



REPORT TO THE EXECUTIVE

Date of Meeting: 4th June 2010

Public/Private* Public

Key Decision: Yes

Recorded in Forward Plan:

Inside/Outside Policy Framework

Title: TRANSFORMATION PROGRAMME: PROPOSALS FOR THE
NEW ECONOMIC DEVELOPMENT DIRECTORATE AND
INCLUDING CARLISLE RENAISSANCE

Report of: Chief Executive

Report reference: CE 15/10

Summary:

This report sets out proposals for the transformation of the new Economic Development Directorate, and includes a new staffing structure within which the work of Carlisle Renaissance will be subsumed.

Recommendations:

That the Executive:

- Approves this proposal in principle
- Notes the further work that needs to take place
- Notes consultation that needs to take place with staff and Members, including the Environment & Economy Overview & Scrutiny Panel on 24th June
- Notes that further work needs to be undertaken to review the role of the current Carlisle Renaissance Board and arrangements for the future

Contact Officer: Maggie Mooney

Ext: 7001

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 AND OPTIONS

The Council is undertaking a Transformation programme. The aims are

- To create a Council structure and arrangements that are fit for purpose
- To ensure that the Council's medium term financial plans are sustainable and realistic

The Transformation programme includes the new Economic Development Directorate and within it the Carlisle Renaissance Team.

We have consulted widely about ideas for improvements/efficiencies. Workshops with staff and members and one to ones with managers and portfolio holders have been undertaken to get their views about future service delivery and efficiencies. In relation to Carlisle Renaissance there have also been discussions with the other 'founding partners' – Cumbria County Council and the North West Regional Development Agency. These views have been taken into account when we have developed ideas for improvements. In addition the views of the Carlisle Renaissance Board were sought at their workshop on 20th May 2010.

All agree that times have changed and we need to move with them. Economic development and housing need to be more closely linked. Nationally, new bodies, such as the Homes and Communities Agency have been formed to bring housing and economic development activity closer together and regionally a Single Regional Strategy includes economic development and housing for the first time. Locally we need to mirror this approach.

Our Economic Strategy needs to reflect the current economic situation. The economic climate has changed in recent times and our strategy needs to reflect the economic downturn and slow recovery. It also needs to recognise the significant reduction in public sector spending that will occur over the next few years.

We need to make economic development services sustainable over the medium term. Carlisle Renaissance funding was established for the three years to 31st March 2011. In that time there have been significant achievements and these are attached in Appendix 1. In particular the significant inward investment that has been attracted, through the work of Carlisle Renaissance has meant that Carlisle has reaped huge financial and in-kind benefits since its creation in 2005. As the funding for Carlisle Renaissance finishes we need to look at structures and delivery going forward.

We feel that we need to work to a number of principles that will support delivery of new structures and arrangements. These are

- Focus on delivery of the Economic Strategy and the Housing Strategy
- Focus on delivery of the Place theme (within Carlisle's Economic Strategy) and Affordable housing and balancing the housing market priorities specifically
- Be undertaken with the engagement and support of public and private sector partners
- Be led by the City in close partnership with the County Council and NWDA
- Clarify roles and responsibilities with partners
- Programme / Project delivery focused
- Flexible workforce covering strategic and operational delivery
 - Moving resources to match the priority programmes and projects
 - Moving resources between partners to match the priority programmes and projects

A new structure is needed to match the Principles above and a suggested structure is attached at Appendix 2 for information for the Executive (Appendix 2 – Economic Development Directorate Proposed Structure). This Directorate will work closely with Housing colleagues within the Community Engagement Directorate and Property colleagues within the Resources Directorate, as well as County and NWDA colleagues and public and private sector partners.

In addition more work needs to be undertaken in relation to a review of the Carlisle Renaissance Board. At the Board Workshop on 20th May it was agreed that the TCCE & the County Council's Corporate Director would prepare a report for the Board Meeting on the 14th June. This will set out proposals for the future delivery of economic development in Carlisle and how the private sector will be engaged in the delivery process.

2. CONSULTATION

- 2.1 Consultation to Date has been undertaken within the City Council with members (including a Members' Workshop on 9th March), and officers and with County Council and NWDA colleagues and the Carlisle Renaissance Board, and private sector organisations not represented on the Carlisle Renaissance Board.
- 2.2 Consultation proposed. A formal consultation process, in line with Council policy, will be undertaken with all staff who may be affected by any restructuring.

- 2.3 Further consultation with the Carlisle Renaissance Board and Elected Members, through the Environment & Economy Overview & Scrutiny Panel
- 2.4 In relation to the Carlisle Renaissance Board, as stated above, more consultation following work between the City Council, County Council & NWDA will take place to address the future role of the private sector

3. RECOMMENDATIONS

That the Executive:

- Approves this proposal in principle
- Notes the further work that needs to take place
- Notes consultation that needs to take place with staff and Members, including the Environment & Economy Overview & Scrutiny Panel on 24th June

4. REASONS FOR RECOMMENDATIONS

Transformation of the Economic Development Directorate is required to make it as efficient and as effective as possible in the current economic climate.

5. IMPLICATIONS

- Staffing/Resources – There are staffing implications. The Council's HR policies will be followed throughout the restructuring process to ensure probity and fairness.
- Financial – More detailed investigation will be required on revenue funding implications of this Transformation work once the activity has been agreed in principle.
- Legal – the Carlisle Renaissance Collaboration Agreement (between the City and County Councils will need to be reviewed)
- Corporate – The Economic Development Directorate transformation is just one part of a wider, corporate Transformation programme that includes all Directorates.
- Risk Management – Transformation risks have been identified and this activity will support the mitigation of some of those risks, most notably the sustainability of the Medium Term Financial Plan and delivery of economic development activity to improve Carlisle.

- Equality and Disability – Creating a sustainable economic development service will ensure that projects can be delivered that positively impact on social exclusion, health inequalities and rurality.
- Environmental – No environmental impact.
- Crime and Disorder – No impact.
- Impact on Customers – Creating a sustainable economic development service will ensure that projects can be delivered that positively impact on customers.

Carlisle Renaissance brings together the public sector and the business community to try to make Carlisle a more prosperous city. Over the last 5 years £8m has been invested in meeting this challenge.

Strategy & Resources

The first task we faced was to get things moving after the floods in 2005 and to do this we:

1. Put together Carlisle's first ever economic strategy, used to secure Housing Growth Point status for Carlisle which means more houses for more people.
2. Listened and learned about the needs of Carlisle residents and businesses, engaging directly with young people and organising the most comprehensive public consultation exercises ever undertaken here.
3. Attracted over £5m of new regional and national public sector investment to Carlisle.
4. Invested £0.5m in training and business support, creating 45 new businesses, 150 jobs and getting 500 people into work - pilot projects that are now part of mainstream programmes.

City Centre & M6 Corridor

To help create the conditions necessary to attract new private sector investment to Carlisle we:

5. Got the city centre designated as a North West regional strategic investment area.
6. Prepared clean-up plans to bring Caldew Riverside forward for new mixed-use development.
7. Helped secure funds for the City Council to buy £3m worth of property, which will be used to bring forward regeneration projects.
8. Helped secure key development sites at Durranhill and develop plans to attract new industrial and commercial development to this area.
9. Established a City Centre Partnership, giving businesses a bigger say in how we build on the strength of the retail and commercial areas and attract new investment.
10. Helped the County Council explore options to improve the flow of traffic around the city centre and model future transport infrastructure requirements.
11. Created a design guide, now City Council policy, to protect and enhance the quality and appearance of buildings and public spaces.
12. Put in place a planning guide, also now City Council policy, for the Caldewgate/Shaddongate area - the western gateway to the city centre.

Historic Quarter

We have made real progress in bringing forward investment plans in the city's historic quarter:

13. A public realm improvement scheme focused on Castle Street is underway.
14. A project to improve Court Square in front of Citadel Station is ready to come forward for funding, together with a project to refurbish of the Old Town Hall visitor centre.
15. We've helped secure regional and European funding to create The Roman Gateway at Tullie House, a visitor attraction linked to Hadrian's Wall that is forecast to attract an extra 50,000 visitors a year to the city.
16. We're bringing forward plans to bring more visitors to Carlisle Cathedral Precinct and Carlisle Castle and working on ways to bring vacant historic buildings such as Central Methodist Hall back to life.

Culture

We have invested in cultural activities involving tens of thousands of residents and visitors to Carlisle including:

17. Competing to become UK City of Culture 2013 with a bid that exposed the rich seam of creative talent that exists across the Carlisle city-region.
18. Spectacular outdoor events such as Welcoming the Light, the Living Frontier festival and Love Carlisle Day and innovative creative events such as the BITE multi-arts festival

Investment

19. Over 60% of the money invested (£5m) came from organisations outside Cumbria, funds that would have gone elsewhere without our work.
20. Over the last 5 years the City Council invested £2m and the County Council £0.2m, equivalent to £5 per year for every adult in Carlisle
21. Over the next 18 months we can expect to nearly double the previous level of investment with capital projects in the historic quarter alone worth over £6m.

As public sector funding tightens and the economy begins to emerge from the recession, Carlisle is better placed to attract new private sector investment as a result of the actions we have taken so far.

Carlisle Renaissance is a partnership that can achieve real results when our combined efforts and resources are directed towards the challenge of making Carlisle a more prosperous city.

Appendix 2 – Proposed Economic Development Structure

