



## RESOURCES OVERVIEW AND SCRUTINY PANEL

### *Panel Report*

**Public**

**Date of Meeting:** 21 February 2013

**Title:** Draft Carlisle Plan 2013/16

**Report of:** Policy and Communications Manager

**Report reference:** PC 03/13

#### **Summary:**

This report presents the draft Carlisle Plan, including the new vision and priorities for the City Council. It also provides a draft action plan to deliver the priorities.

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

1. Consider and comment on the presentation and content of the Carlisle Plan with a view to seeking continuous improvement in the way the City Council delivers services to its local communities.
2. Agree how Scrutiny will receive progress updates on the Plan and actions.

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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

## **1. BACKGROUND INFORMATION**

- 1.1 The Carlisle Plan 2013/16 replaces the previous Corporate Plan 2010/13 and forms part of the Council's Policy Framework.

## **2. THE CARLISLE PLAN**

- 2.1 The Carlisle Plan for 2013/16 is attached as Appendix 1. It sets out the City Council's vision for Carlisle and the six priorities for action over the medium term (2013/16). The text under each priority provides the background and further detail on how the priority will be achieved.
- 2.2 The draft action plan for delivering the priorities is attached as Appendix 2. This includes medium term actions that aim to be delivered over the life of the Carlisle Plan and actions to be delivered within the financial year. This aligns the Carlisle Plan with the budget year. Future actions that develop can fit into the budget planning process.
- 2.3 The Carlisle Plan will be monitored by the Senior Management Team and regular progress will be reported to the Executive. The actions for each priority will be reviewed and developed as they progress. It is suggested that Overview and Scrutiny could receive progress updates on the priorities and actions as part of the quarterly monitoring reports.

## **3. TIMETABLE FOR AGREEING THE CARLISLE PLAN**

- 3.1 The Plan will be considered by the Overview and Scrutiny Panels as described below:

Community Overview and Scrutiny Panel	14 February 2013
Resources Overview and Scrutiny Panel	21 February 2013
Economy and Environment Overview and Scrutiny Panel	28 February 2013
Executive	8 April 2013
Full Council	30 April 2013

- 3.2 A programme of engagement events are planned throughout March 2013. They will assist in raising awareness of the Council's vision and priorities, as well as helping to shape the actions to deliver the Carlisle Plan. In addition, consultation on the action plan will be undertaken with partners engaged in delivering each key action. The City Council will consult with community and voluntary groups on the action plan to identify opportunities to develop working with this sector and support existing initiatives. This demonstrates the authority's commitment to the Cumbria Compact and fulfils the requirement to undertake 12 week consultation on policy development.

### Impact Assessments

**Does the change have an impact on the following?**

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

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

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**If an equality impact assessment is necessary, please contact the Policy & Communications Team.**

## **Carlisle Plan 2013/16**

### **Vision:**

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

**We will support the growth of more high quality and sustainable business and employment opportunities.**

All our key decisions will support business growth. Our services will focus on being “business friendly”, working more closely with businesses to meet their needs.

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

We will support the tourism, arts and creative industries. Arts and leisure are important parts of making Carlisle a great place to work, live and visit. We will identify opportunities to enhance our sporting, cultural and heritage offer. We will find and support more sustainable ways to deliver this as a long term priority.

**We will work more effectively with partners to achieve the City Council’s priorities.**

We will look beyond Carlisle, building a stronger city as part of a stronger Cumbria. We will work to establish Carlisle as a nationally recognised sub-regional capital. We will build trust and confidence in the City Council, so that we become an effective partner in the key areas of housing and economic growth.

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

Working in partnership, we want to help businesses identify the requirements needed to develop a skilled workforce and support education providers to help this be a reality. We will develop a better understanding of the needs of two very different sets of partners – businesses and learning and skills providers.

**Together we will make Carlisle clean and tidy.**

We all want Carlisle to be a place that is clean and a city in which we can all be proud. There is a shared responsibility between us and the community to achieve this. We want to do this by being proactive rather than reactive.

We will make decisions that are consistent with 'Clean-up Carlisle', one of our key initiatives. We will continue to tackle these issues, building a sustainable and better local environment.

**We will address Carlisle's current and future housing needs.**

Carlisle needs to provide more than 450 homes a year to support economic growth. We will take a bold and decisive lead on planning for future housing need, working with key partners to ensure that these plans deliver high quality homes that Carlisle people need.

We will focus on the quality of our homes, particularly in the private rented sector. We will work to make sure that housing is energy efficient and sustainable.

We will work with our partners to deliver affordable and specialist housing where required.

**Carlisle Plan Action Plan 2013-16**

**We will support the growth of more high quality and sustainable business and employment opportunities.**

<b>Action 1: Develop an Employment Land Strategy</b>		
Carry out an Employment Land Review as part of the Local Plan including identifying strategic employment sites.	J Meek	April 2013 onwards
Local Plan – Preferred Options – Agree key employment sites	J Meek	September 2013
<b>Action 2: Work with partners to promote the employment sites in the city</b>		
Developing the M6 Corridor protocol.	J Meek	Spring 2013
Develop a Prospectus promoting Carlisle as a great place to start up, relocate and grow a business.	J Meek	Spring 2013
<b>Action 3: Improving Industrial Estate / Employment land performance</b>		
Develop options for managing / developing the Kingstown Industrial Estate and other key sites.	J Meek	April 2013
<b>Action 4: Develop a City Centre Development and Performance Strategy</b>		
Establish a set of measures to monitor the economic performance of the city centre.	J Meek	April 2013
Develop a revised City Centre Masterplan to form part of the Local Plan. Identifying opportunities for the development of sites for office, leisure and retail accommodation.	J Meek	May 2013
Develop and deliver a city wide broadband and WIFI project designed to develop online access, speeds and uptake.	J Meek	May 2013
Develop and deliver a programme of public realm improvements in key areas of the city.	J Meek	2013/14
<b>Action 5: Invest in Carlisle programme</b>		
Engage and support businesses and new investment in the city via the Economic Development Liaison Panel and improved links with existing businesses.	J Meek	April 2013

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

<b>Action 1: Delivery of a city centre Arts Centre</b>		
Work with partners to select a suitable site or property.	K Gerrard	April 2013
Develop governance, operational and business plans.	K Gerrard	July 2013
Continue to support the development of the Arts Centre through a three year programme of development works.	K Gerrard	2013/14 to 2015/16
<b>Action 2: Old Town Hall Project</b>		
Deliver the Old Town Hall restoration and repair project.	J Meek	June 2013
Develop options to refurbish and modernise the Tourist Information Centre.	J Meek	June 2013
<b>Action 3: Deliver a Carlisle 'Events City' prospectus of cultural and sporting events for 2013/14</b>		
Develop an events programme, budget and resource plan for 2013/14	K Gerrard / J Meek / A Culleton	April 2013
<b>Action 4: Developing a partnership approach to tourism</b>		
Deliver the City Tourism event and work with partners to identify initiatives to support tourism.	J Meek	April 2013
<b>Action 5: Develop our sports and leisure facilities</b>		
Deliver a sport and leisure facilities assessment of need and suitability plan	K Gerrard	February 2013
Develop sport and leisure facilities to address the need for wet and dry facilities by 2015/16	K Gerrard	April 2013
Support the delivery of key sports and leisure facilities via the Harraby School and Community Project.	K Gerrard	2013/14 to 2015/16
Deliver the cycle way link to complete the Carlisle cycle scheme	A Culleton	Summer 2013

**We will work more effectively through partnerships to achieve the City Council's priorities.**

<b>Action 1: Enhanced partnership working</b>		
Map partners relevant to priorities	Senior Management Team (SMT)	April 2013
Identify partners shared aims and objectives and how we can work together	SMT	April 2013
Review member/officer partnership representation	M Lambert	April 2013
Quantify and redirect existing partnership spend	SMT	April 2013
Identify partnership champions and tap into their knowledge of what makes partnerships work	SMT	Ongoing 2013/14

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

<b>Action 1: Understanding the current position – business needs and learning providers and collaborating to address these needs</b>		
With key Further Education / Higher Education partners draft a skills analysis for Carlisle	K Gerrard	May 2013
Use this analysis to develop a learning and skills partnership designed to address the current and future skills gaps for Carlisle. To be led through the Carlisle Strategic Partnership / Carlisle Economic Partnership (CEP)	K Gerrard / J Meek	June 2013
<b>Action 2: Develop a collaborative approach to stimulating new business and growing small businesses</b>		
Support the delivery of the Carlisle Growth Hub project and Business Interaction Centre (BIC) in Carlisle.	J Meek	April 2013
Explore with partners other ideas and options for developing and delivering a pathway of support, funding and facilities for business growth. Support the CEP to deliver this pathway.	J Meek	June 2013



**Together we will make Carlisle clean and tidy.**

<b>Action 1: Monitor the new enforcement policy for tackling environmental crimes</b>		
Monitor the outcomes of the enforcement policy and take appropriate actions to ensure targets are achievable.	A Culleton	Ongoing 2013/14
<b>Action 2: Deliver the 'Love Where you Live' campaign</b>		
Implement the marketing, communications and promotional plans	A Culleton	Ongoing 2013/14
Implement education activity with local schools and other appropriate groups	A Culleton	Ongoing 2013/14
Monitor and report on key results from the campaign, identifying new approaches.	A Culleton	Ongoing 2013/14
<b>Action 3 : Deliver the Cleaning Up Carlisle programme in 2013/14</b>		
Increase the usage of mechanical sweepers	A Culleton	Ongoing 2013/14
Implement a programme of street cleansing	A Culleton	Ongoing 2013/14

**We will address Carlisle's current and future housing needs.**

<b>Action 1: Deliver the key housing projects arising from the City Housing Strategy</b>		
Deliver a programme to install energy efficiency measures in domestic homes and to tackle fuel poverty.	K Gerrard	2013/16
Utilise a wide range of funding streams to bring empty homes back into use.	K Gerrard	2013/16
<b>Action 2: The strategic housing needs are fully understood and integrated into the Local Plan.</b>		
Ensure that sufficient land is identified in the Local Plan to provide for the housing needs of the area.	K Gerrard / J Meek	By 2014
<b>Action 3: In the light of welfare reform changes ensure that vulnerable residents and client groups housing needs are understood</b>		
Assess the housing and welfare / benefits needs arising from the government Universal Credit programme and seek to work with partners to meet these needs.	K Gerrard	April 2013
Review work programmes and service level	K Gerrard	April 2013 -

## Appendix 2

agreements to ensure advice services supported by the Council are well co-ordinated and deliver good value for money.		onwards
Review the use of Discretionary Housing Payments fund to ensure the most effective use.	K Gerrard	Through to 2016