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Date of Meeting: 6 August 2009

Title: Scrutiny of Carlisle Renaissance Board Action Plan

Report of: Programme Director Carlisle Renaissance

Report reference: CR01/09

Summary:

This report updates Members on progress with Carlisle Renaissance Board Action Plan.

Questions for / input required from Scrutiny:

Recommendation:

Members are asked to note and comment on progress.

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1. INTRODUCTION

1.1 Context

- 1.1.1 The context for this progress report is that the City Council along with Cumbria County Council and North West Development Agency ("NWDA") entered into an agreement (see **Appendix A**) to collaborate in the delivery of a programme of regeneration and economic development to secure the economic growth of Carlisle ("Carlisle Renaissance"). This agreement established the Carlisle Renaissance Board; its terms of reference and composition (see **Appendix B** for a list of current Board Members).
- 1.1.2 The Board's first Action Plan for Carlisle Renaissance ("CR") was submitted for Scrutiny by Members on 28 January 2009 and following approval by the three Founding Members was published on 23 March 2009 (see **Appendix C**). The Action Plan set out four transformation actions to support City Council's economic strategy and the role of the Board in delivering these four priorities.

1.2 Purpose of Report

- 1.2.1 The purpose of this report is to update Members on progress with the Carlisle Renaissance Action Plan.

1.3 Programme Framework

- 1.3.1 The Action Plan sets out four major priorities for the CR programme. By their very nature major programmes of this kind evolve over time as circumstances change, issues emerge and more stakeholders become involved in the process. It is prudent therefore to define a framework and develop this over time. This approach has been adopted by CR and the framework for managing, reporting and reviewing performance is summarised in Table 1 (see below).
- 1.3.2 The framework approved by the Board sets out work packages and projects that will support the delivery of each priority. The Board have also identified culture and sport as cross cutting themes which it considered could contribute to the delivery of its priorities.

Table 1: summary programme management framework

Priority	Work Package	Culture	Sport
Caldew Riverside	Land Transactions Site Remediation Planning & Design		
Historic Quarter	Attractions & Facilities Image & Interpretation Public Realm & Access		
City Centre	Management Planning Support Transport		
M6 Corridor	Research & Analysis		

1.3.3 Each priority is at a different stage in its evolution and by the end of 2009 we will have established a robust core programme with the following sets of information, which will be used to report progress:

- The outcomes/benefits we are seeking to achieve for each priority
- The work-packages and projects identified to achieve the outcomes
- The type of outcomes and quantity of outputs these will deliver
- Our role including governance, leadership etc.
- High level programme, 5-7 years ahead
- Milestones for the year ahead
- Resources
- Risk register
- Issues log (current and predicted)

2 CALDEW RIVERSIDE

2.1 The Caldew Riverside is a priority area for the economic regeneration of Carlisle, adjacent to the City's Historic Quarter; Caldew Riverside has been identified as the preferred location for UoC's new headquarters and campus. This area will be developed to provide first class learning and teaching environment with the highest quality facilities and services for the University of Cumbria ("UoC"), which will contribute to attracting and retaining talent and investment in Carlisle.

2.2 The first phase of development will extend to over 20,000 m² at a cost of more than £65m. The site will accommodate the faculties of arts, business and social sciences, the head office for the University and a range of administrative, student services and community facilities. It is planned to open in time for the 2013/14 academic year.

2.3 Our Role

2.3.1 The key activities for 2009 as set out in the Action Plan are as follows:

- **Land Assembly:** facilitate the assembly of sites for development by the University
- **Site Remediation:** oversee detailed site investigations and co-ordinate the procurement of a remediation contractor
- **Planning and Design:** support the University in the preparation of an integrated masterplan and the submission of its planning application

2.3.2 In order to facilitate the Caldew Riverside priority the Caldew Riverside Partners' Group was established to provide leadership and enable the Partners to co-ordinate their inputs effectively. The membership of the Group includes senior

representation from the Founding Members, the Vice Chancellor of UoC and is chaired by Bryan Gray, Chair of the Board.

- 2.3.3 A Project Board was also established to consider issues and work our strategies for their resolution. The Project Board is chaired by Ian McNichol, the Programme Director for CR.

2.4 Update on Land Assembly

- 2.4.1 The delivery team is supporting the City Council to secure the sites for University Development. The Team has assisted the City Council in procuring legal and property advice to establish the proper framework for discussions between City Council, Tesco and the University of Cumbria.
- 2.4.2 Formal discussions have now commenced to prepare the Heads of Terms of Agreement for the land transaction. This is programmed to come forward for formal consideration in October 2009.

2.5 Update on Site Remediation

- 2.5.1 Site investigations were complete by March 2009 and informed the remediation strategy, which is also complete. The total cost of remediation is estimated at £3.8m. The NWDA has indicated it is willing to accept a phased remediation scheme, subject to the approval of a detailed remediation grant and planning application. A recommendation to submit a grant funding application will be considered by the Executive on 27 July 2009. Remediation could commence as early as January 2010 on the two City Council car parks.
- 2.5.2 Both the City and County Councils are working together on a city-wide car parking strategy for the City Centre that addresses in part the loss of these car parks. This strategy is also required to unlock the public realm improvement scheme for the Historic Quarter.

2.6 Update on Planning & Design

- 2.6.1 The delivery team assisted the University in engaging the Royal Institute of British Architects' support in the appointment of a design team for the Caldew Riverside development. A shortlist has been compiled and the expected date for an appointment of a design team is September 2009.
- 2.6.2 Following the appointment the University will meet with the City and County Councils and the NWDA to consider how the development at Caldew Riverside can address broader strategic requirements in terms of culture, tourism and transport.

2.7 Key Activities for 2009/10

- 2.7.1 Over the next 6 months we will be supporting the City Council in its discussions with Tesco and the University to agree the Heads of Terms for the land transaction at Caldew Riverside.

- 2.7.2 With regards to the remediation of the Caldew Riverside site, we will be preparing the funding application for submission to the NWDA and preparing the documents for the procurement of specialist remediation contractors. In parallel to this project we will also be overseeing the preparation of the planning application for the remediation works.
- 2.7.3 We will also be working with both the City and the County Council to agree a plan to address the loss of car parking in the city centre before these are closed for the remediation of land.
- 2.7.4 We will continue to work with the University in the process of appointing a design team and preparing for the submission of its planning application.

3. HISTORIC QUARTER

- 3.1 Carlisle's Historic Quarter contains a rich mixture of cultural and heritage assets in close proximity, including Carlisle Cathedral, the old city's West Walls, Tullie House Museum & Art Gallery, Citadel Station, Carlisle Castle, and the world heritage site Hadrian's Wall. These assets have the potential to establish Carlisle as a "must see" tourism destination.
- 3.2 To promote Carlisle as a heritage tourist destination, access and the quality of the public realm connecting the attractions will need to be improved and the profile of the attractions raised. We have brought partners with a stake in the area together to develop a plan for the Historic Quarter and are facilitating development plans for individual assets. We are also working with City and County Councils on plans for public realm improvements and improvement of access, including car parking.

3.3 Our Role

- 3.3.1 The key activities for 2009 as set out in the Action Plan are as follows:
- Establish a leadership group for the Historic Quarter and bring forward integrated strategy with agreed priorities
 - **Attractions:**
 - Work with City Council to bring forward the development plan and new governance arrangement for Tullie House
 - Assist the Cathedral Trust with its proposals for the development of the Cathedral Precinct
 - Support English Heritage and its partners to establish a new vision for Carlisle Castle
 - **Image & Interpretation:** develop with Partners a co-ordinated programme of cultural activities focused on Historic Quarter.
- 3.3.2 The Historic Quarter Steering Group is made up of key stakeholders and chaired by Bryan Gray. The Group is now operational and has agreed a draft programme plan for the Historic Quarter encompassing asset and access improvements, interpretation and promotion.

3.4 Update on Attractions

- 3.4.1 Applications to the NWDA Visitor Attraction Fund (Castle and the Old Town Hall) were turned down but subsequently the City Council has been invited to make a submission to their Visitor Information Infrastructure Fund for the Old Town Hall.
- 3.4.2 The revised proposal to the NWDA will include improvements to the visitor information service and interpretation materials, including an access point for Moving Lives, a County Archive/Cumbria Tourism project using visual archive material to interpret the visitor experience in Cumbria.
- 3.4.3 English Heritage has begun work on an interpretation plan for the inner ward of the Castle and is commissioning a Conservation and Development Management Plan to confirm the scale/limits of potential change/redevelopment within the outer ward buildings. The Cathedral have completed their Precinct options appraisal and are now considering its findings.
- 3.4.4 The City Council and Hadrian's Wall Heritage are jointly working to develop the Roman Gateway scheme (a new Roman Gallery within Tullie House together with public realm improvements and interpretation along the route of the Hadrian's Wall Path as it runs through Carlisle) with a target to make a detailed submission for European (ERDF) funding in September 2009.

3.5 Update on Image & Interpretation

- 3.5.1 We arranged a workshop for organisations represented on the Historic Quarter Steering Group and others to start the development of an Interpretation Framework for the Historic Quarter. This framework will form the basis of a Heritage Interpretation Toolkit for use by attractions and operators in the tourism and related sectors in Carlisle. It will set out the principal interpretation themes and storylines and provide guidance on the use of interpretation materials and signage.
- 3.5.2 To kickstart a package of measures to raise the profile of Carlisle and its Historic Quarter within the national tourism market, we worked with Hadrian's Wall Heritage Ltd to secure the Living Frontier festival for Carlisle. The event was organised by Hadrian's Wall Heritage Wall Ltd and took place in May 2009. We have also supported a tourism marketing campaign for 2009.

3.6 Key Activities for 2009/10

- 3.6.1 The main focus of our work for the heritage attractions will be to support the City Council in preparing funding applications for the Old Town Hall and Roman Gateway projects. We will also be assessing the impact of the interim tourism marketing programme with our partners and we will also prepare the Interpretation Toolkit to promote Carlisle as a tourist destination.
- 3.6.2 We will be working with City Council, Cumbria Tourism, and Hadrian's Wall Heritage Ltd to help establish the Carlisle Tourism Partnership, which will be key to the long-term promotion of the Carlisle's heritage tourism offer.

4. CITY CENTRE

- 4.1 The city centre of Carlisle is a focus for shopping, business, culture, leisure and public services, with several established residential communities. It is vital to maintain a City Centre environment where businesses choose to invest and people choose to live and visit. The City Centre Partnership Steering Group was established to take the lead in generating new investment, improving the quality of the public realm, improving access and car parking, and promoting the city centre offer.

4.3 Our Role

- 4.3.1 The key activities for 2009 as set out in the Action Plan are as follows:
- **Management:** facilitate the establishment of a private sector led City Centre Partnership
 - **Planning Support:** work with partners to establish a planning framework and analysis to support economic development
 - **Transport:** work with the County Council to bring forward proposals to reduce through traffic and improve public transport, pedestrian and cycling access.

4.4 Update on Management

- 4.4.1 The City Centre Partnership Steering group consists of representatives from the commercial, retail and public sectors. It has agreed to commission specialist support to help it become an effective partnership and develop a plan for the City Centre. The scope of work addresses issues such as communications between businesses and stakeholders, understanding the needs of occupiers, key performance indicators for the City Centre, governance/delivery arrangements and funding models.
- 4.4.2 A sub group has been established to plan and promote the 'Carlisle Christmas City'.
- 4.4.3 The City Council has allocated resources for local environmental improvements, including measures to deal with the impact of empty shops and environmental improvements to the pedestrian access routes into the city centre. The environmental improvements could include work to re-paint the underpasses in Hardwicke Circus
- 4.4.4 Funding applications have been made to the NWDA for public realm improvements at the Citadel Station and to extend the proposed Historic Quarter public realm scheme by improving access to the Devonshire Walk car park.

4.5 Update on Planning Support

- 4.5.1 The Urban Design Guide and Public Realm Framework has been approved by the City Council. This is a supplementary planning document and will be used as part of the planning process to secure high quality design in the built environment. It

also establishes the parameters for the design of public realm improvements throughout the City Centre.

- 4.5.2 The City Council is assembling a commissioning panel to oversee the preparation of a planning brief for Rickergate. A tender document for the procurement of specialist community led planning support is being compiled. Work is expected to commence in September.
- 4.5.3 The Homes and Communities Agency has agreed in principle to provide funding to the City Council to assess the potential of developing new office accommodation in the Warwick Road area, particularly to support public sector relocations such as that being considered by the County Council, which has recently issued an invitation for partners to develop and deliver its estate strategy.
- 4.5.4 The City Centre baseline report is now complete. This includes:
- An analysis of the main City Centre property markets (retail, leisure, office), including comparators
 - A review of the development potential of city centre regeneration areas designated in the Local Plan (Rickergate, Citadel, Caldew Riverside)
 - Preliminary site investigations of above
 - An acquisitions strategy to support future development, focusing on acquisitions in the Warwick Road area to support the development of office accommodation.

4.6 Update on Transport

- 4.6.1 Over the period 2008/10 the NWDA, via the Action Plan, has committed circa £0.5m to the County Council to increase transport planning capacity, establish a multi-modal transport model for Carlisle (a mechanism to model the impact change/improvements) and examine options for improving traffic flows into and around the City Centre.
- 4.6.2 The work of the Carlisle Transport Group also includes the preparation of a parking plan for Carlisle, as referred to in the Local Committee resolution regarding the Historic Quarter public realm improvement scheme (and addressed in part by the proposal to improve pedestrian and vehicular access to and from Devonshire Walk car park). It also has to inform the development proposals for Caldew Riverside, and at the Sands Centre and arrange of long standing issues concerning scale, location, pricing and access of car parking right across the City Centre.
- 4.6.3 The Group is also engaging with the Homes and Communities Agency on proposals for improving infrastructure in support of Carlisle's Growth Point Programme and this could include investment in the City's transport network (including for example investment in improving traffic flows into and around the City Centre).

- 4.6.4 All of this work will be reported initially to the Highways Working Group of City and County Council's elected members and the County Council Local Committee and then to the Board and City Centre Partnership and other stakeholders.

4.7 Key Activities for 2009/10

- 4.7.1 Once the outcome of the funding application to the NWDA is known we will be supporting the City and County Council and key stakeholders to develop the public realm and access improvements for Citadel Court Square and Historic Quarter.
- 4.7.2 The next step for the Rickergate regeneration area is to prepare a development brief to be adopted as a Supplementary Planning Document; we will be working with the City Council and other stakeholders to agree and support this process.
- 4.7.3 We will also be working with the Carlisle Transport Group to develop proposals for improvements to the transport infrastructure that support each of the priorities.

5. M6 CORRIDOR

- 5.1 Carlisle benefits from exceptional transport links and the quality and extent of its transport infrastructure will continue to play a major role in the area's economic revival. Carlisle has three M6 motorway junctions and we want to maximise the economic benefits of the motorway corridor for Carlisle.
- 5.2 Kingmoor Park at J44 is Carlisle's biggest employment site, and is set for further growth with the extension to the City's outer ring road (the Carlisle Northern Development Route) though the site. Brownfield land on existing industrial estates clustered around J43 needs to be reclaimed to improve the availability, quality and choice of employment land. J42 is currently underdeveloped and could provide an opportunity for a next generation strategic site targeted specifically at the needs of Carlisle's future growth sectors.

5.3 Our Role

- 5.3.1 Our role is to work with the City and County Councils to develop a strategic masterplan for the motorway corridor and support investment in the remediation of Brownfield sites along it.
- 5.3.2 The key activities for 2009 set out in the Action Plan are as follows:
- **Baseline report:** to develop a baseline report for the M6 corridor sites
 - **Employment Land forecast:** review/develop masterplans for employment site(s) on junction 42-44 of the M6 and a strategic masterplan for the M6/CNDR corridor around Carlisle.

5.4 Update on Baseline Report

- 5.4.1 A baseline analysis has been completed and circulated to all consultees and stakeholders with an invitation to comment on its findings and recommendations and to engage them in the process of assessing future employment land needs along the M6 corridor.

- 5.4.2 The invitation is explicit in the fact that the baseline analysis is not an official policy document but is presented as the basis for an informed debate about how to progress this priority. In the meantime the City Council continues to work with the NWDA on the acquisition and remediation of sites at Durranhill Industrial Estate.

5.5 Key Activities for 2009/10

- 5.5.1 To complete the employment land forecast work and establish a strategic marketplace in the M6 Corridor.

6 CULTURE & SPORT

- 6.1 The Board wishes to explore themes which impact on one or more its priorities and has started to look at the role of culture and sport in renaissance of Carlisle.
- 6.2 In July 2009 a report was published following a series of interviews with stakeholders from across the cultural and creative sectors involved in Carlisle. This identified a general consensus on the importance, value and potential of culture and where focus and resources were needed to develop Carlisle's cultural offer. The report also identified concerns about the priority of culture in the local political agenda, fragmentation across the sector, and dissipation of resources.
- 6.3 We are organising an event in Carlisle during September for those involved in the cultural and creative sectors to discuss how to further develop this thinking and turn these thoughts into specific actions.
- 6.4 The thinking on sport is at an earlier stage and a number of ideas have been discussed with leading representatives from across the sport sector. Carlisle has an extensive sporting offer and there are new facilities planned with some already in the pipeline, for example the sports science facilities at the Sands Centre.
- 6.6 There will also be specific opportunities associated with the 2014 Commonwealth Games and the 2018 World Cup bid (with host cities in the North West and North East) that could be used to generate further investment in infrastructure and participation.

7. COMMUNICATIONS

7.1 Update on Communications

- 7.1.1 Effective communication is critical to the delivery of the Action Plan, each priority and related projects. CR has now adopted a coherent and planned approach to meeting our audiences' information needs. We are also exploring options for a rigorous market research programme in order to better understand the needs of all our audiences.
- 7.1.2 The Carlisle Renaissance website (www.CarlisleRenaissance.co.uk) was launched in July and will be developed and regularly updated in order to make best use of our on-line presence. We will shortly be introducing a regular E-newsletter.

- 7.1.3 The print media is a key communication mechanism and an opinion-shaper in Carlisle and Cumbria. Renaissance has established an internal media desk to handle media enquiries, issue news releases and organise media briefings. A clear set of media protocols for the Board and its partners has been approved by the Board.
 - 7.1.4 Partnership working is integral to CR communications and we have established effective working relationships with partners' communication teams to ensure that they have the information and support they need to communicate their involvement in the delivery of the Action Plan. This enables us to make best use of all available communication channels thus achieving value for money and consistent messaging.
- 7.2 Key Activities for 2009/10**
- 7.2.1 We will shortly be establishing a residents' panel and intend to use this format to get direct views from local people on matters they care about. There is the potential to create ambassadors in local communities.
 - 7.2.2 The role of communication varies by priority and the needs of the projects therein. We will be working with Caldew Riverside to support their pre-planning application consultation within the context of the wider Local Plan and the regeneration of Carlisle.
 - 7.2.3 We will be working with Carlisle City Centre Partnership to develop communication protocols and assist them in developing their presence through print and other media.

7. RESOURCES

7.1 Expenditure 2009/10

- 7.1.1 The Action Plan set out the annual budget from 2008/09 to 2011/12. Table 2, (see overleaf) provides further details of the anticipated spend by priority, work package and item.

Table 2: Summary of Expenditure by Priority

Priority	Work Packages	2009/10 Budget £000
Caldew Riverside	Land Transactions	280
	Site Remediation	435
	Planning & Design	30
	Reserve	157
	Sub-total	902
Historic Quarter	Attractions	150
	Image & Interpretation	111
	Public Realm & Access	
	Reserve	26
	Sub-total	287
City Centre	Management	22
	Planning Support	36
	Transport	327
	Reserve	98
	Sub-total	483
M6 Corridor	Research & Analysis	46
	Reserve	29
	Sub-total	75
Total Budgeted Expenditure		1,747

- 7.1.2 The increase in the Historic Quarter budget from the Action Plan figure of £195,000 is due to the reallocation of funding for the appointment of a Historic Quarter Manager into the Image & Interpretation work package. All reserves represent funds that are not yet allocated to a specific work packages or projects.

7.2 Delivery Team

- The current phase of recruitment to the delivery team is now complete, a brief description of each officer's role and contact details are set out at **Appendix D**.

APPENDICES

Appendix A: Carlisle Renaissance Collaboration Agreement

Appendix B: Carlisle Renaissance Board members

Appendix C: Carlisle Renaissance Board Action Plan 2009-12

Appendix D: Carlisle Renaissance Delivery Team

GLOSSARY OF TERMS

Brownfield site: This is a site, such as Caldew Riverside, which was in industrial usage and that has in some way been contaminated as a result. Site and soil investigations can usually establish if there are chemical, physical and biological contaminants present in the soil.

Collaboration Agreement: An agreement that sets out the terms on which two or more parties will work together to bring about a specific outcome. In this way the parties concerned can choose to set out a boundary on their arrangements in terms of, and not limited to, time, scope, responsibility and liability.

Founding Members: These are the three signatories to the Carlisle Renaissance Collaboration Agreement, namely: Carlisle City Council, Cumbria County Council and the North West Development Agency.

Governance Arrangements: These are the arrangements for decision making process that take account of the legal framework within which the decisions are made. There are guidelines for governance arrangements in both public and private sector, the Cadbury's report being one.

Growth Point Programme: This is Carlisle's programme for stimulating housing growth.

Heads of Terms: this is a document that records key terms of a commercial agreement or in the case of Caldew Riverside a land transaction between parties involved before lawyers start drafting the contract. This can be a legally binding agreement.

Homes and Communities Agency: Formed on 1 December 2008 with an investment budget of £5 billion, this is now the national housing and regeneration agency for England (formerly English Partnership and Housing Corporation).

Interpretation Framework: this is about agreeing a story that we want to tell the world about Carlisle's Heritage and how we tell it. The purpose of this is to help the individual heritage assets such as the Castle, Cathedral, Tullie House, Old Town Hall to develop a common story which enable the overall effect to be greater the sum of the parts.

Remediation: Remediation means making the land useable for a non-industrial purpose and may include decontaminating the soil, clearing structures under and over ground.

Site assembly: this means securing ownership, either freehold or long lease so that land can be then made available for development.

Transformational Actions: These are the four actions identified in the Carlisle Renaissance Action Plan which on their own would transform specific areas of Carlisle and together would transform Carlisle.

Carlisle Renaissance Collaboration Agreement

1 The Founding Members

- 1.1 Northwest Development Agency of PO Box 37, Renaissance House, Centre Park, Warrington WA1 1XB (“NWDA”);
- 1.2 Carlisle City Council of Civic Centre, Carlisle, Cumbria, CA3 8QG (“City”);
- 1.3 Cumbria County Council of the Courts, Carlisle, Cumbria CA3 8NA (“County”);

Each to be referred to as a Founding Member or collectively as the Founding Members

2 Background

- 2.1 The Founding Members have agreed to collaborate in the delivery of a programme of regeneration and economic development to secure the economic growth of Carlisle (“Carlisle Renaissance”).
- 2.2 This Agreement sets out the relationship between the Founding Members to ensure the efficient and effective delivery of an agreed action plan (“the Action Plan”) and to take into account the statutory responsibilities of each Founding Member.
- 2.3 The financial contribution from each Founding Member shall be set out in the Action Plan and nothing in this Agreement shall require a Founding Member to make any further financial contribution.

3 Term of the Agreement

- 3.1 The Agreement will start on the date it is signed by all parties and shall continue until such time as the Founding Members agree the Carlisle Renaissance programme is complete or until termination by the Founding Members (whichever is sooner).
- 3.2 A Founding Member shall give not less than 6 months written notice to the other Founding Members to resign from the Collaboration Agreement and any such resigning Founding Member shall be bound to fulfil its previously agreed commitments as set out in the Action Plan during the course of the notice period. Resigning Founding Members shall complete the delivery of individual legally committed projects where delivery extends beyond the notice period

4 The Carlisle Renaissance Board

4.1 The Founding Members shall establish a Carlisle Renaissance Board (“the Board”) to comprise twelve members:

4.1.1 two City representatives, one of whom should be the City Leader and the other an elected member;

4.1.2 two County representatives who shall be elected members;

4.1.3 one NWDA representative who shall be a senior executive officer nominated by NWDA;

4.1.4 seven private sector members, one of whom may be nominated by Cumbria Vision;

4.1.5 one private sector member will be nominated as the Chair by the unanimous agreement of the Founding Members. The Chair may be removed at the unanimous agreement of the Founding Members;

4.1.6 each Founding Member may nominate a senior officer as observer to attend each Board meeting.

4.2 The Board is an informal collaborative partnership and shall:

4.2.1 meet at least once in each quarter or at such other frequency as the Founding Members consider necessary;

4.2.2 develop the vision, and objectives for Carlisle Renaissance and submit them to the Founding Members for approval;

4.2.3 determine the priority projects that will comprise the Carlisle Renaissance programme and submit them in the form of an Action Plan to the Founding Members for approval. The Action Plan shall be submitted to the Founding Members for approval no later than 31 December each year;

4.2.4 direct and prioritise the work of the Carlisle Renaissance delivery team;

4.2.5 monitor the performance of the Carlisle Renaissance delivery team and its progress towards the delivery of the Action Plan and advise on actions needed to improve performance;

4.2.6 promote and communicate the vision, objectives and priorities for Carlisle Renaissance to the local community and to liaise with the private sector;

- 4.2.7 undertake an annual review of the Action Plan no later than 30 November each year and in the event that revisions are made submit the revised Action Plan to the Founding Members for approval .
- 4.3 The Board shall have no authority to bind any Founding Member to any contract, cost, obligation or liability.
- 4.4 A representative from each Founding Member must be present in order for a Board meeting to be quorate and able to transact business. Resolutions of the Board shall be by majority vote and in the case of equality of votes the Chair shall have a casting vote.
- 4.5 Board members nominated by public sector organisations will adopt the code of conduct in operation within their respective nominating organisation at the current time. Private sector members will adopt the City's current code of conduct.
- 4.6 Board meetings shall not be public meetings. A record of all meetings shall be sent to the Founding Members within 3 business days after the date of the meeting.
- 4.7 The Chair will receive an appropriate remuneration payable from the core Carlisle Renaissance budget. The remuneration level shall be determined by the unanimous agreement of the Founding Members.
- 4.8 Non Founding Member Board members shall receive appropriate out of pocket expenses incurred as a result of their attendance at Board meetings.

5 The Carlisle Renaissance Senior Executive Group

- 5.1 The Founding Members will establish a Senior Executive Group (SEG) comprising senior officers representing each Founding Member. The SEG shall to the extent it is able:
- 5.1.1 ensure that projects included in the Action Plan are developed and delivered by organisations with the appropriate duties, powers and statutory responsibilities working in partnership with the Carlisle Renaissance delivery team and such other organisations and bodies as are appropriate;
- 5.1.2 ensure that actions agreed at the meetings are followed up;
- 5.1.3 a representative from each Founding Member must be present in order for a SEG meeting to be quorate.
- 5.2 The SEG shall be chaired by the Carlisle Renaissance Programme Director and shall meet at least once mid cycle between each Board meeting.

- 5.3 The SEG may co-opt senior representatives of other organisations with an interest in the delivery of projects included in the Action Plan as and when appropriate.
- 5.4 The SEG shall determine the appropriate contractual and project management arrangements for the delivery of each project.
- 5.5 The SEG shall have no authority to bind any Founding Member to any contract, cost, obligation or liability.

6 Employment of Staff

- 6.1 The City will employ the Carlisle Renaissance Programme Director.
- 6.2 Each Founding Member will employ staff as appropriate to deliver projects included in the Action Plan.

7 Liability of Members

- 7.1 In the event that, costs, liabilities and expenses arise from the dismissal or the redundancy of the Carlisle Renaissance Programme Director or other member(s) of the Carlisle Renaissance Delivery Team, the Founding Members will work together to agree an apportionment of the liability
 - 7.1.1 “Carlisle Renaissance Delivery Team” means those persons from time to time employed by any of the Founding Partners for the sole purposes of Carlisle Renaissance. It does not include persons otherwise employed by any of the Founding Partners who from time to time may carry out Carlisle Renaissance related activities as part of their duties.

8 Disputes and Differences

- 8.1 Each Founding Member agrees to use all reasonable endeavours to resolve any disputes by consultation with the other Founding Member or Members concerned.

9 Legal Status

- 9.1 Nothing in this Agreement shall constitute a legal form of partnership between the Members and no Member shall have any rights or liabilities in relation to any other Member in connection with the subject matter of this Agreement.

10 Confidentiality

- 10.1 Each Founding Member undertakes with the others that it will not at any time divulge to any person any confidential information concerning the business, accounts, finance, and contractual arrangements of the other Founding Members or the project or any other dealings, transactions or affairs relating to the project or use any such information for its own purposes (except as contemplated in this Collaboration Agreement) and each Founding Member shall use its reasonable endeavours to prevent the publication or disclosure of any such confidential information.
- 10.2 The provisions of Paragraph 10.1 shall not apply to any confidential information used divulged or communicated:
- 10.2.1 on the unanimous instruction of the Board;
- 10.2.2 to officers, employees and advisers of the Founding Members; or pursuant to a legal requirement.
- 10.3 The Founding Members agree to abide by the Data Protection Act 1998 and the Freedom of Information Act 2000.

Signed on behalf of
NORTHWEST DEVELOPMENT AGENCY
In the presence of

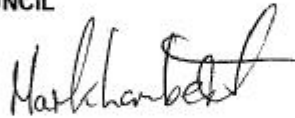
Authorised Signatory



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Signed on behalf of
CARLISLE CITY COUNCIL
In the presence of

Authorised Signatory

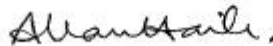


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Director of Legal &
Democratic Services

Signed on behalf of
CUMBRIA COUNTY COUNCIL
In the presence of

Authorised Signatory



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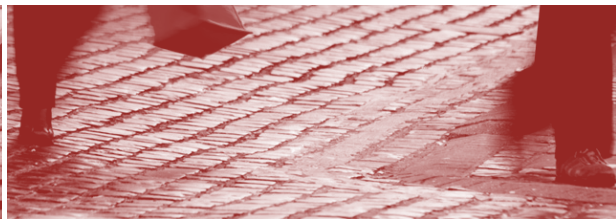
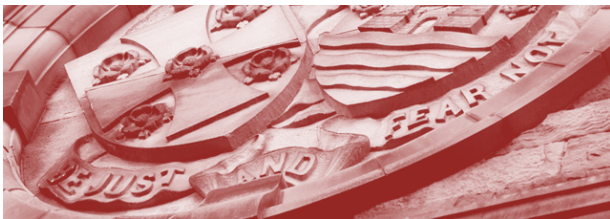
Director of
Environment

CARLISLE RENAISSANCE BOARD

Name	Role	Organisation
Bryan Gray	Chairman Pro Chancellor	Peel Media Ltd Lancaster University
Peter Mccaffery	Vice Chancellor	University of Cumbria
Mr Robin L F Burgess	Chief Executive	CN Group Limited
Victoria Farley	General Manager	Hoopers
John Nixon	Managing Director	Carlisle United Football Club
Brian Scowcroft	Chief Executive	Kingmoor Park Properties Ltd
Councillor Mike Mitchelson	Leader	Carlisle City Council
Councillor Marilyn Bowman	Member of the Executive	Carlisle City Council
Councillor John Mallinson	Chair of County Council Local Committee	Cumbria County Council
Councillor Tony Markley	Portfolio Holder for Economic Development & Highways	Cumbria County Council
Roger Liddle	Chairman	Cumbria Vision
Ian Haythornthwaite	Executive Director of Resources	NWDA



Carlisle renaissance



ACTION PLAN 2009-12

A Partnership between



and **cumbriavision**

Carlisle Renaissance, The Octagon, Civic Centre, Carlisle CA3 8QG

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1 EXECUTIVE SUMMARY

“This is an exciting and challenging time for Carlisle. As the capital of Cumbria its potential for growth is now recognised and supported at all levels, and major investment in education and infrastructure will underpin its economic performance in the years ahead.

“As we navigate a period of economic uncertainty it is now more important than ever for the public and the private sector to work together and focus on priorities which have the potential to make a significant contribution to realising the potential of residents and businesses alike.

“This Action Plan marks a new chapter in the renaissance of Carlisle. It sets out our priorities for Carlisle Renaissance and what we plan to do in the years ahead to get them delivered.

“We will work with partners to establish a world class University in Carlisle, support and promote the area’s heritage and cultural offer, improve the performance and competitiveness of the City Centre and help to realise the employment benefits of the M6 corridor.

“The fortunes of Carlisle will not transform overnight but we believe we can begin to bring this about by concentrating on its unique strengths and genuine opportunities.”



Bryan Gray

Chairman, Carlisle Renaissance Board

2 INTRODUCTION

Background

In January 2005 Carlisle suffered its worst floods in over a century. Many thousands of homes and businesses were affected but in the aftermath there was a determination not just to get back to normal but to make Carlisle better. That was the beginning of the renaissance of Carlisle.

Later that same year a Prospectus was launched setting out the main challenges and opportunities for Carlisle. This led to the development of a new Economic Strategy for Carlisle together with a City Centre Development Framework & Citywide Movement Strategy.

Along with these key strategic plans, a wide range of partners have worked together on a number of pilot projects. These include support for new businesses and sector-led training, and specific initiatives to improve the public realm and address the area's key transport issues.

Many of these activities have involved a high degree of public consultation, and working with partners at a regional and national level to secure wider recognition and support for the potential of Carlisle. The private sector is critical to realising this potential and its engagement has been integral to the evolution of the renaissance agenda.

In 2008 Carlisle City Council, Cumbria County Council and the Northwest Development Agency agreed to collaborate to establish a private sector led Board to take responsibility for leading the delivery of Carlisle Renaissance, focusing the activities and resources of key partners on specific priorities.

The role of Carlisle Renaissance

Carlisle Renaissance is a partnership. It has a Board that combines private and public sector leadership and experience and its own dedicated Delivery Team. It seeks to add value by focusing on transformational actions capable of making a significant contribution to

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the growth of Carlisle. It will ensure that these things get done by leading, co-ordinating, facilitating and supporting key partners in order to bring about the necessary outcomes.

Action Plan

This is the first Action Plan for Carlisle Renaissance. It sets out our priorities, the rationale for intervention, our role and what we plan to do over the next twelve months. It also outlines the resources that we will deploy and how these will be organised. This plan will be reviewed and updated regularly as our work progresses.

3 PRIORITIES

Vision

Our priorities are driven by a clear and compelling vision to establish Carlisle as a leading heritage City with a growing University, a successful regional commercial centre, the infrastructure to support business investment and good access.

This is a vision based on our understanding of the key economic drivers for Carlisle, on making much more of its real and unique strengths and on realising what are genuine opportunities.

The economic strengths of Carlisle are based on its location, its communications and its heritage. It is at the heart of a city-region which has made it the focus for business and public services, education, cultural, leisure and retail activities.

Carlisle has excellent routes to market, which has made it a focus for the processing and logistics industries. It has outstanding heritage and environmental assets which has made it a focus for tourism industries and recreation.

Unparalleled investment in the education and infrastructure over the next five years will provide real opportunities for Carlisle. The new University of Cumbria, the two new Academies and the expansion of Carlisle College are foundations for raising skill levels, improving productivity and fostering innovation. The new flood defences and Carlisle Northern Development route will strengthen resilience, improve access and help to raise investor confidence.

Carlisle is now a recognised growth-point in the Northwest, and it has the opportunity to grow in size to achieve a critical mass of population that can support economic diversification and sustain the services and cultural activities fundamental to a competitive city.

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Transformational Actions

We have prioritised four transformational actions that we believe are vital to achieving this vision.

- Developing a new City Centre Campus for the University of Cumbria
- Maximising the economic and cultural potential of the Historic Quarter and its key assets
- Strengthening the City Centre with a mix of new retail, leisure and business uses
- Developing strategic employment sites on the M6 corridor.

We believe these actions are capable of making a significant contribution to the growth of Carlisle. We believe that the scale of the impact they can have will be significant not just for Carlisle but also for the wider Cumbria sub-region. They are the focus of this Action Plan.

Strategic Fit

We recognise that these transformational actions are not the only things that need to happen to bring about the renaissance of Carlisle. Our activities must be set within the context of work by a large number of organisations and partnerships that operate on a local, sub regional and regional basis.

The process of developing and adopting the Economic Strategy for Carlisle has engaged many of them in the process of defining key actions to address a wide-range of issues: from education and training through to business development, community based initiatives and infrastructure improvements.

This process is being led at a local level by the Economic Development & Enterprise Group of the Carlisle Local Strategic Partnership and at a sub-regional level by Cumbria Vision. The transformational actions for Carlisle Renaissance are central to this and whilst we will focus on their delivery we will support others in fulfilling their responsibilities to deliver other key actions.

To maximise the potential impact that can be brought about by the delivery of each transformational action, we must lead and engage in dialogue and debate on a range of strategic issues and lobby others to support our vision.

4 ACTIONS

University of Cumbria

Rationale

Improving the educational infrastructure and skills of the future workforce is critical to the economic development of Carlisle. The low levels of educational attainment and low participation rates of young people in further and higher education are well documented. A lack of higher level skills is widely recognised as a barrier to growth, particularly amongst employers in those knowledge-based sectors with growth potential or which are under-represented in the local economy.

The new Academies and the expansion of Carlisle College are part of the response to these challenges together with the development of the University of Cumbria, which is itself a recognised transformational action for the North West. The University's academic development plan forecasts significant growth in student numbers in Carlisle over the next decade, particularly in the arts, business, education and health.

The University operates in a competitive environment. For it to realise its growth plans it must provide a first class teaching and learning environment with the highest quality facilities and services, in an accessible and highly visible location. The need to achieve operational and financial efficiencies is also an important consideration.

In 2008 the University announced proposals to establish a new campus on Caldew Riverside, and to consolidate operations onto this new campus and its existing campus at Fusehill Street. Caldew Riverside will house the faculties of arts, business, social sciences and sport as well as its new headquarters.

Our role

Caldew Riverside is a key area of the City Centre identified for regeneration. Strategically located adjacent to the Historic Quarter, it has the potential to accommodate the University's initial space requirements and long term growth.

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The University plans to open the Caldew Riverside campus for the 2012/13 academic year. It is a brownfield site with considerable challenges in terms of acquisition, contamination and infrastructure.

Our role is to enable the University to secure sites at Caldew Riverside suitable for the development of the new campus. This will involve facilitating site assembly and remediation, and helping to establish a development plan that addresses the long term needs of the University that is integrated into the City Centre.

Key activities for 2009

- Facilitate the assembly of sites for development by the University
- Support the University in the preparation of an integrated masterplan and the submission of its planning application
- Secure funding for detailed site investigation and co-ordinate the procurement of a remediation contractor.

In order to achieve its target opening date the development of the campus by the University needs to begin in mid 2010.

Historic Quarter

Rationale

Carlisle's distinctiveness derives from its cultural heritage. The Historic Quarter contains a truly unique mixture of cultural and heritage assets in close proximity, including Carlisle Cathedral, West Walls, Tullie House Museum, Carlisle Castle, the Market Hall and the world heritage site, Hadrian's Wall. The Historic Quarter has the potential to establish Carlisle as one of the country's leading heritage cities and to derive significant economic benefits from tourism, recreational and cultural activity.

Carlisle's cultural heritage is not well known when compared to other historic cities such as Bath, York and Chester. The recorded number of visitors to attractions in the Historic Quarter has been declining over recent years and is dwarfed by comparison with number of shoppers visiting The Lanes. Broadly speaking this is a consequence of under-investment

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and the lack of a sufficiently joined-up approach to the interpretation, promotion and management of the area and its assets.

The public realm suffers from piecemeal maintenance and traffic management is a major problem, from the severance impact of Castle Way on the Castle and access to the route of Hadrian's Wall through to the way in which traffic movement prejudices the visitor experience. There is a general lack of vibrancy in the area with relatively little to attract people into it even during weekdays but particularly outside normal business hours.

Our role

Our role is to produce an integrated strategy for the Historic Quarter that presents a compelling vision for investment, to encourage and support development plans for individual constituents and assets (i.e. the Cathedral, Castle, Tullie House and Hadrian's Wall), and to support the development of a wider cultural offering in Carlisle.

Key activities in 2009

- Establish a leadership group for the Historic Quarter and bring forward an integrated strategy with agreed priorities
- Work with the City Council to bring forward development plans for Tullie House
- Support the Carlisle Cathedral Trust with proposals for the development of the Cathedral Precinct
- Support English Heritage and its partners to establish a new vision for Carlisle Castle
- Develop with partners a co-ordinated programme of cultural activities focused on the Historic Quarter.

City Centre

Rationale

Carlisle is at the heart of a natural city-region and the City Centre is a focus for retail, office, leisure and public services. Over 20,000 people work in the City Centre and it is generally regarded as an attractive and successful location for shopping and leisure. The rationale for

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action is the need to sustain the competitiveness of commercial activities and generate new investment and employment by strengthening the mix of uses and the overall offer.

As a commercial centre its physical scale is roughly equal to that of the MetroCentre in Gateshead. It is tightly constrained by arterial roads which have a negative impact on pedestrian movement, and there has been no significant investment in the public realm since the 1980s. Management and promotion of the City Centre is not co-ordinated and is significantly under-resourced.

The leisure offer is concentrated on the periphery of the City Centre and is limited in its scope and offer. The cultural offer is similarly limited and there is a lack of choice and quality in hotel accommodation and conference facilities. The supply of high quality modern office accommodation is severely limited and occupiers are increasingly opting for out of town locations.

Our role

Our role is to support the private sector to provide clear direction and leadership on what needs to be done to stimulate new investment, and to work with the public sector to bring about improvements to the public realm and access into and around the City Centre.

Key activities in 2009

- Facilitate the establishment of a private sector led City Centre Management Partnership
- Work with partners to establish a programme of public realm improvements
- Work with the County Council to bring forward proposals to reduce through traffic and improve public transport, pedestrian and cycling access.

M6 Corridor

Rationale

The availability, quality and choice of employment land for development is critical to attracting and retaining investment - particularly in recognised growth sectors such as logistics and food manufacturing. Outside the City Centre, Kingmoor Park at junction 44 of

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the M6 will continue to provide the bulk of new development land in the short to medium term. There will be further opportunities in this area associated with the development of the Carlisle Northern Development Route and at Morton.

The majority of the urban population is located south of the River Eden and there is very little in the way of good quality employment land in this area adding to peak time congestion as large numbers of people traverse the City Centre. A number of brownfield sites in south Carlisle can be reclaimed for employment use but these are relatively minor in scale.

The City Council owns an extensive portfolio of industrial estates across Carlisle. These vary considerably in terms of their scale and quality. The most successful is the Kingstown Industrial Estate to the north of the City adjacent to Kingmoor Park and the Carlisle Northern Development Route. It also owns Rosehill Industrial Estate adjacent to junction 43 of the M6 and the nearby Durrhill Industrial Estate in south Carlisle.

The City Council is assessing options for the development of its own portfolio and the early stages of its Employment Land Review has also identified potential new sites at junction 42 of the M6. Further work will be required to establish the feasibility and viability of any potential new development proposals.

Our role

Our role is to support the public sector in assessing the pattern of demand for employment land in Carlisle, and help to determine how any potential new sites along the M6 corridor should be brought to market in a way that supports the needs of identified growth sectors and complements existing sites.

Key activities in 2009

- Review/develop masterplans for employment site(s) on junctions 42-44 of the M6 and a strategic masterplan for the M6/CNDR corridor around Carlisle.

5 OPERATION

Programme

This is the first Action Plan for Carlisle Renaissance. 2009 will be a period of transition from strategy to delivery, led by the new Board and focused on specific priorities.

A Collaboration Agreement between Carlisle City Council, Cumbria County Council and the Northwest Development Agency will define the operating platform for the Board and Delivery Team and the responsibilities and obligations of the three 'founding' partners.

Detailed programme and project plans will need to be established for each of the transformational actions. The anticipated key activities for 2009 have been outlined elsewhere in this plan. More detailed plans will emerge in stages during 2009 but the initial focus will be on the University of Cumbria and the Historic Quarter.

The Board cannot make decisions on behalf of other organisations; it has no statutory powers and does not hold assets or other resources directly and cannot enter into contracts. It will therefore need to agree the specific governance and resourcing arrangements for each of the actions with others in order to secure delivery.

Resources

Over time the scale of resources available for activities carried out under the banner of Carlisle Renaissance has gradually increased. Public sector funding of over £4m has already been secured on behalf of partners for the period 2008/09 to 2010/11.

Public sector funding typically requires a considerable lead time to secure and because of this the funding currently available does not wholly reflect our prioritisation of transformational actions since the Board was established. We will be seeking to realign existing funding commitments where necessary.

Our provision forecast of expenditure is £7.7m for the period to 2011/12 and details of the activities this will support and the sources of funding are set out in section 7 of this plan. This will be subject to further refinements as detailed programme and project plans emerge.

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We will continue to engage with external funders to maximise investment in support of our priorities.

Monitoring Progress & Managing Risks

A performance monitoring and risk management framework will be established to underpin the activities of the Board and the Delivery Team.

At a programme and project level this will be presented as a quarterly monitoring report setting out progress in achieving milestones and key issues for the next quarter, reported to the Board and the Northwest Development Agency (in accordance with their conditions of grant funding)

Bi-annual progress reports will be submitted for scrutiny by the City Council and Cumbria County Council. The Action Plan will be reviewed and revised on an annual basis and the Carlisle Partnership will be invited to engage in and contribute to this process.

6 BOARD & DELIVERY TEAM

The Board

The Carlisle Renaissance Board has 12 members:

Bryan Gray (Chairman)	Appointee
Cllr Marilyn Bowman	Carlisle City Council
Robin Burgess	Appointee
Christopher Carr	Appointee
Victoria Farley	Appointee
Ian Haythornthwaite	Northwest Development Agency
Roger Liddle	Cumbria Vision
Cllr Michael Michelson	Carlisle City Council
John Nixon	Appointee
Brian Scowcroft	Appointee
Cllr Cyril Weber	Cumbria County Council
Cllr Stewart Young	Cumbria County Council

The Board meets every 2 months and has three observers:

Charles Green	Cumbria County Council
Maggie Mooney	Carlisle City Council
Stewart Swift	Northwest Development Agency

Delivery Team

The Delivery Team supports the operation of the Board and is responsible for the day-to-day delivery of the Action Plan. The team is hosted by Carlisle City Council and operates with funding from Carlisle City Council, Cumbria County Council and the Northwest Development Agency.

Ian McNichol	Programme Director
Christopher Pearson	Development Manager
John Carr	Development Manager

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Andrew Sproat	Development Manager
Roger Higgins	Urban Designer
Kelly Paterson	Marketing & Communications Manager
Tazeem Abbas	Programme Manager
Debbie Kavanagh	Programme Support Officer
Andrea Lockhart	Administrative Officer

7 FINANCIAL INFORMATION

Our provisional forecast of expenditure and funding for the period to 2011/12 is set out in the table below. It relates only to the use of funds to facilitate the delivery of the transformational actions and not the actual investment that might follow. For example, the total development cost of the first phase of University development at Caldew Riverside may exceed £65m.

	£0,000s			
Expenditure	2008/09	2009/10	2010/11	2011/12
University of Cumbria	280	902	2606	150
Historic Quarter	20	195	60	60
City Centre	418	483		
M6 Corridor		75	75	75
Salaries	264	519	530	204
Operating Expenses	239	211	213	143
Total	1,221	2,385	3,484	632
Funding Sources				
Carlisle City Council	256	343	345	109
Cumbria County Council	100	100	100	100
English Heritage		45	25	10
Northwest Development Agency	865	1897	3014	413
Total	1,221	2,385	3,484	632

Expenditure

Our plans for expenditure on each of the transformational actions are: -

University of Cumbria

- 2008/09: Site investigations, property valuations.
- 2009/10: Legal agreements, site remediation works.
- 2010/11: Site remediation works.

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Historic Quarter

- 2008/09: Cathedral Precinct study
- 2009/10: Cathedral Precinct and Carlisle Castle studies, cultural events
- 2010/11-12: Cultural events.

City Centre

- 2008/09: Market analysis, transport studies
- 2009/10: Transport studies, City Centre management.

M6 Corridor

- 2009/10-12: Demand analysis, feasibility studies.

Funding

The status of funding for these activities is: -

Carlisle City Council (£1.053m)

- Approval to 2011/12 as a mixture of cash and in-kind support to contribute to salary and operating costs.

Cumbria County Council (£0.4m)

- Approval of £0.1m for 2008/09 to contribute to operating costs.

English Heritage (£0.08m)

- Approval to 2011/12 to contribute to salary and Carlisle Castle study costs.

Northwest Development Agency (£6.189m)

- Approval of £3.127m to 2011/12 across the programme
- Outline approval for £3.062 for site remediation works.

CARLISLE RENAISSANCE DELIVERY TEAM INFORMATION

Ian McNichol [Director]

Ian's role is to support the Board to achieve its vision and secure the delivery of its priorities for Carlisle Renaissance. He and his team are responsible for delivering the Action Plan.

Telephone: 01228 817399

E-mail Ian.McNichol@CarlisleRenaissance.co.uk

Chris Pearson [Development Manager]

Chris is the project lead for the M6 Motorway Corridor and provides support on property acquisition and disposal activities at Caldew Riverside and in the City Centre.

Telephone: 01228 817015

E-mail Christopher.Pearson@CarlisleRenaissance.co.uk

John Carr [Development Manager]

John is the project lead for Caldew Riverside and provides support on the implementation of land and property related activities in the City Centre and the M6 Corridor

Telephone: 01228 817424

E-mail John.Carr@CarlisleRenaissance.co.uk

Andrew Sproat [Development Manager]

Andrew is the project lead for the Historic Quarter and provides support on economic development and regeneration activities in the City Centre

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E-mail Andrew.Sproat@CarlisleRenaissance.co.uk

Tazeem Abbas [Programme Manager]

Tazeem is responsible for managing the delivery programme and associated performance, finance and risk management systems.

Telephone: 01228 817212

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Roger Higgins [Urban Designer]

Roger provides specialist urban design and master-planning support for all land and property related activities

Telephone: 01228 817077

E-mail Roger.Higgins@CarlisleRenaissance.co.uk

Kelly Paterson [Communications Manager]

Kelly provides communications support to the Board and the Delivery Team and in collaboration with partners engaged in the delivery of our priorities

Telephone: 01228 817212

E-mail Kelly.Paterson@CarlisleRenaissance.co.uk

Appendix E

Debbie Kavanagh [Programme Support]

Debbie provides programme and project management support to the Delivery Team.

Telephone: 01228 817018

E-mail Debbie.Kavanagh@CarlisleRenaissance.co.uk

Andrea Lockhart PA/Administrator

(Monday to Wednesday)

Sarah James PA/Administrator

(Thursday & Friday)

Andrea and Sarah provide administrative support to the Delivery Team and are joint PA to the Director.

Telephone: 01228 817309

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E-mail Sarah.James@CarlisleRenaissance.co.uk

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