter and the Council was involved in several projects which impacted on housing;
- The Council had sought feedback from stakeholders on their vision for the city for the future and this had been included in the formulation of the draft Plan;
- Prosperity was a metric widely used in government, local authorities and the NHS. If people had access to good jobs and homes, and the means to support themselves better health and wellbeing was generated, there was a lot of research available on the matter;
- The climate emergency was included throughout the Carlisle Plan and was integral in everything that the Council did, if the City was not prosperous there would be no way to meet the challenge of the climate crisis.

Overall, the Panel felt that the content of the draft Carlisle Plan required developing further and it recommended that the Executive review the document in light of the comments made. The Panel also requested that the draft be resubmitted to Scrutiny prior to its being considered by Full Council.

RESOLVED – That in considering the Carlisle Plan 2021-2023 (PC.09/21) the Panel made the following recommendations to the Executive:

- That a public consultation exercise on the draft Carlisle Plan be undertaken.
- That the Carlisle Plan be amended to use more accessible, clear language.
- That the Carlisle Plan should make reference to the World Health Organisation (WHO) Healthy Cities Network six 'P's: Peace, Planet, Place, People, Participation and Prosperity that provide the framework for the City Council's Healthy City work.
- That the Carlisle Plan highlight the importance of affordable housing, or access to low cost home ownership in delivering prosperity and good wellbeing outcomes.
- That the Executive re-consider the wording of the assertion on page 4 of the Plan: "prosperity being the most important determinant of health and wellbeing". If the Executive do not wish to re-phrase the sentence, the Panel would like this assertion to be evidenced.
- The Panel would like an opportunity to comment on a future draft of the Carlisle Plan, before it goes to Council.

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## EXCERPT FROM THE MINUTES OF THE ECONOMIC GROWTH SCRUTINY PANEL HELD ON 12 APRIL 2021

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### EGSP.28/21 CARLISLE PLAN 2021-2023

The Policy and Communications Manager submitted report PC.10/21, the purpose of which being to progress the adoption of a new Carlisle Plan forming part of the Council's Policy Framework.

The Policy and Communications Manager explained that the draft Carlisle Plan comprised a main document containing the detail behind the Plan, together with a summary 'Plan on a Page' listing the Council's vision, principles, priorities and programmes/projects. The two priorities were Economic Growth and Health and Wellbeing. He added that Corporate Plan would be developed over the coming months in parallel to the Carlisle Plan. A further key point of note was that a Performance Reporting Task and Finish Group was underway which would enable preparation of a detailed quarterly performance report from April 2021 onwards.

The Executive had considered the matter at their meeting on 8 March 2021 (EX.30/21) and referred it to the Panel for consultation.

The Policy and Communications Manager concluded by inviting the Panel to consider and comment on the draft Carlisle Plan, with particular reference to the economic growth priority and programme.

The following observations / suggestions were raised during scrutiny of the Carlisle Plan 2021-2023:

- *The Vision – 'To enable Carlisle to grow and prosper as the capital of the Borderlands region, benefitting the health and wellbeing of the people of Carlisle.' was welcomed. However, that statement lacked depth in terms of addressing inequality and poverty. Nor was there any mention of low-cost affordable housing.*  
  
*If the Council was serious about true inclusivity, that meant looking at every area of poverty and inequality. It was requested that further consideration be given to 'The Vision' and that the Carlisle Plan go out to public consultation.*
- *A more creative approach to the wording / terminology and compilation of the document would aide understanding and ensure that it was user friendly for the public.*
- *The Plan needed to include a greater focus on tourism and the Economic Strategy as that would be an important factor in driving change and the prosperity of Carlisle.*
- *The Economic Growth priority stated that "we aim to deliver inclusive and sustainable economic growth, ensuring we provide opportunities for all our communities to prosper", yet no mention was made of the means by which that would be achieved. Similarly, the statements on page 29 concerning the Citadels for example were lacking in detail in terms of the level of investment and how discussions with the University were coming to fruition.*

The Deputy Leader, and Finance, Governance and Resources Portfolio Holder acknowledged that Members were correct in the sense that the key economic growth programmes and projects were referenced within the Carlisle Plan, but there was no real link within the document to state why they were significant if one was not planning or able to go to University in Carlisle; why

moving the University to the Citadel was so important; how many jobs would be brought into the City or how it would help the high street to survive. Further clarity was therefore required.

The Deputy Leader further explained that he was particularly keen on both sustainable and unsustainable growth (unsustainable in terms of new businesses being empowered to start up and try to grow whilst acknowledging that, statistically, a significant number of new businesses do not last more than three years) to deliver a more prosperous society and thus improving standards of living and quality of life. The Plan could be more visual and informative to aid understanding.

- *Referencing the three principles (Clarity, Confidence and Commitment), a Member questioned how much consultation had gone into understanding the needs of Carlisle's residents.*

In response, the Leader stated that COVID-19 had presented somewhat of a bar to consultation. However, now that lockdown measures were easing serious consideration could be given to public consultation.

The Leader further took the Member's point regarding the Citadels which could be better populated as time goes by.

The Economy, Enterprise and Housing Portfolio Holder commented that the draft Economic Strategy was nearing completion and would be coming back to Committee in due course.

Tourism could bring immense scope and potential money into the City and should perhaps be given greater credence within the Carlisle Plan. Projects including the Carlisle Station Gateway and Project Tullie; and improvement of the visitor / night-time economy were of critical importance. Further detail may also be needed as regards housing provision.

The Economy, Enterprise and Housing Portfolio Holder then thanked Members for their most helpful and useful comments.

The Policy and Communications Manager added his thanks to the Panel for their feedback.

A Member sought clarification that the revised draft Carlisle Plan, taking account of the comments raised, would come back through the Scrutiny process.

The Leader replied that Scrutiny was entitled to review the document should they so wish.

RESOLVED – (1) That the Economic Growth Scrutiny Panel had considered and commented upon the draft Carlisle Plan 2021-2023 (PC.10/21).

(2) That the Panel made a series of observations / suggestions (outlined in the bullet points above) for the Executive to consider in the development of the final Plan document.

(3) That the Panel wished to have sight of the revised draft Carlisle Plan at a future meeting.