

AGENDA

Resources Overview and Scrutiny Panel

Thursday, 13 April 2017 AT 10:00
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

****Briefing meeting for Members will be at 9.15am in the
Flensburg Room****

Apologies for Absence

To receive apologies for absence and notification of substitutions

Declarations of Interest

Members are invited to declare any disclosable pecuniary interests, other registrable interests and any interests, relating to any item on the agenda at this stage.

Public and Press

To agree that the items of business within Part A of the agenda should be dealt with in public and that the items of business within Part B of the agenda should be dealt with in private.

Minutes of Previous Meetings

5 - 14

To agree the minutes of the meeting held on 5 January 2017. [Copy Minutes Minute Book 43(5)]

To note the minutes of the meeting held on 23 February 2017. (Copy Minutes herewith)

PART A

To be considered when the Public and Press are present

A.1 CALL-IN OF DECISIONS

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

A.2 OVERVIEW REPORT AND WORK PROGRAMME

15 - 24

To consider a report providing an overview of matters related of the Resources Overview and Scrutiny Panel, together with the latest version of the Work Programme and details of the Key decision items relevant to this Panel as set out in the Notice of Executive Key Decisions.

(Copy Report OS.09/17 herewith)

A.3 CARLISLE AMBASSADORS

25 - 86

(Leader's Portfolio)

The Town Clerk and Chief Executive to submit a report on the Carlisle Ambassadors' Initiative.

(Copy Report CE.05/17 herewith)

A.4 SMARTER SERVICES DELIVERY PROJECT

87 - 94

(Communities, Health & Wellbeing and Finance, Governance & Resources Portfolio)

The Customer Services Manager to update the Panel on the Smarter Service Delivery Project.

(Copy Report CE.03/17 herewith)

A.5 FLOOD UPDATE REPORT 95 - 102

(Cross Cutting Portfolio)

The Deputy Chief Executive to update the Panel on flood recovery activities and future programmed work.

(Copy Report CS.13/17 herewith)

A.6 CORPORATE RISK REGISTER 103 - 112

(Finance, Governance & Resources Portfolio)

The Deputy Chief Executive to submit a report updating the Panel on the Corporate Risk Register.

(Copy Report CS.09/17 herewith)

A.7 PROCUREMENT AND COMMISSIONING STRATEGY 2017-19 113 - 142

(Finance, Governance & Resources Portfolio)

The Chief Finance Officer to submit a report on the updated Procurement and Commissioning Strategy which covered the period 2017-19.

(Copy Report RD.01/17 herewith)

PART B

To be considered when the Public and Press are excluded from the meeting

- NIL -

Members of the Resources Overview and Scrutiny Panel

Conservative – Mrs Bowman, Mallinson J, Robson, Bainbridge (sub), Mrs McKerrell (sub), Shepherd (sub)

Labour – Bowditch, McDonald, Mrs Riddle (Vice Chairman), Watson (Chairman), Harid (sub), Sidgwick (sub), Wilson (sub)

Liberal Democrat - Allison

**Enquiries, requests for reports, background papers,
etc to Democratic Services Officer:
Rachel Plant 817039 or rachel.plant@carlisle.gov.uk**

RESOURCES OVERVIEW AND SCRUTINY PANEL

THURSDAY 23 FEBRUARY 2017 AT 10.00AM

PRESENT: Councillor Watson (Chairman), Councillors Allison, Bowditch, Mrs Bowman, Mallinson J, McDonald, Mrs Riddle and Robson.

ALSO PRESENT: Councillor Dr Tickner – Finance, Governance and Resources Portfolio Holder
Charlie Paterson – Work Experience Student

OFFICERS: Town Clerk and Chief Executive
Chief Finance Officer
Head of Digital and Information Services
Principal Accountant
Policy and Performance Officer
Overview and Scrutiny Officer

ROSP.10/17 APOLOGIES FOR ABSENCE

There were no apologies for absence submitted.

ROSP.11/17 DECLARATIONS OF INTEREST

There were no declarations of interest affecting the business to be transacted at the meeting.

ROSP.12/17 PUBLIC AND PRESS

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

ROSP.13/17 MINUTES OF PREVIOUS MEETING

Referring to Minute reference ROSP.07/17 (2) a Member thanked the Finance, Governance and Resources Portfolio Holder for his written response to the Panel's request for information on the future of the ground floor of the Civic Centre. She felt, however, that the information did not provide all of the required details and asked for details of the actual options / plans for the ground floor.

The Finance, Governance and Resources Portfolio Holder informed the Panel that the Council was taking part in detailed negotiations with the insurance loss adjusters. When the negotiations were finalised then detailed plans and options would be drawn up. There were a number of options available for the ground floor, the insurance would pay for the reinstatement of the ground floor as it was but this was not an option for the Executive. The negotiations were to determine what the insurance would pay then options based on the resources available would be drawn. He assured Members that the Executive would send the options out for scrutiny consultation before any decision was taken.

The Chief Finance Officer added that there had been two issues which had delayed the negotiations; the first was the scope of the reinstatement and the second was the rate for the work. Meetings had taken place with the loss adjusters and an outcome was expected before the end of February.

RESOLVED – That the minutes of the meeting held on 5 January 2017 be noted.

ROSP.14/17 CALL-IN OF DECISIONS

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

ROSP.15/17 OVERVIEW REPORT AND WORK PROGRAMME

The Overview and Scrutiny Officer presented report OS.05/17 and provided an overview of matters that related to the work of the Resources Overview and Scrutiny Panel.

The Notice of Executive Key Decisions had been published on 10 February 2017 and there were no items within the remit of the Panel.

The Panel's Work Programme for the current year had been circulated and the following items were scheduled for the next meeting on 13 April 2017:

Carlisle Ambassadors Group
Smarter Service Delivery Project
Flood Update Report
Corporate Risk Register
Procurement Strategy
Scrutiny Annual Report

RESOLVED – 1) That the Overview Report incorporating the Work Programme and Key Decision items relevant to this Panel (OS.05/17) be noted.

2) That the following items be included on the agenda for the Panel's meeting on 13 April 2017:

- Carlisle Ambassadors Group
- Smarter Service Delivery Project
- Flood Update Report
- Corporate Risk Register
- Procurement Strategy

ROSP.16/17 TECHNOLOGY STRATEGY PROGRESS

The Head of Digital and Information Services gave a presentation updating the Panel on the Implementation of the Digital (ICT) Strategy.

The Head of Digital and Information Services reported that all 6 of the Internal Audit recommendations, including the Communications Plan, had been implemented within the agreed timescales. The email protection and archiving service, which blocked 65,000 emails a day, had been implemented in August 2016 and ICT had received positive feedback from Members and staff. Work had also begun on the move to a Cloud based system and authentication and ID services were in place.

The Head of Digital and Information Services explained that the first Salesforce services went live in August 2016 and more services were coming on stream. The Salesforce based IT Help Desk went live in November and the closedown of the previous CRM applications in April would make a saving of £65,000. A review of the Salesforce roadmap would take place in June.

The next six months would see Phases 3 and 4 of the Salesforce Development Roadmap and the rollout of Office 365. The implementation of a cloud based computer room had begun and a reduction of 25% in hardware had already been achieved.

A formal review of the Strategy would begin in July 2017 and would consider:

- Alignment with strategic direction of the Council;
- Technological advancements;
- Legislative and Regulatory review;
- Resources;
- Finance

The Head of Digital and Information Services summed up by informing the Panel that the development of the Salesforce platform and the migration to the cloud were proceeding on schedule, the budget for implementation of the Strategy had been agreed as part of the budget process and planning had begun for the next 6 to 18 months along with a review of the Strategy.

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

- 4 of the 6 services previously reported on had been moved to Salesforce, when would the remaining services be moved?

The Head of Digital and Information Services responded that all applications that could be hosted in the Cloud would be moved over by April 2018.

- Had there been any problems during the implementation of the Strategy?

The Head of Digital and Information Services confirmed that there had been some issues but they had been of a technical nature, fortunately the Council had good technical staff and they could call on expertise when required.

- Why had the Strategy expenditure been £111,712 overbudget?

The Finance, Governance and Resources Portfolio Holder explained that the budget had been allocated for the Strategy but due to the flood, there had been a delay in releasing the funds. The funds had now been released.

- A Member asked that future updates on the ICT Strategy be presented in report format rather than a presentation to allow Members to read the information and prepare for the meeting.

RESOLVED – 1) That the presentation on the Technology Strategy Progress be welcomed;

2) That future updates on the Technology Strategy be presented in report format.

ROSP.17/17 REVENUE BUDGET OVERVIEW AND MONITORING REPORT: APRIL TO DECEMBER 2016

The Chief Finance Officer submitted the Revenue Budget Overview and Monitoring Report for the period April to December 2016 (RD.54/16). She outlined the overall budgetary position and the monitoring and control of expenditure against budget allocations, together with the exercise of virement.

Details of the main variances in the Directorates' budgets; together with a subjective analysis of the summarised budgetary position as at December 2016 excluding flood related items were provided at tables 3.1 and 3.4 to the report.

In terms of the forecast outturn position 2016/17, the report recorded that the Council's financial position was affected by a number of external factors (including the general effect of local economic activity on the Council's income streams; fuel prices, energy costs and other inflationary issues; and the effects of the housing market and property prices, especially with regard to income from land charges, rents and building and development control).

Also set out within the report were an explanation of balance sheet management issues and action taken to write off bad debts.

The Executive had considered the matter at their meeting on 13 February 2017 (EX.17/17 refers) and resolved:

"That the Executive:

- (i) Noted the budgetary performance position of the Council to December 2016;
- (ii) Noted the potential forecast year end commitments as detailed in paragraph 4 of Report RD.54/16;
- (iii) Noted the action by the Chief Finance Officer to write-off bad debts as detailed in paragraph 6.
- (iv) Made recommendations to Council to approve re-profiling of £97,000 as detailed in paragraph 4 from 2016/17 into 2017/18."

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

- A Member asked for an explanation for the shortfall on income from the Lanes of £515,200.

The Chief Finance Officer reported that £269,700 related to a head rent adjustment for 2015/16 after completion of the detailed reconciliation of Head Rent calculation for 2015/16. The information had been received too late to be included within the outturn position for 2015/16. Revised Head rent Projections for 2016/17 had been estimated at a further shortfall of £245,500.

- Would there be an adjustment to the Tourist Information Centre budget as a result of the income shortfall of £50,300?

The Chief Finance Officer responded that income targets were reviewed annually and the service manager would be monitoring the Tourist Information Centre income.

A Member added that the Tourist Information Centre had a shortfall in income each year and asked the Executive if they thought that they had the right strategy to deal with income from the Centre.

- Were the Executive confident in the budget?

The Finance, Governance and Resources Portfolio Holder confirmed that the Executive was confident in the budget and had confidence in the expertise and skills of the finance staff.

- Members were disappointed that Councillors' small scale community schemes budget was underspent and urged all Councillors to use the money allocated for their Wards.
- Why had the report not included any bad debt provision for NNDR?

The Chief Finance Officer explained that the information had not been received in time to be included in the report before publication.

RESOLVED –That the Revenue Budget Overview and Monitoring Report: April to December 2016 (RD.54/16) be noted.

ROSP.18/17 CAPITAL BUDGET OVERVIEW AND MONITORING REPORT – APRIL TO DECEMBER 2016

The Chief Finance Officer submitted report RD.55/16 providing an overview of the budgetary position of the City Council's capital programme for the period April to December 2016. She outlined for Members the overall budget position of the various Directorates and the financing of the 2016/17 Capital Programme, details of which were set out in the report.

Paragraph 3.3 recorded that an initial review of the 2016/17 capital programme had been undertaken and the Executive had been asked to recommend to Council the re-profiling of £1,164,300 from 2016/17 to 2017/18, further details of which were set out at Appendix A.

The unspent balance remaining of the revised annual budget of £10,803,600 was £6,339,496 as at December 2016.

The Executive had considered the matter at their meeting on 13 February 2017 (EX.18/17 refers) and resolved:

“That the Executive:

- (i) Noted and had commented on the budgetary position and performance aspects of the capital programme for the period April to December 2016;
- (ii) Approved the release of the balance of £72,672.13 from the Conservation Reserve to fund emergency work in relation to the Central Plaza as per OD.144/16;
- (iii) Approved a virement of £47,300 to fund emergency work at the Central Plaza, thus fulfilling the Council's legal obligations, with the funding being provided from underspends within the 2016/17 Capital Programme;
- (iv) Made recommendations to Council to approve re-profiling of £1,164,300 as detailed in paragraph 3.3 and Appendix A from 2016/17 into 2017/18.”

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

- A Member commented that he understood the issues regarding the Central Plaza but asked if there was something more positive that could be done.

The Finance, Governance and Resources Portfolio Holder explained that a lot of work was being undertaken behind the scenes by the Economic Development team to try and reach a satisfactory outcome for the future of the Central Plaza.

- Why was the Disabled Facilities Grant (DFG) budget underspent?

The Chief Finance Officer responded that there was a number of reasons for the underspend including an increase in funding and challenges in respect of Occupational Therapist referrals. The funding mechanism had changed and was now distributed through the Better Care Fund.

The Town Clerk and Chief Executive explained that there had been some early stage discussions between District Councils and Cumbria County Council on how the money could be best used across the whole of Cumbria. Part of the discussions would be to determine how Homelife resources could be used in a better proactive way. At its meeting in January 2017 full

Council had agreed the Scheme of Housing Assistance which detailed the move to discretionary DFGs and the relevant categories.

In response to a Members' question the Chief Finance Officer clarified where the additional DFG funding had come from and the Town Clerk and Chief Executive agreed to provide a written response to Members on the contribution to Durranhill Industrial Estate.

RESOLVED – 1) That the Capital Budget Overview and Monitoring Report: April to December 2016 (RD.55/16) be noted.

2) That the Town Clerk and Chief Executive provide a written response regarding the additional contributions to the Durranhill Industrial Estate project.

ROSP.19/17 2016/17 SICKNESS ABSENCE QUARTER 3

The Town Clerk and Chief Executive submitted the Authority's sickness absence levels for the period April 2016 to December 2016 and other sickness absence information (Report CE.02/17).

The Town Clerk and Chief Executive reported that the 2015/16 sickness absence levels had decreased by approximately 30% to 8.6 days lost per Full Time Equivalent (FTE) employee compared to the previous year. The percentage of sickness which was long term also decreased as managers ensured the support for their staff was available and accessible.

The 2016/17 performance was detailed in the report and the table at appendix 1 provided absence levels split by the new Directorates. The information showed that compared to the first three quarters of the previous year, 2016/17 levels had decreased by nearly 13% to 5.4 days lost per FTE employee, there had also been a decrease in long term absences. The new Council structure took effect from 1 October 2016 so it had not been possible to carry out any directorate level analysis.

The Town Clerk and Chief Executive drew Members attention to Section 3 of the report which detailed new information on the time taken to complete Return to Work Interviews and the proportion completed within five working days. This ensured that Interviews were taking place in a timely and meaningful fashion.

Members congratulated the Town Clerk and Chief Executive and officers for the continued improvement in the sickness absence figures.

A Member asked if there was any correlation between sickness absence and the training provided by the authority for staff. The Town Clerk and Chief Executive confirmed that training was provided based on the sickness patterns where applicable.

The Finance, Governance and Resources Portfolio Holder reminded the Panel that some absences were due to personal issues and it was difficult to then provide the necessary training, however, those members of staff were provided with excellent support from the authority.

Members asked for comparative data with other Councils and national performance data to be included in the next report.

RESOLVED – 1) That the 2016/17 Sickness Absence Quarter 3 report (CE.02/17) be welcomed;

2) That future sickness absence update reports include comparative data with other Councils and national performance data.

ROSP.20/17 3RD QUARTER PERFORMANCE REPORT 2016/17

The Policy and Performance Officer presented report PC.03/17 which updated the Panel on the Council's service standards relevant to the Panel and included updates on key actions contained within the new Carlisle Plan.

The Policy and Performance Officer reported that the table at Section 1 of the report illustrated the cumulative year to date figure, a month by month breakdown of performance and, where possible, an actual service standard baseline that had been established either locally or nationally. Only the service standard relevant to the Panel had been included in the Report.

The updates against the actions in the Carlisle Plan followed on from service standard information in Section 2. The actions had been aligned to the Carlisle Plan on a Page (attached as an appendix) and it was proposed that only the actions relevant to the Panel would be reported.

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

- Members asked when the Kingstown and Parkhouse Industrial Estates Business Plans would be available for scrutiny by the Panel.

The Town Clerk and Chief Executive agreed to make arrangements for a report to be included in the Panel's Work Programme.

- Was there any concern that the Kingmoor Park Enterprise Zone would impact on the Kingstown Industrial Estate?

The Town Clerk and Chief Executive responded that the advantages for the Enterprise Zone were designed to reward new businesses to Carlisle rather than the migration of businesses. The overriding consideration was that the advantages of the Enterprise Zone outweighed the disadvantages.

- A Member reminded officers that the Panel had requested a report on the Carlisle Ambassadors and the Town Clerk and Chief Executive confirmed that a report had been scheduled in the Panel's Work Programme.

RESOLVED – That the 3rd Quarter Performance Report 2016/17 (PC.03/17) be welcomed.

ROSP.21/17 PERFORMANCE MONITORING OPTIONS

The Policy and Performance Officer submitted report PC.01/17 which set out the options for the future presentation of performance information to the Panel.

The Policy and Performance Officer reported that the Carlisle Plan actions had been completed and a suggested mapping of the 43 key actions and projects to the Panels.

He explained that work had been progressing on a new approach to management information. The success of the Smarter Service Delivery 2 Board (SSD2) meant that customer data was automatically linked through the Microsoft PowerBI tool. In addition the data for the five service standards had migrated across to PowerBI. This enabled an exception approach to performance reporting based on agreed thresholds and triggers. This approach would grow with the shift of services into the Salesforce Customer Relationship Management System; additional data connectors and data migration and would build a bigger, more complete picture of demand and fulfilment across all the Council's services. It would also remove the two tier system of service standards and management information by introducing a consistent set of measures to assess a wider range of customer calls for service.

Best practice in Overview and Scrutiny (Centre for Public Scrutiny) advocated the following:

- Prioritisation in what comes to Scrutiny (quality rather than quantity)
- Greater involvement in the Council's biggest challenges and priorities
- Greater scrutiny of critical issues
- Be more outcome focussed

Each Panel would be asked to consider a workshop, open to all Scrutiny Members, to look at the detail in the proposals presented below.

It was proposed that a simpler, clearer approach was taken based on the following principles:

1. A clear programme of work was presented to the Panels for consideration so that they could select some items for the Panels' work programmes, to include:
 - a. Carlisle Plan actions
 - b. A schedule of policies and strategies to be introduced or reviewed
 - c. Budgetary Framework
2. Overview & Scrutiny focuses on strategy and policy. Any operational issues were dealt with outside of the meeting by contacting service managers or directors directly.
3. Overview & Scrutiny consider service standards only by exception.

This approach would reduce the quantity of reports being scrutinised and shift the overview to the performance of policies and strategies. There would still be an overview role to fulfil in service standard indicators but only through exception. An exception report would include the interventions made to bring the performance back into line with the accepted standard.

It was also proposed that to improve performance content of reports presented to Overview and Scrutiny, report authors would be sent a series of performance questions and key lines of enquiry as soon as the item was added to the work programme. The performance questions would be drafted by Policy and Performance Officers and reviewed by the Scrutiny Officer and relevant Chairman. The questions would be sent to the Portfolio Holder, Senior Manager and lead officer. The proposed approach would ensure that each report contained a clear section on how the item under scrutiny was performing, the context for the performance and the role the Council played in generating the outputs and outcomes.

Members discussed the options in some detail. They felt that a workshop for Members and Substitute Members of the Resources Overview and Scrutiny Panel only would be most beneficial for the Panel. The Panel wanted to use the opportunity to focus on their work programme for the year and to identify the necessary performance requirements.

RESOLVED –1) That the Performance Monitoring Options report (PC.07/17) be welcomed;

2) That a workshop, open to all Members and Substitute Members of the Resources Overview and Scrutiny Panel, be arranged to define the information and performance needs of the annual work programme.

(The meeting ended at 11.40am)

Resources Overview and Scrutiny Panel

Agenda
Item:

A.2

Meeting Date: 13th April 2017

Portfolio: Cross Cutting

Key Decision: No

Within Policy and
Budget Framework

Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME

Report of: Overview and Scrutiny Officer

Report Number: OS 09/17

Summary:

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

Recommendations:

Members are asked to:

- Note the items (within Panel remit) on the most recent Notice of Key Executive Decisions
- Note and/or amend the Panel's work programme

Contact Officer: Dave Taylor

Ext: 0781 785 8167

Appendix attached to
report: 1. Resources Overview and Scrutiny Panel Work Programme
2016/17

1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 10th March 2017. This was circulated to all Members. The following items fall into the remit of this Panel:

Items which have not been included in the Panel's Work Programme:

KD.06/17 2016/17 Provisional Outturn Reports

KD.07/17 The Medium Term Financial Plan (including the Corporate Charging Policy) & the Capital Strategy 2018/19 to 2022/23

KD.08/17 The Asset Management Plan 2017 to 2022

2. References from the Executive

None

3. Work Programme

The Panel's current work programme is attached at Appendix 1.

Today's is the last meeting of the Civic Year and Members are asked to begin thinking about the focus for the Panel's work in the next Civic Year.

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

Appendix 1: Resources Overview and Scrutiny Panel Work Programme 2016/17

Issue Contact Officer	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		16 Jun 16	4 Aug 16	08 Sep 16	20 Oct 16	06 Dec 16	05 Jan 17	23 Feb 17	13 Apr 17
Current Meeting – 13 April 2017															
Carlisle Ambassadors Group Jason Gooding				✓			Report requested 6/12/16 on contributions made and how used								✓
Smarter Service Delivery project Ben Renucci							6 monthly monitoring								✓
Flood Update Report Darren Crossley		✓	✓			✓	Areas within remit of Panel	✓	✓						✓
Corporate Risk Register Tracey Crilley						✓	Bi-annual monitoring				✓				✓
Procurement Strategy Steven Tickner			✓				New strategy for 2017-19								✓

Issue Contact Officer	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		16 Jun 16	4 Aug 16	08 Sep 16	20 Oct 16	06 Dec 16	05 Jan 17	23 Feb 17	13 Apr 17
Task & Finish Groups															
Future Items															
Scrutiny Annual Report Dave Taylor							Draft report for comment before Chairs Group approval								Email circulation
COMPLETED ITEMS															
Performance report options Steven O’Keeffe	✓						To consider changes to improve performance reporting to O&S Panels							✓	
Performance Monitoring Gary Oliver	✓					✓	Quarterly monitoring of performance within remit of Panel	✓		✓		✓		✓	

Issue Contact Officer	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		16 Jun 16	4 Aug 16	08 Sep 16	20 Oct 16	06 Dec 16	05 Jan 17	23 Feb 17	13 Apr 17
Budget Monitoring 16-17 Alison Taylor					✓	✓	Monitoring of budget – both revenue and capital				✓	✓		✓	
Sickness Absence Gary Oliver	✓						To consider reports relating to sickness absence levels.	✓		✓		✓		✓	
Digital Vision and Technology 5 year strategy Michael Scott						✓	Implementation of Digital (ICT) strategy – 6 monthly monitoring		✓					✓	
Market Hall – October Market Management Group and Managing Agent Relationship				✓								✓			

Issue Contact Officer	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		16 Jun 16	4 Aug 16	08 Sep 16	20 Oct 16	06 Dec 16	05 Jan 17	23 Feb 17	13 Apr 17
Budget setting 2017/18–2021/22 Alison Taylor					✓		Draft budget consultation						✓		
Proposed new O&S Panel remits (PART OF OVERVIEW REPORT) Steven O’Keeffe			✓				Consideration of proposed new O&S panel remits					✓			
Corporate Programme Board Tracey Crilley						✓	Bi-annual monitoring of significant projects	✓				✓			
Significant Partnerships Alison Taylor				✓			Bi-annual scrutiny Deferred due to flood work	✓				✓			
Budget setting 2017/18–2021/22 Alison Taylor					✓		1 st forecast of overall budget proposals					✓			

Issue Contact Officer	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		16 Jun 16	4 Aug 16	08 Sep 16	20 Oct 16	06 Dec 16	05 Jan 17	23 Feb 17	13 Apr 17
Carlisle 4 year Efficiency Plan Peter Mason / Alison Taylor					✓	✓	Efficiencies delivered for 2016/17 and plans set out in the 4 year efficiency statement				✓				
Market Hall – Capital Contribution to Roof Repair Works Mark Lambert		✓					Pre-decision scrutiny of Executive decision				✓				
Employee Opinion Survey 2016 Steven O’Keeffe						✓	To consider the results of the Employee Opinion Survey.				✓				
2015/16 Provisional Outturn Reports Peter Mason					✓		Outturn reports and requests to Council	✓							

Issue Contact Officer	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		16 Jun 16	4 Aug 16	08 Sep 16	20 Oct 16	06 Dec 16	05 Jan 17	23 Feb 17	13 Apr 17
Kingstown and Parkhouse Procurement Project Raymond Simmons		✓					To scrutinise options and proposals being considered. Postponed by 3–4 months due to flood.	✓							
Freedom of Information Requests Clare Furlong							Annual report on Freedom of Information requests <i>Future reports for information only</i>		✓						
Budget setting 2016/17– 2020/21 (MTFP) Peter Mason		✓			✓		Policy documents consultation		✓						
Corporate Complaints Policy Jill Gillespie			✓				Consideration of reviewed Corporate Complaints policy		✓						

Issue Contact Officer	Type of Scrutiny						Comments/Current Status	Meeting Dates							
	Performance Management	Notice of Key Decision /Referred from Executive	Policy Review or Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring		16 Jun 16	4 Aug 16	08 Sep 16	20 Oct 16	06 Dec 16	05 Jan 17	23 Feb 17	13 Apr 17
Asset Management Plan Barbara Vernon		✓					2016 to 2021 Plan		✓						
FOR INFORMATION ONLY ITEMS															
Details								Date Circulated							

Resources Overview and Scrutiny Panel

Agenda
Item:
A.3

Meeting Date: 13 APRIL 2017

Portfolio:

Key Decision: No

Within Policy and

Budget Framework YES

Public / Private Public

Title: CARLISLE AMBASSADORS

Report of: CHIEF EXECUTIVE

Report Number: CE 05/17

Purpose / Summary:

To brief Members of the Resources Overview and Scrutiny Panel on the Carlisle Ambassadors' initiative.

Recommendations:

The Resources Overview and Scrutiny Panel are asked to note the contents of the report.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

1. BACKGROUND

- 1.1 Carlisle Ambassadors was set up in 2013 in view of the Economic Review which identified the need for Carlisle to grow in population and business terms if it was to achieve its economic potential. In order to achieve this objective there was a fundamental need to put Carlisle on the map and Carlisle Ambassadors was set up to help enable the Council to work in partnership with businesses to help raise the profile of Carlisle.

2. CARLISLE AMBASSADORS' PROGRAMME

- 2.1 Carlisle Ambassadors brings together a range of businesses and organisations. it meets on a regular basis at different venues chosen to show case the businesses who also sponsor the event. The meetings provide a powerful business networking opportunity where people can interact with others, forge strong connections and hear about new initiatives of developments in the City.
- 2.2 In 2015-16 there were six meetings in various locations attended on average by 200 people from a number of businesses. The Business Innovation showcase event held at Garden of Eden in summer 2016 included presentations from Pirelli and on new initiatives being developed by local businesses.
- 2.3 Carlisle Ambassadors define themselves as a proactive community of passionate individuals, businesses and organisations who participate in projects to raise the profile of Carlisle to make it a better place to live, work and visit. In addition to the networking events members have access to a range of resources. These include:
- Carlisle Story, which describes what Carlisle has to offer
 - Carlisle Prospectus, which can be used to promote Carlisle at events
 - Design Toolkit, including access to the Carlisle 'brand' to help members create hoardings, banners and signage. These have been used by businesses e.g. The Halston and at conferences or marketing events.
- 2.4 These resources have been used in a number of ways to promote Carlisle for instance at a GP recruitment fair to attract newly qualified Doctors to the area. In addition the branding has been used recently at the Northern Powerhouse Event in Manchester and attracted interest from a wide range of businesses and organisations.

3. MANAGEMENT AND FUNDING

- 3.1 It was initially proposed that a Place Manager should be employed to lead the Carlisle Story and Carlisle Ambassadors. Unfortunately, due to the wide range of skills required for this post we were unable to appoint someone within the resources available and the work was split up with some of the activity being picked up by Council Officers and the marketing and Ambassadors by external contractors.
- 3.2 In December 2014 Michelle Masters and Kate Wilson were engaged to support and drive the Ambassador programme, increasing the membership, maximising social media and supporting businesses in their ambassadorial role.
- 3.3 Since they were appointed the membership has increased from around 50 to currently 149, generating £18,500 from membership fees. The cost of running the Carlisle Ambassador programme is £38,500 with the Council contributing £20,000 towards the initiative. In addition the Ambassadors has received £11,500 in kind from venues, catering, photography, speakers and training.

4. BENEFITS/OUTCOME

- 4.1 The Ambassador initiative has held a number of benefits for the Council, businesses and for Carlisle.
- 4.2 Council - The Council are able to meet and have access to a large number of businesses which it would normally find difficult to meet, particularly Small Medium Enterprises. This enables us to fulfil our role to facilitate business support connecting business with business advisors e.g. Training. The Ambassadors also provides the Council with a forum to communicate key messages concerning new businesses and development within the city.
- 4.3 Businesses - The Ambassadors provide businesses with the opportunity to network with other businesses and the Council. They have the opportunity to hear from other businesses and showcase their own. In addition they have access to a range of resources which they can use as part of their marketing strategy. Businesses also commend that the Ambassadors has enabled them to give something back to the Community for instance 'Give a day to the City' which brought businesses together to deliver community projects.
- 4.4 Carlisle – The Ambassadors has helped raise the profile of Carlisle not just in Cumbria but beyond.

- 4.5 The Ambassadors have supported GP recruitment events including special offers from local businesses for medical professionals relocating to Carlisle.
- 4.6 Carlisle Ambassadors have used the resources available to promote the City for instance helping in Cannes and the Northern Powerhouse event in Manchester.
- 4.7 Media coverage has included articles in range of publications including Ambassadors own newsletters which have a national circulation e.g. David Allen and Story Homes. Carlisle Ambassadors has only been running since 2013 and has tripled in size.

Contact Officer: Jane Meek

Ext: 7190

Collaborating
to Influence the future
of Carlisle & Cumbria

CARLISLE
AMBASSADORS



Reported Coverage for Carlisle Ambassadors' Network

56

PIECES OF COVERAGE:

318M

ONLINE READERSHIP:

425K

ESTIMATED COVERAGE VIEWS:

718

SOCIAL SHARES:

113

LINKS FROM COVERAGE:

1.44K

YOUTUBE VIEWS:

35

AVERAGE DOMAIN AUTHORITY:

84.4K

CIRCULATION:

615

VIEWS:



Pirelli hushes up its latest development

New products exhibited at showcase for innovation

BY DUNCAN BICK

PIRELLI has shown off its latest tyres at a special event to celebrate Cumbrian innovation.

The company showcased products designed to reduce noise on vehicles at a meeting of Carlisle Ambassadors, which took place at Eden Golf Club, in Crosby. It was one of several firms which was showing off its work to an audience of about 200 people.

Tony Di Gravio, the com-

'A lot of people say 'I thought you just poured rubber into a mould'. If I had a pound for every time someone said that I'd be driving a Bentley'

pany's director of quality in the UK, pointed out that developing tyres is a complicated process.

He said: "A lot of people say 'I thought you just poured rubber into a mould'. If I had a pound for every time someone said that I would be driving a Bentley."

"Always remember when you are driving home, all that is coming between you and the asphalt is four tyres," he added.

He spoke to the audience about the latest tyre produced in Carlisle, the P Zero, which



Art of noise: Tony Di Gravio and Neli Giobanu from Pirelli with one of the firm's reduced noise tyres

uses a system called the Pirelli Noise Cancelling System.

These have a microfibre, sponge-like material in their cavities, which cuts the noise produced by the tyres by up to two decibels.

Mr Di Gravio explained that these are used on high-performance SUV cars and the drivers of these often have a very low tolerance for noise.

He added: "750 people do



Insight: Simon Spencer, left, from Vulcan Engineering and Adrian Davis-Johnston from Innovus

this work in Carlisle on a daily basis. They are very proud and so am I."

The company also showcased tyres made at its plant in Burton-on-Trent, Staffordshire, which will not deflate rapidly if they are pierced with a nail.

Several other developments from Cumbrian companies were also showcased.

These included Tech4, based in Lorne Street, Denton Holme, which demonstrated its 3D printers and Forth Engineering, based near Maryport, which showcased a robotic spider it has built for use at Sellafield.

The event was hosted by Adrian Davis-Johnston of Innovus Cumbria, an organisation which seeks to back new technology and innovations in the county.

He said: "If you always do



It's got legs: Graham Cartwright from Forth Engineering with a prototype robotic spider

what you have always done you will always get what you have always got, or worse."

Mr Davis-Johnston gave Carlisle United as an example of where innovation can make changes, contrasting Greg Abbot's conservative management with the current regime.

He pointed out though that it is sometimes not easy to change. "Keith Curle has really mixed it up and has been introducing changes and yes it was painful."

He added: "Ask for help. We are very proud in Cumbria but there is nothing weak in asking for help."

Colin Glover, the leader of Carlisle City Council, attended the event. He said: "Carlisle and Cumbria has so much innovation going on and it is really good to get it out and showcase it."

Doe kiss

There's a TV ad moment which is a tablet computer company which accountancy pay their product w systems easier.

But can it rel importantly, w which Cloud pi It's these qu Accounting Te CATs) get aski than kissing o set about dev make their w

"In recent systems have comments R based in Car using these time, any pl

Stu Bell, c "Clients def either their records." H "Whilst this sound very decent int to work at people."

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Pirelli Headlines at Carlisle Ambassadors' Innovation Meeting

OCT 3 2016

CIRCULATION:

19.7K

Carlisle Ambassadors meeting is all about Innovation

By Carlisle Ambassadors on 23/09/2016 [Facebook](#) [Twitter](#) [Google+](#) This is a Sponsored Post



29th SEPT 2016
EDEN GOLF CLUB

The next meeting of Carlisle Ambassadors is on Thursday 29th September, and takes place at Eden Golf Club. The theme is 'Innovation', and includes showcases from a wide range of local, national and international companies.

We are delighted that Cumbria Police will demonstrate their drones, which they use to provide initial response in various scenarios to maximize safety of staff and public. Amongst other displays, there will also be a robotic spider, 3-D printers, Second Sight wearable technology, the i8 and i9 from BMW, innovative tyres from Pirelli, and examples of the new polymer bank notes from Innova Security.

We are delighted that Tony DiGravio of Pirelli will be speaking about the innovative Pirelli Noise Cancelling System (PNCS). Adrian Davis-Johnston of Innova (which has supported several of the companies present at the meeting), will introduce Oliver Viney of Penrith based Atlantic Geomatics, who will talk about their journey to success. We also have Luke Jackson of the award winning 'Bruce and Luke's' joining us on stage, so watch out for the selfie stick and that inimitable grin.

Carlisle Ambassadors has established itself as a collaborative network of businesses, organisations and individuals who work to make a difference to the city, through the increasingly popular 'Give a Day' event, greater business collaboration within the county, and the bigger collective goal of raising the profile of Carlisle to make it a city of lifestyle choice.

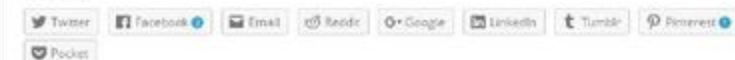
Michelle Masters, joint manager of Carlisle Ambassadors, said: "We are excited about having such a range of innovative products and services to show at this next event. There are over 170 people booked in, and we are looking forward to another lively, positive meeting in the fantastic setting of Eden Golf Club. There are a handful of free places left, but they are going fast so we urge people to book in soon before registration closes."

<http://www.eventbrite.co.uk/e/carlisle-ambassadors-meeting-29th-september-2016-tickets-25279819548?aff=erelexpmt>

Contact Information

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 Kate Wilson Tel: 07970 898180
 Email both on: info@carlisleambassadors.co.uk
 Website: www.carlisleambassadors.co.uk

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- Concern for missing Barrow girl, 13
- Man jailed for possessing child abuse images
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- Woman hurt in Ayr Force fall
- Man jailed for sparking two-hour Lake District stand-off
- Cleator Moor mother-of-three flouted crown court order

Carlisle Ambassadors meeting is all about Innovation

SEP 23 2016

(EST.) MONTHLY VISITS: **194K**

(EST.) COVERAGE VIEWS: **26.2K**

DOMAIN AUTHORITY: **34**

LINKS FROM COVERAGE: **1**

2 **2** **1**



NEWS

Atlantic Geomatics are busy with industry events and developing our business across the world.

CARLISLE AMBASSADORS - GIVING A DAY TO THE CITY

29TH OCTOBER 2015

As part of The Carlisle Ambassadors Project, we were asked by Capita to 'Give a day to the City'. Carlisle Ambassadors is for anyone who wants to support Carlisle City Centre for business, tourism and culture, with the ambition to make Carlisle a better place to live, work, invest and visit. This voluntary project involves like-minded companies and organisations to pool resources and collaborate skills to deliver a development which will benefit our city.

The aim of this particular project was to improve the Hadrian's Wall walk. This included a ramp to allow access for wheelchair, impaired mobility and pushchair users from the back of the Sands Centre to the Eden River. The ramp required 240 tonnes of stone and a new tarmac surface.

Atlantic Geomatics completed the topographic survey allowing the designers to calculate the 240 tonnes of stone and tarmac required to complete the new path. We worked alongside companies such as DSD Construction, Nixon Plant Hire, Ecotech Systems, Eden Rivers Trust, D.A Harrison,

Atlantic Geomatics | Land Surveying | Underground Surveying | Building Surveying | GIS Solutions

FEB 6 2017

(EST.) MONTHLY VISITS: **828**

(EST.) COVERAGE VIEWS: **218**

DOMAIN AUTHORITY: **18**



3



6

Carlisle Ambassadors 2017

120



We recently joined Carlisle Ambassadors in Carlisle, a programme we had participated in for a number of years in the past with our previous business.

The purpose of the Ambassadors for us, is to promote Carlisle, and the wider Cumbrian Economy, to create a better place to work, life and play in for our current population and the future generations. For us, its also about leaving the place in a better condition for the future.

So during the November meeting, there was a call to action, Ideas formulated around tables, things discussed and presentations made. One of the key things was from Paul Rheinbach, a series of pledges that his business, More Handles, were making in 2017 to the people of Carlisle. Paul and the team at Carlisle Ambassadors asked for other pledges of support, and commitments from companies and individuals.

So after a few ideas, thoughts and discussions, we came up with the pledges we are going to make in 2017. Some of these are easy for us to implement, some harder and require thoughts, planning and effort. Some will need the collaboration of others to help us and commit their time or money too.

The Pledges we are going to make in 2017 are:

- Commit 5 full days of support to the Carlisle Ambassadors to assist in any Ambassador lead project during 2017 which requires the skills, experiences and knowledge which I have.
- Play an active role in other projects which excite, stimulate or continue to reinforce the community within the city at no cost.
- Implement the Kingmoor Building Scholarship award for Cumbrian Students studying Architecture or Civil / Structural Engineering.
- Commit to raising money for Great North Air Ambulance in 2017 as the chosen charity for the business.

We hope that this kickstarts other to make commitments, however large and small and 2017 is going to be exciting for all involved.

(EST.) MONTHLY VISITS: **582**

(EST.) COVERAGE VIEWS: **195**

DOMAIN AUTHORITY: **9**

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Contact Information

Contact us at Kingmoor Consulting Ltd
 E: hello@kingmoorconsulting.co.uk
 T: 01228 915900

Locations

We cover the following locations : Alston, Ambleside, Appleby-in-Westmorland,



Gareth Presch

Founder, World Health Innovation Summit CIC

Mr Gareth Presch, holds a BA Hons in healthcare management. A problem solver and healthcare strategist who has experience working in public, private and voluntary healthcare settings in the NHS and abroad. Patient focused and quality driven. Having previously worked as the Chief Officer of the National Haemophilia Council a statutory body in Ireland. Gareth has also managed National Clinical Programmes on Blood Transfusion (Establishment of the National Blood Transfusion Committee), Haemochromatosis and the Endoscopy improvement programme. He has advised and been a member of a number of successful charity fundraising campaigns (Kops 4 Kidz, Great Garda Run, Tania McCabe Foundation etc) in the past and continues to support charitable causes locally, nationally and internationally.

He has advised businesses in marketing, social media strategies and governance successfully. Lead and was a Member of the Cumbria Rural Health Forum, Steering Group Member of CPFT Good Causes and is an active member of the Carlisle Ambassadors community.

Innovation Showcase Speakers

NOV 23 2016

(EST.) MONTHLY VISITS: **805**

(EST.) COVERAGE VIEWS: **200**

DOMAIN AUTHORITY: **26**



10



Carlisle – where the people are doing it for themselves!



Often promoted as the 'gateway to the Lakes', its core population is less than a full house at Old Trafford but the noise they make is just the same, especially around business and regeneration. Best of all, it's led by local people rather than by national politicians. That, in itself, is quite unique I think.

I'm from Carlisle and proud of it. I know the people, they know me and as far as I can tell, we get along. The city is no different to many others in that it fell into a bit of a decline after successive governments forgot about 'The North'. That said, and if the truth was our guide, it also suffered from a lack of innovation from within with anyone even looking like an entrepreneur being viewed as deeply suspicious. That was then, this is now.

Carlisle has always loved its own.

The local press performs well alongside the local television news programme which delivers such loyalty and affection that it dwarfs that of other regions. BBC Radio Cumbria is one the best in the network while the commercial alternative, CFM Radio, a station I launched back in 1993, is a UK success story all on its own.

Again and like so many other areas, it had an industrial workforce but as businesses fell away, others were created that required the population to retrain and work differently. Those skills have not gone unnoticed and today, some of the largest names we know and love have set up home in Carlisle.

None of this is the real story in my view.

Where this tale really starts to become interesting is when you notice that it is the community itself that is doing all of this. They seem far from ready to accept a raft of state handouts believing instead that they can do better, and they are doing better.

A new breed of entrepreneurs has sprung up. They are injecting new investment, hiring local talent and taking on risky projects. It is working too, with the public responding positively and a real sense of pride has returned to the streets.



What Carlisle has become is quite inspirational. There is a sense of togetherness that is both heartwarming and respectful. Many tell me that their goal is not just to do better for themselves but to improve their surroundings.

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Carlisle Ambassadors' meeting - Innovation is the theme

Carlisle Ambassadors' meeting - Innovation is the theme



29. September 2016 - 11:15 till 14:30



United Kingdom, Carlisle, CA6 4RA

Carlisle Ambassadors' meeting - Innovation is the theme, Thursday, 29. September 2016, Carlisle

This event will include speakers from Pirelli, Atlantic Geomatic and Innovus talking about innovation and we will have 12 businesses with showcases all with innovational products or ideas. You MUST book on here though
<http://www.eventbrite.co.uk/e/carlisle-ambassadors-meeting-29th-september-2016-tickets-26279819648?aff=erelexpmit>

Thursday, 29. September 2016, Carlisle, Carlisle Ambassadors' meeting - Innovation is the theme



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Saturday 15. April 2017



RudeDog Productions Presents DJ Andy Pendle
Sunday 16. April 2017



Rock Rampage 17
Friday 31. March 2017



UK Subs / The Exiles / Fat Albert at The Brickyard
Saturday 11. November 2017



Definitely Oasis Carlisle
Friday 01. September 2017



Carlisle Beer Festival
Thursday 02. November 2017



90s Night at The Brickyard
Sunday 30. April 2017



Lynx and Drynx ft. /We/Are /Quasars/
Friday 31. March 2017



Shared event via third party interest

(EST.) MONTHLY VISITS:

27.4K

(EST.) COVERAGE VIEWS:

3.49K

DOMAIN AUTHORITY:

35



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Carlisle Ambassadors meeting

Posted: July 8th, 2016



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(EST.) MONTHLY VISITS:

677

(EST.) COVERAGE VIEWS:

86

DOMAIN AUTHORITY:

35



9

Monday March 27

14°C - Carlisle

The Cumberland News

News Business Jobs Property Motors Farmer More

SEARCH ...

NEWS » National

Mitchells **AGRICULTURAL AUCTIONS**
Next Sales: WEEKLY WEDNESDAY PRIME STOCK SALES, Friday 24th March -
Fortnightly sale of 285 Store, Feeding & Breeding Cattle, Sticks & Calves, Ewes &
lambs, Wednesday 5th April - Easter show & sale of prime Cattle & Hogs.
CLICK HERE for details of upcoming sales

Hundreds turn out to Give a Day to flood victims

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Some of the volunteers that helped clear the Sheepmount



Hundreds of volunteers gave up their time to help others in a range of projects to help rebuild and bring life into Carlisle.

Give a Day to the City encouraged people to help out or lend a hand to help people in flood-hit communities.

Some volunteers spent time redecorating the homes of flood victims, while others helped to clean the Sheepmount Stadium, Carlisle Youth Zone and the city's skate park.

Carlisle Ambassadors, led by Melanie Taylor, were responsible for the scheme helping restore flooded homes.

The team was made up by people from various north Cumbrian firms.

These included Tristan Josh and Scott McHattie from Eco-Tech Systems, Collette Butterworth of

The White Heather Hotel
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decidingtogether.org

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McDonald's branch in Carlisle closed for a month for refit

New city gym has creche for children

US based Labour city councillor resigns - day before his role was due to lapse

Historic north Cumbrian mill restored to its latest restorations

Cumbrian firm supports tot in battle against

Hundreds turn out to Give a Day to flood victims

JUN 17 2016

(EST.) MONTHLY VISITS:

39.3K

(EST.) COVERAGE VIEWS:

275

DOMAIN AUTHORITY:

50



Monday March 27

14°C - Carlisle

The Cumberland News

News Business Jobs Property Motors Farmer More

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NEWS National

Volunteers to help flood victims as Give a Day to the City returns

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From left, Scott McHattie, from Eco-Tech Systems, with Jem Gomersall in his home and volunteer Melanie Taylor

Helping rebuild the lives of those affected by flooding is at the heart of a Carlisle Initiative which will see people give their skills and time to make a difference.

Passionate volunteers have already been out in the city helping victims of Storm Desmond, ahead of a concerted week long effort next month.

Between June 5 and 12, people will be out and about to make improvements to flood hit areas of the city as part of the return of Give a Day to the City.

The initiative, which launched as a successful pilot last year, is now aiming to renovate three flood-hit homes and help clear up the Sheepmount Athletics Stadium.

The House to Home team have already set to work in Corporation Road, where they ripped out Jem Gomersall's downstairs bathroom, which was left under 8ft of water during December's floods.

Project manager Melanie Taylor, of HR company M Taylor Associates, wanted to give something back.

The 43-year-old, who is involved in Carlisle Ambassadors, met Jem the week after the floods when she volunteered at Greystone Community Centre.

"People I've spoken to have either said they thought everybody was back at home now, or at most that they might be living somewhere else being paid for by their insurance," she said.

"It was a shock to me that people are actually living back in these houses. They're having to have their

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New city gym has creche for children

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#PROUDCUMBRIA



Choose Cumbria working with international firms

Volunteers to help flood victims as Give a Day to the City returns

MAY 16 2016

(EST.) MONTHLY VISITS: **39.3K**

(EST.) COVERAGE VIEWS: **275**

DOMAIN AUTHORITY: **50**



Prof Cathy Parker's Blog

Prof Cathy Parkers Blog

MAY 12 2016

Power of Place: Carlisle

PUBLISHED ON May 12, 2016

Yesterday I was invited by [Cumbria Business Interaction Centre](#), part of the University of Cumbria, to talk about [local distinctiveness and growth](#) for Carlisle to a small group of 10 local business owners, council officers and university staff. My evidence credentials were our ESRC-funded [High Street UK 2020](#) project findings and new initial footfall research from the InnovateUK-funded place data science project, "[Bringing Big Data to Small Users](#)".

Before the presentation I met with senior representatives from Carlisle Council, including Colin Glover (Leader of the Council), Daren Crossley (Deputy Chief Executive), Jane Meek (Director of Economic Development) and Emma Dixon (Partnership Manager). It was very lively and informative for all participants! Many thanks to [Keith Jackson](#), of the [Cumbria Business Interaction Centre](#), for facilitating the meeting.

One of the most engaging discussions was about the power of footfall data to understand the real-time activity in a city like Carlisle – and how this evidence can guide planning and management – and ultimately ensure the location is adapting appropriately to the changing needs of its various users. Carlisle is a [multi-functional centre](#) (and has been for over 1,000 years) meaning there are different components of its overall [signature](#) – tourism, shopping and community services. These need understanding and appreciating – so that they are all delivered – in the right measures, in the right areas and at the right time.

Unlike many locations, Carlisle is in a pretty healthy position, thanks, in part, to its relative geographical isolation. Vacancy rates are low, there is employment in the centre, good transport links, a sizeable resident population, a university, college and schools. All these act as attractors to a fairly substantial hinterland. On top of that Carlisle has a 'rich and tempestuous history', which brings in tourists, and it has remained a significant location since before Roman times.

So, Carlisle is coming from a position of power. And Daren Crossley (Deputy Chief Executive) asked whether that could lead to complacency? To a certain degree, yes. A city like Carlisle that starts from such a strong position is always going to be more resilient than a town that has, for example, grown around a single industry – like mining. However, trends in consumer behaviour, technology, transport etc. take root – and eventually even Carlisle traders will have to adapt – otherwise they will go out of business.

Nevertheless, the lack of imminent danger can mean it is difficult to engage retailers and other businesses into much collective action. And collaborative activities – interventions that strengthen the whole city's offer – are a sure route to boosting individual operators' KPIs (like footfall and sales). Without more cooperation, operators in the city are likely to be under performing (not fulfilling the potential associated with

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@DrSDMillington @MMUHG <https://t.co/aVvIV...>

RT @JeanBall1: I enjoyed being interviewed for the @PlaceManagement blog earlier this week, hope you find it interesting
<https://t.co/OotF...>

"Promote what you love. Promote those places you spend at every day. Promote Altrincham" <https://t.co/SNzMv97wuV>

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(EST.) MONTHLY VISITS: 603

(EST.) COVERAGE VIEWS: 198

DOMAIN AUTHORITY: 10

LINKS FROM COVERAGE: 1



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Start:
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End:
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Event Categories:
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Event Tags:
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Innovation Summit

Carlisle Ambassadors

MAR 10 2016

(EST.) MONTHLY VISITS: **244**

(EST.) COVERAGE VIEWS: **68**

DOMAIN AUTHORITY: **16**

LINKS FROM COVERAGE: **103**



News

News and commentary on the business world

We like to share what we're up to and also when we find something that we think you'll find useful too.

Keep an eye on this page for the latest recruitment insights, people news and, of course, an occasional reason to work with Six Degrees Recruitment.

Delighted to be part of Carlisle Ambassadors

20 Apr 15

Having attended the first two meetings and heard from many inspirational speakers all looking to improve the city and further afield, we strongly felt that we wanted to join such a great initiative. Having recruited in the county for a number of years, there is a definite need for us to be putting Carlisle on the map as a destination city to attract talent into the county. Many recruitment companies outside of the county often sell roles in Cumbria as the Lake District. Whilst we love the hills, lakes and the country side there needs to be a whole lot more to meet with people lifestyles.

Schools, hospitals, sports and out of working hours activities play a big place in people considering the area as a place to relocate to. Also an understanding of the variety of businesses that make up the counties economy. There is a place for us all to play in highlighting the benefits of living in such an area, and we hope to be involved in giving something back as a business to the city and further afield.

[Six Degrees Recruitment Join Carlisle Ambassadors](#)

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MAR 22 2017

(EST.) MONTHLY VISITS:

27

(EST.) COVERAGE VIEWS:

9

DOMAIN AUTHORITY:

8

LINKS FROM COVERAGE:

1



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How do we keep our young people off the streets?

Homelessness is on the rise, according to government figures. Mark Green asks how we can tackle the growing problem

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Clare Brockie, Project manager for Carlisle Key, a charity for the homeless: The latest homeless figures from the government show there has been a rise in people sleeping rough in general in the UK.

In February, we helped 97 people and a third of them were homeless.

The main reason is family breakdown and rent arrears.

It could get worse as the waiting period for Universal Credit is seven weeks or more.

They need a facility aimed towards them that provides emergency accommodation for up to 28 days.

We need something targeted for younger people, otherwise they can come into contact with people who have been using drugs or been alcoholic for years.

They also need to get one-to-one support.

A lot struggle with mental health problems. A referral can take six to eight weeks and during that time their condition can get worse.

Finding a job is difficult as most people we see are not in education, employment or training.

We have been working with Gen2 on traineeships and Carlisle College, we are also working with Carlisle Ambassadors to get businessmen and women to mentor young people.

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Gilmore Girls creator takes on Game of Thrones star in Amazon showdown

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DOMAIN AUTHORITY:

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Monday March 27

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Man on a health mission

Gareth Presch is a man on a mission. Having moved to Cumbria to bring up a family, he has set out on a personal crusade to transform healthcare aspirations across the county, as Pamela McGowan reports.

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Gareth Presch with wife Krista and daughters Mia and Darcey



IN JUST a few weeks time some of the top players in global healthcare will arrive in the county.

And Gareth Presch believes it presents an unique opportunity for Cumbria – where health services have long struggled with recruitment issues and financial problems – to turn things on their head.

The first World Health Innovation Summit (WHIS) takes place in Carlisle on March 10 and 11. It will feature speakers from all over the world, sharing some of the most innovative practices and ideas out there.

Gareth is keen for the local health trusts to get involved and is reserving space for Cumbrian representatives, so they can make new contacts and ultimately find new ways of fixing north Cumbria's problems.

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Fundraisers' plea for Ambassadors support



A meeting of the Carlisle Ambassadors at the Halston Hotel, Carlisle. The meeting marks one year of the ambassador scheme: 4 February 2016 STUART WALKER 50082943F004.JPG

Monday, February 8, 2016 at 6:35PM

A host of passionate fundraisers have appealed to the Carlisle Ambassadors group to help make the city a better place.

Around 200 local business people attended today's Carlisle Ambassadors meeting at The Halston Aparthotel.

Carlisle Youth Zone, the Beijing Biddies fundraisers, and Tullie House were among speakers appealing for support from the business community.

Carlisle Youth Zone, set up to serve the social, recreational and emotional needs of Carlisle's young people, was devastated by flooding in December and is only just getting back on its feet.

Its capacity reduced from over 500 to just 80 and although many costs were covered by insurance, the organisation has had to fund a large amount of costs itself.

This includes providing extra staff, transport and sports facilities for the city's young people following the flood damage. Lindsey Buckle, development manager from the Youth Zone, said that although her workplace and Pottenfl Street home were flooded, there is still no place she would rather be than Carlisle.

More business news:

- Cumbrian cycle retailer expands
- Inspectors visit Dalton zoo ahead of fresh licence application
- Signage company and Bentley team up
- Business heating up for Fundraising Firewalk Association

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Fundraisers' plea for Ambassadors support

FEB 4 2016

(EST.) MONTHLY VISITS:

6.97K

(EST.) COVERAGE VIEWS:

552

DOMAIN AUTHORITY:

41



1





Cumberland News Roger Lytollis feature Carlisle Ambassadors Feb 2016

FEB 4 2016

CIRCULATION:

19.7K



SolwayComms Broadband coverage widened helped by City Council

January 20, 2016 11:00



Solway Communications – alias “The Waterproof Broadband Company” – is extending its free broadband coverage for Carlisle homeowners and businesses hit by the December 2015 floods with the help of two former CCTV poles owned by Carlisle City Council.

“We hope it will help homeowners and businesses in the area, and those helping them such as building contractors and utility employees, including BT engineers.”

Solway Comms and Carlisle United both Carlisle Ambassadors have formed a partnership which results in widened broadband coverage to the East of the City.

Carlisle United's media officer Andy Hall said: “Our free broadband partnership with SolwayComms for the affected area project is gathering momentum now. It's great to see the City Council get on board with this initiative. Carlisle United is just pleased to be able to partner with Carlisle's own telecoms network to help our great city in another way.”

Ant Cross added, “we are proud to be in a position to help our City, and as Ambassadors for Carlisle, we want to show the world Carlisle's ingenuity and resilience in dealing with a large-scale natural disaster.”

Ant Cross added, “we are proud to be in a position to help our City, and as Ambassadors for Carlisle, we want to show the world Carlisle's ingenuity and resilience in dealing with a large-scale natural disaster.”

If you are walking down Warwick Road, near the Carlisle United, log in and see for yourself. Want to see if we cover your home or business, use our postcode checker at www.solwaycomms.com/postcode-checker [vc_social_links size="" email="" facebook="" https://www.facebook.com/SolwayCommunications/ twitter=""@solwaycomms" google="" linkedin="" youtube="" flickr="" instagram="" deviantart="" foursquare="" github="" behance="" xing="" pinterest="" skype="" tumblr="" dribbble="" vk="" rss=""]

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Solway Communications

JAN 20 2016

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(EST.) COVERAGE VIEWS: **56**

DOMAIN AUTHORITY: **18**





The Halston Christmas Eve #SpiritofCarlisle with Carlisle Ambassadors



434 views

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Published on Jan 13, 2016

Storm Desmond hit Carlisle and wider Cumbria very hard in December 2016. After initial emergency clean up and action, many wanted to offer some cheer to those worst affected by the flooding. The team at the Halston, supported by Carlisle Ambassadors, put on a Christmas Eve

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Carlisle Ambassadors - An Introduction
Carlisle Ambassadors
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Hardwicke Circus - Why You Looking for Love?
Hardwicke Circus
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John Lewis
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Discover The Story For Carlisle via The Carlisle Ambassadors
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The Halston Aparthotel, Carlisle - A Case Study
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PennyAppeal.org
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Freszer Andy
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3:00

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Stephanie Gasparovic & Associates
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STORM DESMOND
CUMBRIA FLOODING IN
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carlisle195
www.cumbria.gov.uk

#SpiritofCarlisle at Halston - in aid of flood victims YouTube

JAN 13 2016

YOUTUBE VIEWS:

438

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110



8



1



To Carlisle, With Love

On Christmas Saturday three local men escaped the Christmas rush and set off 'To Carlisle, With Love.'

Having seen the impact of the recent floods on Carlisle, Causeway Coast Vineyard decided to send a van load of groceries, essentials and Christmas gifts to families made homeless by the Carlisle floods. McBurney Transport generously agreed to pay for the return trip for the van and its passengers on the Larne Cairryan ferry.

Fuelled by an early morning breakfast on the ferry and coffee en route the team arrived in Carlisle by lunch time and were warmly welcomed by Andy and Rhoda Fearon from Carlisle Vineyard. The food, supplies and Christmas gifts will be distributed to those most in need by Andy and Rhoda, in partnership with Carlisle Ambassadors, a local network of 250 businesses, schools, community organisations and churches.

Visiting streets still lined with dozens of skips with ruined family possessions lying in gardens and footpaths reminded us that there are many in need this Christmas at home, in Carlisle and around the world.

We may not all go to Carlisle but wherever we go, may we go there with love.

Newer Post

[5 Bible Apps to help you engage in 2016](#)

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[Leadership Sessions - March 2016 Invitation](#)

(EST.) MONTHLY VISITS: **1.17K**

(EST.) COVERAGE VIEWS: **214**

DOMAIN AUTHORITY: **28**

Storm Desmond

Flooded-out family of boy with cancer offered home by good samaritan

Storm Desmond flooded Cumbrian house of 15-year-old cancer sufferer, but an unknown benefactor has stepped in to help



This article is 1 year old

< 128

Mark Tran and Mike Glover

@marktran

Thursday 10 December 2015 14.04 EST



The Kendal Cares help centre in the town's tourism office. Photograph: Mike Glover

A good samaritan has come forward to offer a property to a couple with a son who has cancer after the family were forced out of their home in Cumbria by flooding.

Andrew Williams, a self-employed window fitter, had to leave his house in Kendal on Tuesday when the water reached knee height. His wife was 80 miles away at Alder Hey hospital, where their 15-year-old son had received chemotherapy for osteosarcoma, a rare type of bone cancer most common in teenagers and young adults.

The family desperately needed a safe and clean environment for the teenager after their home was rendered uninhabitable. A local group called Carlisle Ambassadors found out about their predicament and spread the word on Twitter.



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130





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Ten minutes with... Keith Jackson



Keith Jackson

Friday, November 20, 2015 at 8:11AM

This week we spoke to Keith Jackson, a man with fingers in many pies.

He juggles working with the University of Cumbria's Centre for Regional Economic Development, Jardine Jackson Associates and coffee company, Bruce & Lukes.

Keith spoke to us about the Cumbrian skills gap, diversity in business, and the plans to install electric vehicle charging points across the county.

Cumbria skills gap

I was at a recent Carlisle Ambassadors meeting and the enthusiasm and drive in the room convinced me that we can ride any storm here in Cumbria.

It's a nationwide problem and I think we're strong enough to deal with it.

More business news:

- Showroom brings boost for family kitchen and bathroom firm
- Center Parcs takes menu award
- Car rental firm MD calls for tax rethink
- Ultrafast broadband arrives in Cumbrian villages
- Morecambe firm wins Siemens award

Carlisle College and the University are working hard to address the issue, and the College has just been appointed an engineering trailblazer specializing in food and drink so it will be at the forefront of that.

I do feel there's something in the air at the moment about businesses really working together more, particularly in the food industry which is very strong in Carlisle.

Electric Vehicle charging contract awarded

I think it's the way to go. I know there are a couple of businesses hiring out electric cars locally and we've recently worked with Solway Renewables who installed charging points along the Hadrian's Wall route.

It shows the county is moving forward and raising its profile.

"Nuclear industry is too white, too male and too middle-aged"

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Ten minutes with... Keith Jackson

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(EST.) MONTHLY VISITS: **6.97K**(EST.) COVERAGE VIEWS: **552**DOMAIN AUTHORITY: **41**

9



Viewpoints

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Looking for more business? Step out the front door and get networking.

by Peter Fleming Oct 17 2015



It may not be for everyone and may seem daunting at first however well worth the effort, can be fun and of great value over time.

Some simple tips:

Do your research - Target the networking events where you're ideal clients or their associates would attend, i.e. other businesses whose clients are your ideal customers.

Don't sell, it is all about building relationships and contacts – you need to **Meet - Know - Like - Trust**, before you can successfully gain business. This may take a number of meetings and a year or so in many cases.

Be consistent, don't just go once and think, "Well that was a waste of time!", make the effort and be seen at each meeting to build relationships.

Be prepared – have plenty of business cards, handouts, wear a name badge, know your products and services inside out – get an attendee list if you can and make an effort to track down those who you want to speak to.

Be personable – use their name, remember details discussed the last time you met, i.e. holiday destinations, family, who they know etc. **Top tip**; write down/brain dump as you get back in the car after each event who you spoke to and what information you picked up.

Show your expertise – people buy "Knowledge" – give tips, advice, share contacts, introduce to other business people you know at the networking meeting, use examples and tell stories to explain where you have added value to a client's needs, **be remembered to be the person to go to!**

Get there early, some of the most successful networking is before the crowds arrive and **stay to the end**, as late arrivals will still want to meet new contacts even after the event has officially closed.

Set an objective – for example, to get 5 business cards at each event. Remember to have quality discussions rather than the number though.

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214

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35

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Businessman to walk barefoot to Parliament



Volunteers taking part in the Give a Day to Carlisle scheme, helping to create an outdoor barbeque area for staff and residents at the Water Street Family Accommodation, pictured out in front making use of their painting skills are Ian Jackson, left, and project manager Matthew Bond from Cito Cleaning. 3 October 2015 LOUISE PORTER 50080543F006.JPG

Friday, October 16, 2015 at 12:34PM

A Carlisle businessman is so keen to make politicians take note of the city that he plans to walk barefoot to Parliament.

Matt Bond, who runs Cito cleaning, wants to walk to London with a group of prominent Carlisle businesses, in a bid to put the city on the map and attract the attention of potential investors.

He plans to make the trip next May, for the State Opening of Parliament, and aims to make sure it is part of the Northern Powerhouse.

He will to give out a prospectus about Carlisle and its businesses at the end of the journey, and has already suggested Primark as one destination to visit.

The trip would be funded by businesses either sponsoring the journey, or paying to be in the prospectus about Carlisle.

Mr Bond announced the ambitious plans at the latest Carlisle Ambassadors event, held yesterday at Dalston Hall Hotel.

More business news:

- Showroom brings boost for family kitchen and bathroom firm
- Center Parcs takes menu award
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U2 and Bob Marley guru now managing Carlisle band



Hardwicke Circus Northbound Festival August 2015 Pic Mark Regan 50079371T015.jpg

Friday, October 16, 2015 at 1:11AM

A music legend who has worked with The Rolling Stones, Elvis Costello and U2 has revealed how he came to manage his latest prestigious talent - Carlisle band Hardwicke Circus.

Dave Robinson, who ran Stiff Records and Island Records, was speaking to over 200 local business people at the Carlisle Ambassadors meeting yesterday at Dalton Hall Hotel.

Mr Robinson's son Mylo chanced upon Hardwicke Circus earlier this year when they were gigging in London pubs.

He was so impressed with their attitude and endeavor that he phoned his dad and asked him to manage them.

Since then the band has been getting expert tuition and advice from a man who has one of the most impressive music industry management CVs in the country.

He compiled and marketed Bob Marley's 36 million selling LEGEND album, gave Elvis Costello his first break in the music industry, and signed Madness, The Pogues, and Frankie Goes to Hollywood to his record labels.

More business news:

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- Center Parcs takes menu award
- Car rental firm MD calls for tax rethink
- Ultrafast broadband arrives in Cumbrian villages
- Morecambe firm wins Siemens award

But he is just as passionate about his latest project with Hardwicke Circus, urging local businesses to get

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New tourism board member aims to give north Cumbrian businesses a boost

Wednesday, October 7, 2015 at 6:12PM

The newest member of Cumbria Tourism's Executive Committee is hoping to ensure businesses in the north of the county get a decent slice of the county's tourism pie.

Tazeem Abbas runs The Tranquil Otter accommodation near Carlisle, and helped found More Than The Lakes, a group that promotes North Cumbria as a quality tourism destination.

She is hoping that her new role on the executive committee will allow her to continue to promote the north of the county as being just as good a place to visit as the Lake District.

An active member of the Cumbrian business community, Tazeem is also a member of Carlisle Ambassadors, through The Tranquil Otter.

She says that more should be done to showcase Carlisle and Hadrian's Wall as a big part of the Cumbrian offer to tourists.

She said: "We should look at Cumbria as a whole not just the Lake District National Park.

More business news:

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- Center Parcs takes menu award
- Car rental firm MD calls for tax rethink
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"Hadrian's Wall is a great destination and we should be promoting that both nationally and internationally.

"I think that there isn't always that strong tourism business community presence in North Cumbria, but I want to encourage that, which is why we joined Carlisle Ambassadors as well.

"I don't want to detract from the Lake District or steal business from there, just get more people to come to the county as a whole."

The businesswoman also said that people from big cities like London and Birmingham don't see the same dividing lines as some Cumbrian people do, between the Lake District and other areas of the county.

"I was a member of Cumbria Tourism in the past and have re-joined because I see the real value that it brings to the county."

Published: Wednesday, October 7, 2015 at 3:57PM

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Monday 5th October 2015

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Story Contracting joined firms across the city to 'Give a Day'

Businesses and organisations across Carlisle joined forces on Saturday and offered their time and hard work to projects ranging from garden makeovers to fence painting as part of the 'Give a Day to the City' initiative in association with Carlisle Ambassadors.

The initiative aims to make Carlisle a happier and better place to be, so it is a great place to visit, work and live. The initiative, backed by Carlisle Ambassadors encourages people and businesses to offer their time, skills and services to improve the life in the city.

26 volunteers from Story Contracting and Story Homes including family members descended on a former allotment space in Hamaby, Carlisle to undertake a remarkable clear up. The green space situated at the back of Welsh Road had been abandoned as a usable allotment some time ago and the rubbish and waste was piled over 6 foot high. Eden Woodlands kindly offered their supported to the clear up project and began the devegetation process by going and cutting back the site making the site accessible to the army of volunteers. A big thank you goes to Mike Clark, from Story Contracting's Rail division who carried out a CAT Scan on the site prior to the clear up starting which made sure the space was free of any buried cables.



Story Contracting

OCT 5 2015

(EST.) MONTHLY VISITS:

2.49K

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Best business events in October

Wednesday, September 30, 2015 at 12:34AM

In-Cumbria rounds up the best business events in Cumbria in October.

n-eboc15

The Nuclear Energy Business Opportunities Conference 2015 (better known as n-eboc15) is back this month with its biggest event yet, welcoming 350 attendees.

With Cumbria set to receive the largest nuclear investment in the UK over the next 10 years, and with plans to create a new £100m nuclear facility at Moorfields, the conference is a chance to discover some of the opportunities available in West Cumbria. Featuring sessions on topics such as the UK submarine programme and nuclear decommissioning and waste, and keynote speeches from Lords Andrew Mawson and John Hutton.

The event takes place at Energen in Workington, from Tuesday October 13 to Wednesday October 14.

Insight into Oxley Group with Group CEO Martin Blakstad

More business news:

- Cumbrian cycle retailer expands
- Inspectors visit Dalton one ahead of fresh licence application
- Signage company and Bentley team up
- Business heating up for Fundraising Firewalk Association
- Nuclear hacker takes education prize

The Ulverston-based Oxley Group is opening its doors to the Family Business Network. Group CEO Martin Blakstad will lead this event at the firm's premises, providing an overview of the company founded by Freddie Oxley more than 70 years ago. Oxley is a market leader in high specification components, LED lighting and Night Vision solutions for challenging applications.

The Group has enjoyed recent success in securing LED lighting contracts on major defence programmes, working with customers such as Boeing, Saab and General Dynamics.

As well as getting an insight into this successful family run company, attendees will also gain the chance to network with other business owners and share their own expertise. The event takes place on Tuesday October 13 at Oxley, Priory Park, Ulverston, from 10:30am to 1pm.

'Cumbria's Steel Giant' Cumbria

'Steel Giant' Thomas Graham will host the latest Family Business Network's October networking event from its base at Kingdon. Managing Director and he will present the history of service at those his great and steel workshops took.

Delegates will also have the chance to see the company moved last year.

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DOMAIN AUTHORITY:

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CARLISLE AMBASSADORS - GIVE A DAY CARLISLE

19/09/2015 09:11

CARLISLE COLLABORATES TO "GIVE A DAY TO THE CITY"

"Give a Day to the City" has been a dream of Carlisle Ambassador's Andy Fearon for some time. When he presented this concept to the Carlisle Ambassadors meeting in March, he realised that by collaborating with so many positive people the dream could become a reality.



What is #GiveADayCarlisle?

Andy, of Carlisle Vineyard, describes it as "a fantastic opportunity for people to give away and share whatever is in their hands, whatever will make a difference to those around them. This may be time, resources, skills, materials, food, a helping hand or companionship!"

"We have been bowled over by people's reaction, and the plans that have come together in just a few months are inspiring. We realise that the potential to develop "Give a Day to the City" into something even bigger in future years is enormous".

The Give a Day team is excited to be working in partnership with so many from across the city. The Carlisle Ambassadors have given strong support, and from their membership of over 100, many are donating services, products and teams to help with specific projects.

Following the success of the refurbishment at Melbourne Park Pavilion led by Paul Rheinbach of More Handles, the aim is to turn this whole 2015 plot #GiveADayCarlisle event into a full scale annual "Give a Day" project within Carlisle and cities beyond.

Leader of Carlisle City Council, Cllr Colin Glover, said: "Give a Day Carlisle is an inspiring project that will provide a lasting legacy for the city. It has grown as a dream and will soon be a reality for the founder - Andy Fearon. I'd like to thank everyone that has signed up their support, including Carlisle Ambassadors and other local volunteers. This is a positive step for Carlisle and I hope the project is a great success."

HOW CAN YOU GET INVOLVED?

Blog - Carlisle Ambassadors - Give A Day Carlisle

SEP 29 2015

(EST.) MONTHLY VISITS: **138K**

(EST.) COVERAGE VIEWS: **29.7K**

DOMAIN AUTHORITY: **24**

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1



1



Carlisle Ambassadors INSPIRE

World Health Innovation Summit



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Published on Aug 10, 2015

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Carlisle Ambassadors
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Fire Signs * Early February * Elemental Oracle Reading *
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71 views



WORLD HEALTH INNOVATION SUMMIT - Merry Christmas
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125,555,329 views

YouTube

AUG 10 2015

YOUTUBE VIEWS:

41

YOUTUBE LIKES:

1

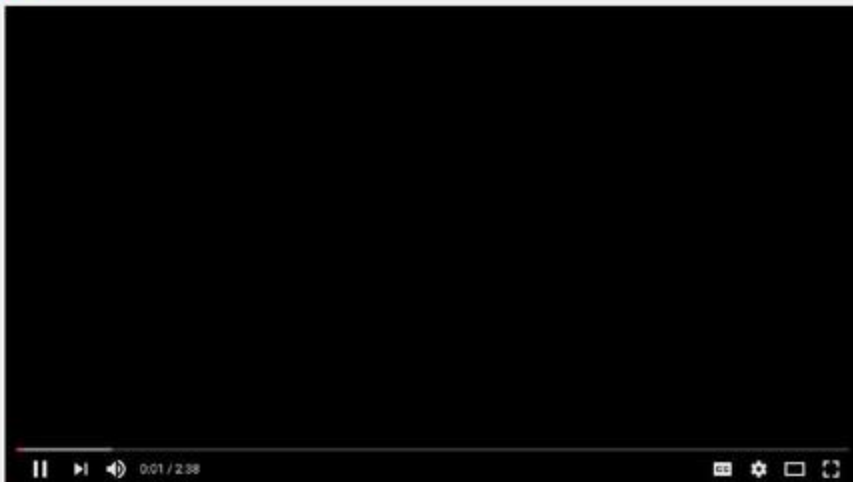


3



1





Give a Day to the City Carlisle #GiveaDayCarlisle

Carlisle Ambassadors



529 views

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7 0

Published on Jul 31, 2015

On Saturday 3rd October, and in the week leading up to it, people from Carlisle and wider Cumbria are going to Give a Day to the City! Carlisle Ambassadors are really proud to be a big part of this, but this is something EVERYONE can join in. It is all about whatever is in your hand, whatever

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Wherever you ask us to plant, we're all in - Andy & Rhoda Fearon
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Praying on the streets - Andy and Rhoda Fearon
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Dale McAdams
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BritishBreaks
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JUL 31 2015

YOUTUBE VIEWS:

533

YOUTUBE LIKES:

7



7



8



1

CARLISLE AMBASSADORS

0:01 / 4:07

Carlisle Ambassadors - An Introduction

Carlisle Ambassadors

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Published on Jun 16, 2015

Carlisle Ambassadors is more than just a "talking shop". We collaborate in business and community to make a difference, and make Carlisle and Cumbria an even better place to live, work, invest and visit. Barriers are eliminated between different sized companies, business develops naturally

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Sam Wilkinson
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About Carlisle Interconnect Technologies
CarlisleIT
579 views



Carlisle IT Customer Success Story
AIMCS
526 views

CarlisleIT Overview Video

CarlisleIT
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6:24

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Nina Conell
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3:53

The Halston Aparthotel, Carlisle

- A Case Study
Corlingwood Lighting
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5:49

Good night out in Carlisle

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Ambassador Programme
Application
Conor Gilmore
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The Halston Christmas Eve

#SpiritofCarlisle with Carlisle
Ambassadors
Carlisle Ambassadors
434 views

2:40

Brand Ambassador Programs

101
Britt Michaelian
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3:58

Carlisle The Great Border City 2

Carlisle

Spotlight on Carlisle Ambassadors

JUN 16 2015

YOUTUBE VIEWS:

295

YOUTUBE LIKES:

3



18



6



Kirsty attends the Carlisle Ambassadors Lunches

Tags: [Blog](#) | Author: Christine McCubbin | Published: 2 April 2015

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Carlisle is great city with a proud heritage often downplayed by the local community. A new initiative called 'Carlisle Ambassadors' has set about changing this through collective action, making Carlisle a better place to live, work, invest and visit. Kirsty McMullen, from our business development team writes about the first couple of Ambassadors lunch meetings.

The day of the first Carlisle Ambassadors lunch at the Haiston caught us all by surprise as it had snowed for most of the night and Carlisle became gridlocked. Walking to work wasn't in my plan that day so I had to quickly adapt my outfit to include walking boots and warm leggings.

I attended this first lunch solo but didn't feel alone as the room was full of many people I knew from local network groups and businesses alike. Once seated beside a few old friends, Michelle and Kate kicked off the presentations and from then on we were wowed by local business speakers.

I chuckled out loud when Fred Story said he'd stopped at the "Welcome to Carlisle" sign at the top of Scotland road and cleaned it, he's very proud of Carlisle and his passion for keeping Carlisle respectable shows.

I was really impressed with all the speakers and how the Ambassadors group want to get involved with projects to help Carlisle and it's surrounding communities, development and businesses.

My favourite topic/project was how we re-connect the Castle to the city (I suggested a tunnel, but this seemingly creates too much digging up of artefacts).

At the second Ambassadors Lunch held at the Carlisle Racecourse the weather again had it's own agenda and even though it was nearly the end of March it was a very bitter windy day, but the atmosphere inside was warm and welcoming.

This time I insisted Leo attend, which he was happy to do having heard all the good things from me about the last meeting and felt that it was something Hydrant should be involved with. Again Michelle and Kate kicked off with introducing several speakers and I have to say they were all very inspiring, especially Andy Fearon from Carlisle Vineyard. I don't attend church but after Andy's speech I would definitely go to see him.

Both Leo and I were inspired to get involved with a number of projects which were discussed, the turnout of over 200 people just emphasised how passionate the business community are about bringing Carlisle to life and taking pride in our city.



Carlisle Ambassadors Lunches

Kirsty attends the Carlisle Ambassadors Lunches | Hydrant

APR 2 2015

(EST.) MONTHLY VISITS: **1.87K**

(EST.) COVERAGE VIEWS: **133**

DOMAIN AUTHORITY: **42**

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Cumbria proposes bid to host British cycling national championships

Chris Marshall-Bell
March 28, 2015

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Could the Lake District host a future edition of the British road race national championships?



Team Sky team-mates Peter Kennaugh and Ben Swift duel it out in the finale to the National Road Race Championships in Abergavenny. Kennaugh just outsprinted Swift to take the title.

TAGS: [British Road National Championships](#)

Cumbria could bid for the rights to host a future [British Road National Championships](#) which could incorporate the Lake District.

A presentation in the county last week explained how Carlisle would be the start and finish point of the Championships.

The end-of-June Championships involve numerous laps of a circuit so the road race would not stretch deep into the Lake District but may include a climb of Honister Pass. If the circuit was to head east it could pass Hadrian's Wall landmarks.

A time-trial route would more likely be confined to Carlisle and the area of closer proximity.

Mike James, whose idea it is, pointed to this year's hosts Lincoln as proof that smaller cities can compete with comparatively larger hosts.

>>> [Lincolnshire to host 2015 British Road National Championships](#)

"No offence to Lincoln but if they can do it, we can - we are Carlisle. It would bring national live television here, and I want to get people like Jason Gooding (Carlisle City Council CEO) and the like to make it happen in Carlisle," he said.

The area has strong links with the powers-that-be in the sport, having struck up a four-year deal with [Tour of Britain](#) organisers SweetSpot last year that ensures that the region hosts a stage of the ToB in the next four years or a leg of the Tour Series.

The plans to bring the nation's best cyclists to the region are only in their early stages, with James planning to hold a meeting in Carlisle to discuss the

Videos

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40K

(EST.) COVERAGE VIEWS:

8K

DOMAIN AUTHORITY:

15



50

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Carlisle has 'one of the healthiest high streets' in Britain

That is according to a new study which sees leisure centres and health services as a positive, and takeaways as a negative.

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26 March 2015 at 6:30pm

How healthy is Carlisle high street?



A recent study puts Carlisle high street as the sixth healthiest in the country. And schemes like the Carlisle Ambassadors programme, in which a new network of cycle paths is being planned, are looking to make it even better.

Ryan Dollard went to see what people in the city centre think.

Last updated Thu 26 Mar 2015

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Carlisle has 'one of the healthiest high streets' in Britain

BUSINESS CUMBRIA CARLISLE HIGH STREET

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(EST.) MONTHLY VISITS:

21.6M

(EST.) COVERAGE VIEWS:

49.1K

DOMAIN AUTHORITY:

84



2



1



52



Discover The Story For Carlisle via The Carlisle Ambassadors

Carlisle Ambassadors



130 views

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Published on Feb 2, 2015

Carlisle has a vibrant heritage and future. Here is a snapshot of the Carlisle Story. Images are available to use freely to promote the city and sense of place. They are available via the Carlisle Ambassadors' website and Discover Carlisle

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MichaelBoltonVEVO
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Berlin - Take My Breath Away
BerlinVEVO
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Bride's Special Dance
Michael LaFrance
23,169,967 views



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TheStoneRosesVEVO
13,847,496 views

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FEB 2 2015

YOUTUBE VIEWS:

134

YOUTUBE LIKES:

Data not available

Carlisle Ambassadors 2015

By Editor on 16/01/2015

Two experienced Cumbrian business women will drive forward the 2015 Carlisle Ambassadors' programme in partnership with Carlisle City Council and local business.

They will ensure it provides maximum support and benefit to businesses connected with the area, and to the city itself. It is a scheme that unites companies, organisations and individuals in a powerful network to change perceptions of Carlisle and raise the area profile as a prime business location.

Michelle Masters of Michelle Masters Consulting and Kate Wilson of Business Toolbox Cumbria have a strong track record in helping companies grow and sustain themselves. They collaborate on an increasing number of projects, as their joint skill set offers their clients even more opportunities to develop their in-house management of marketing, social media and web presence.

For 2015 the Carlisle Ambassador programme will offer further benefits to members and a great bi-monthly networking programme at interesting venues that will showcase Carlisle and beyond. As people have such busy lives, the focus is on delivering maximum interest and value, for time spent at the meeting. Social media channels are being established ready to support local business news and events, and a new website is under construction. The programme will provide a powerful business network, where people can interact with others, forge stronger connections, collaborate on projects that directly affect the city, and learn first-hand about big decisions that affect Carlisle.

Michelle and Kate are now hard at work preparing for the year ahead, and they hope you will come along to the first meeting at midday on Thursday January 29th at The Halston Aparthotel, and help to shape a dynamic programme for 2015.

Speakers include Fred Story, CEO of Story Contracting, Allan Wilson, MD of Pirelli and Andy King, CEO of Carlisle Leisure. The meeting is being sponsored by The Halston.

To contact Kate or Michelle, please email info@carlisleambassadors.co.uk

You can book your place here.

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- Concern for missing Barrow girl, 13
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- Woman hurt in Axa Force fall
- Man jailed for sparking two-hour Lake District stand-off
- Cleator Moor mother-of-three flouted crown court order

Carlisle Ambassadors 2015

JAN 16 2015

(EST.) MONTHLY VISITS: **194K**

(EST.) COVERAGE VIEWS: **26.2K**

DOMAIN AUTHORITY: **34**



9



3



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Carlisle Ambassadors

Latest News

Innovation showcased

Carlisle Ambassadors' latest meeting revealed the wealth of innovation in Carlisle and beyond. More than 200 people attended the event at Eden Golf Club and had an opportunity to visit stands and chat to teams from Pirelli, Innovia, Forth Engineering, Tech 4 Office, Cumbria Police and more.

Quality director of Pirelli, Tony di Gravio, talked about the innovative Pirelli Noise Cancelling System used on the P Zero tyre which is manufactured locally.

He said: "750 people do this work in Carlisle on a daily basis. They are very proud and so am I." He reminded the audience: "When driving home, all that comes between you and the asphalt is four tyres" and explained that it involved more than "just pouring rubber into a mould" - as has been suggested to him on numerous occasions.

The event was also hosted by Adrian Davis-Johnston of Innovia, an organisation that seeks to commercialise innovative technologies in Cumbria. He reminded the audience that the county punches above its weight, and that it is vital to ask for help and support in order to turn ideas into reality. He was proud to cite Atlantic Geomatics as one of their many success stories.

Oliver Viney of Atlantic Geomatics was the other key speaker at the event, and showed why Innovia had supported their development of cutting edge surveying equipment, which is now being looked at globally for a variety of applications.

The Carlisle Ambassadors continue to nurture an effective mix of public and private sector collaboration, which has resulted in projects that have made a difference both to business and community. The clearest example of this is the success of the Give a Day project, now in its second year.

To find out more about Carlisle Ambassadors visit the website [here](#) or contact:

What's It All About?



Santa had some awesome helpers!

(EST.) MONTHLY VISITS: 6K

(EST.) COVERAGE VIEWS: 2K

DOMAIN AUTHORITY: 1



3



25

Carlisle Ambassadors' meeting - Innovation is the theme



Carlisle - Carlisle Ambassadors' meeting - Innovation is the theme

Thursday 29.9.2016 From 11:15 Up to 14:30

United Kingdom, Carlisle, CA6 4RA

[Show on map](#)

27 Participant

This event will include speakers from Pirelli, Atlantic Geomatic and Innovus talking about innovation and we will have 12 businesses with showcases all with innovative products or ideas. You MUST book on here though <http://www.eventbrite.co.uk/e/carlisle-ambassadors-meeting-29th-september-2016-tickets-26279619646?aff=erelecpmit>

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Recommended events



Rmp Southport Car... (60)



Borders SIMBA Sup... (2)



Lords of the Land... (200)



Limerick Student ... (4450)



International Pil... (6054)



Trinity Ball '17 ... (6360)

Current events



Coffee, Cake and ... (1)



Wicksteed Soft Pl... (0)



Team up for a Tod... (0)



Ruddington Park W... (0)



Hillsborough meet... (0)



Sat 22nd April Sa... (5)

The largest events



Make a Clay Chick... (7019)



Trinity Ball '17 ... (6360)



International Pil... (6054)



Hospitality in Th... (5948)



UK Garage Fest Fr... (4710)



Limerick Student ... (4450)



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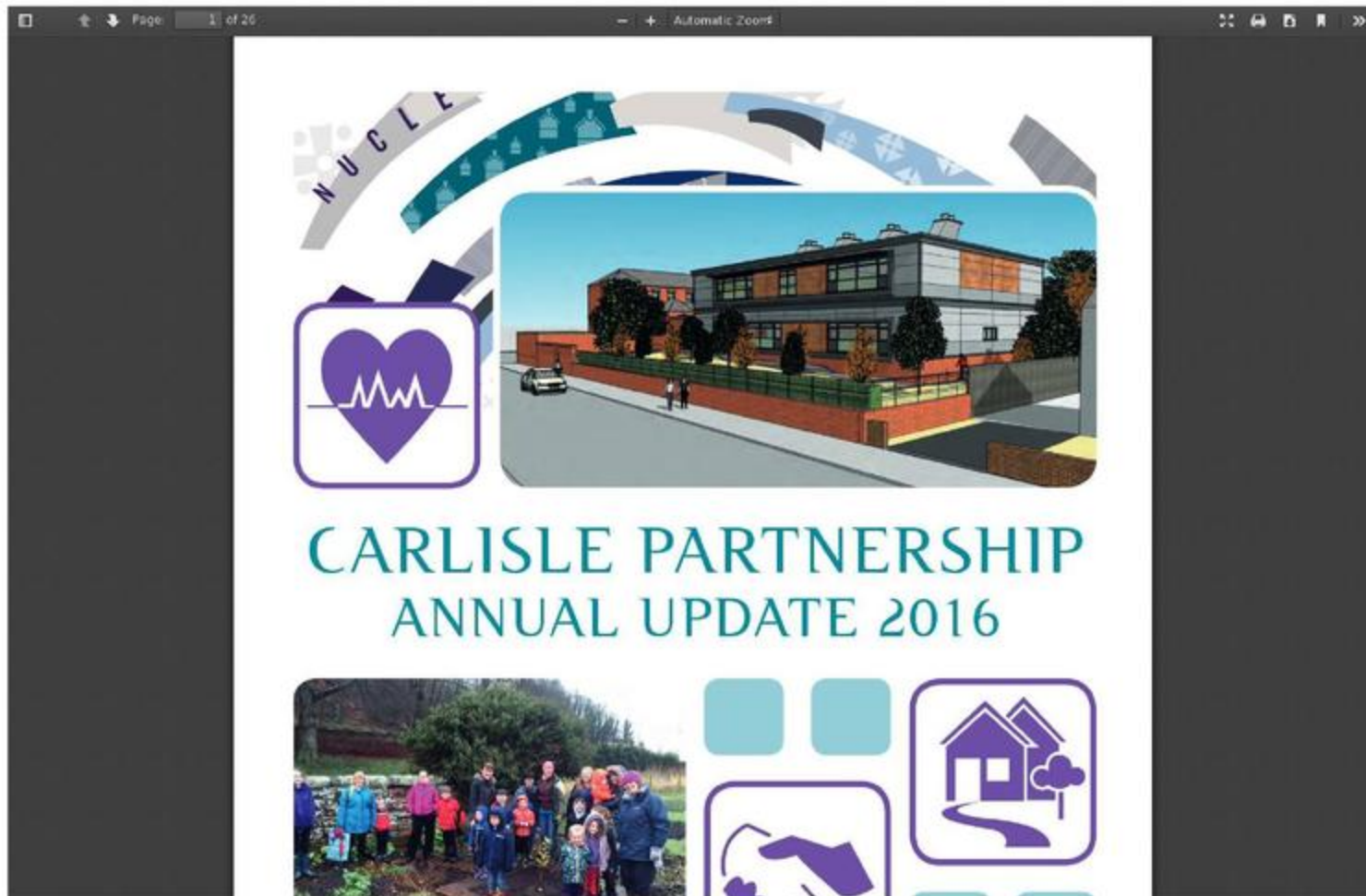
(EST.) MONTHLY VISITS: **1.58K**

(EST.) COVERAGE VIEWS: **240**

DOMAIN AUTHORITY: **26**


27


10



carlislepartnership.carlisle.city

(EST.) MONTHLY VISITS:

Data not
available

(EST.) COVERAGE VIEWS:

Data not
available

DOMAIN AUTHORITY:

1

Background on Carlisle Business

THE CARLISLE STORY

The Economic Review of Carlisle established that Carlisle needs to grow and identified a clear need to raise the profile of the District.

The Carlisle Story provides a vision for Carlisle as a regional capital. It recognises the benefits of Carlisle (the Place), and provides a cohesive narrative for us all to use to promote ourselves by promoting the Place.

The challenge for us all is to get Carlisle firmly placed on the map - ensuring that investors, customers and suppliers know Carlisle. Businesses from sole traders to multinationals are key stakeholders in our economy and can all benefit by being involved in the development and implementation of this shared vision. Carlisle is everyone's business. For more information or to use the Carlisle Story branding, [click here](#).

CARLISLE AMBASSADORS

Carlisle Ambassadors are people who have connections with Carlisle, an interest in the city and who support this Cumbrian centre of business, tourism and culture. It is for individuals, businesses and organisations who want to make it an even better place to live, work, invest and visit. It is for those who want to benefit from a strong and influential network, and who may be interested in collaborating on projects to make a difference.

Find out more about Carlisle Ambassadors and this ever growing network [here](#).



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Our Business Support

(EST.) MONTHLY VISITS: **20.7K**

(EST.) COVERAGE VIEWS: **800**

DOMAIN AUTHORITY: **97**

LINKS FROM COVERAGE: **2**

Page 1 of 5 Automatic Zoom

LOCALISM IN ACTION

for rural and urban Carlisle

Issue 15 – March 2016

Find out the latest on Carlisle's new Local Plan and an update on the progress of the Carlisle Ambassadors. There are also detail of the LEADER funding programme.

If you have an news item or for any further information, please contact Zoe Sutton, Investment and Policy Team, 01228 817312 or zoe.sutton@carlisle.gov.uk

Planning Carlisle's Future

The Local Plan has now completed its Examination in Public. The examination was postponed due to the December floods, but was reconvened in January. The Inspector has now cleared the Council to consult on its proposed modifications to the plan, which have arisen from the examination process. This consultation will commence in the week beginning 14 March, lasting six weeks until the 25 April. Comments are welcome, but it must be noted that it is only the proposed modifications that are being consulted upon and not the content of the Plan itself. More information can be found [here](http://www.carlisle.gov.uk/planning-policy/Local-Plan-Examination/Carlisle-District-Local-Plan-2015-2030-Examination).

Carlisle Ambassadors

The first meeting of 2016 was held on 4 February at the Halston, Carlisle. Over 250 people attended to review what has been achieved over the last 12 months. Following the devastating floods in December, the meeting had a slightly more community focused slant, with a range of speakers from across Carlisle, talking about their recovery and plans for the future.

carlisle.gov.uk

(EST.) MONTHLY VISITS: 20.7K

(EST.) COVERAGE VIEWS: 10

DOMAIN AUTHORITY: 97

Cumbria Tourism
At the heart of our visitor economy

A GOOD YEAR FOR TOURISM IN CUMBRIA AND FURTHER SUCCESS
FOR CUMBRIA TOURISM DESPITE FUNDING CONSTRAINTS

ANNUAL PERFORMANCE REPORT 2014-15

cumbriatourism.org

(EST.) MONTHLY VISITS: **2.01K**

(EST.) COVERAGE VIEWS: **143**

DOMAIN AUTHORITY: **42**



carlislepartnership.carlisle.city

(EST.) MONTHLY VISITS:

Data not
available

(EST.) COVERAGE VIEWS:

Data not
available

DOMAIN AUTHORITY:

1

CARLISLE AMBASSADORS



Michelle Masters

In January, two local business women, Michelle Masters and Kate Wilson, took on the role of refreshing the Carlisle Ambassadors' programme with Carlisle City Council.



Kate Wilson

Carlisle Ambassadors met for the third time this year in the newly re-furnished Old Fire Station. This is a great addition to arts and culture in the city, and everyone was impressed by the stunning backdrop to the main auditorium – a stained glass window of the sun setting over Carlisle castle. It was donated by the owners of the Halston Aparthotel after it was rescued from the old Lonsdale Cinema and restored to its former glory.

Nearly 200 people attended the meeting, and following a warm welcome to the venue by Carlisle City Council Leader Colin Glover, Michelle Masters and Kate Wilson gave an update on progress, outlining how it has moved from 'ideas' at the first meeting of 2015 to concrete actions and results.

People are doing more business together, a strong community is emerging, and projects that were conceived back in January are taking shape. More than 75 businesses and organisations have joined since the beginning of the year, from solopreneurs, SMEs and charities, to the larger companies such as Story, Thomas Graham, Cartmell Shepherd and David Allen.

Fred Story, who is involved in supporting the aims and direction of the programme, suggests that it breaks down barriers between small and larger businesses, connecting people in a way that conventional networking never can.

Before heading into the main body of the meeting, the video created by *This Is My Film* was shown to the audience – a huge contribution to the programme, and a great example of generous collaboration and support for Carlisle Ambassadors. It can be seen on the main website.

Fred Story outlined what will make the programme thrive: continued collaboration and 'joining up the dots'; business-to-business support; improving the local supply chain; promoting the area; and adding value to the community: "The only ego allowed is Carlisle's ego!"



The Old Fire Station, a great addition to arts and culture

Photo: Brian Sherwen

He then introduced Brian Richardson. As CEO of H&H Group, he gave us an insight into its history, operations and future plans, and its importance within the area. Brian also outlined opportunities for local tendering with their exciting development at Rosehill. This site located close to the M6 will provide jobs and regeneration in the area.

At the meeting in March Andy Fearon presented *Give a Day to the City* and his call to action was: "Find your passion, find your project, find your partners." Now this dream is turning into reality, based on the hundreds of ideas brainstormed at the last event. Andy outlined how to get involved, and the key elements including DIY SOS, city centre community and health fair, regeneration of the city, and inspiring new business.

Simon Harrison described the aims of the latter. A way to share collective expertise with aspiring entrepreneurs, and support anyone who wants to develop their business in Carlisle or the wider Cumbria. The goal is to keep talent local and contributing to the local economy, and inspire people to greater things.

Carlisle City Council Economic Development Director Jane Meek gave an overview on developments in the city. "Open for Business, Up for Growth" was the theme. After talking about key projects including Carlisle Airport and Rosehill, Jane talked more about Digital Carlisle and improving technology, as well as the growth in housing and the evolving projects of Enterprise Zone and The Edge.

At every meeting, three cards are picked out of the hat. The two showcases at the event were Consulting Cumbria and Laughter Aspirations, and the business hotspot was Great North Air Ambulance Service. Stacey Hucker gave a great talk on the inspirational work that the Service does every day.

John Stevenson talked about his vision for the future, following his recent re-election as MP for Carlisle. He gave a strong call for collaboration to ensure every business opportunity in the city is used, and gave support to the Carlisle Ambassadors programme in playing its part to raise the profile of the area.

Finally, Carlisle City Council Chief Executive Jason Gooding reiterated why he has such a passion for the success of Carlisle Ambassadors, and why it can make such a difference to future Jason brought life to the Carlisle Ambassadors, having seen what other cities do to create that strong and positive link between public and private sector, and he expressed delight in so much support from the range of businesses and organisations.

At the end of the meeting, he presented new members with the certificates. The next meeting is on 30 July at The Venue, and ever places are getting booked up fast.

www.carlisleambassadors.co.uk

Cumbrian Executive Meeting Summary

CIRCULATION:

10K



Cumbrian Executive Meeting Summary 1

CIRCULATION:

5K



CARLISLE AMBASSADORS

In January, two local business women, Michelle Masters and Kate Wilson, took on the role of refreshing the Carlisle City Council programme with Carlisle City Council.




Although the focus of the group's activities is based around Carlisle, there is a clear drive to influence the future of wider Cumbria. There was a buzz around the first meeting at the Halton in January, and the audience heard from an excellent range of speakers.

Carlisle City Council Cllr Jason Gooding summed up the aims: "If Carlisle isn't on the menu, it can't be chosen."

Fred Story inspired the audience with his passion for doing his bit, and Simon Harrison who has regenerated the old post office into the stunning Halton Apartments said: "Positive things happen to positive people. By joining us early you can have an influence in shaping Carlisle and Cumbria, socially, economically and physically."

The meeting outlined goals of ambassadors, including collaboration to create a healthier city, to become a better tech hub, to sharing life and business skills with the younger generation to make the city more competitive. So how to follow up on this initial energy that was so evident in the room?

Kate and Michelle were delighted when more than 40 businesses joined as full members within the first month, and then set about ensuring that the second meeting in March put ideas into action.

They are passionate about making this more than 'networking'. They formed a steering group which includes representatives from key businesses and the city council; created a website hub including an online forum where project ideas are mooted; and then shaped the March agenda based on this and feedback from people's wish list after the January meeting.

So what are people asking for? On the community front, they want to give something back to the city and create a more joined up network. On the business front, they want better connectivity, greater awareness of local tendering opportunities, more skill sharing, and also to create better opportunities for quality of working lives. On the leisure front, people want a healthier city and to bring more visitors to the county.

There is a strong feeling that Carlisle is not properly 'on the map'. Even the signage on the motorway encourages people to speed past without pointing out the wonderful attractions we have to offer. Suddenly, there is a feeling that these areas can be worked on by like-minded people who share a common goal to make Carlisle a better place to live, work, invest in and visit.

On to the latest meeting at Carlisle Racecourse on 26 March. Could the energy from the first meeting be channelled into action? The signs are positive. The agenda focussed on two areas: Firstly a business, David Beeby, former MD of Innovia gave a whistle stop tour of how they are placed in Cumbria, and the opportunities their developing business brings to the area.

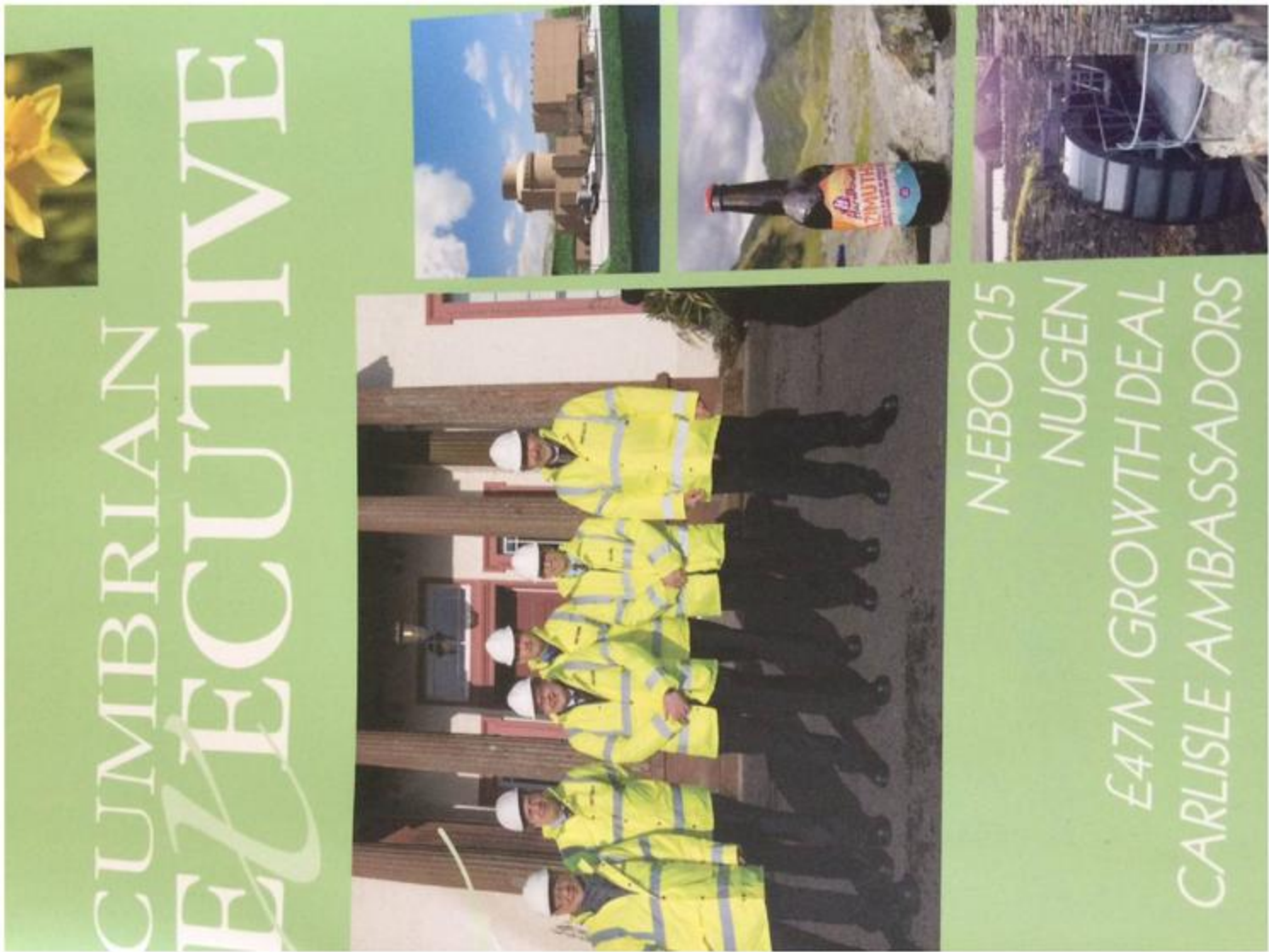
This was followed by an informative presentation from Steve Irington, CEO of Story Homes. He laid a positive gauntlet down to business by detailing the company expansion plans, and their desire to use even more local suppliers who can deliver what they need: "We want to form long term relationships with local suppliers who can deliver what they need."



Cumbrian Executive Meeting Summary 2

CIRCULATION:

10K



Cumbrian Executive
Meeting Summary 3

CIRCULATION:

10K



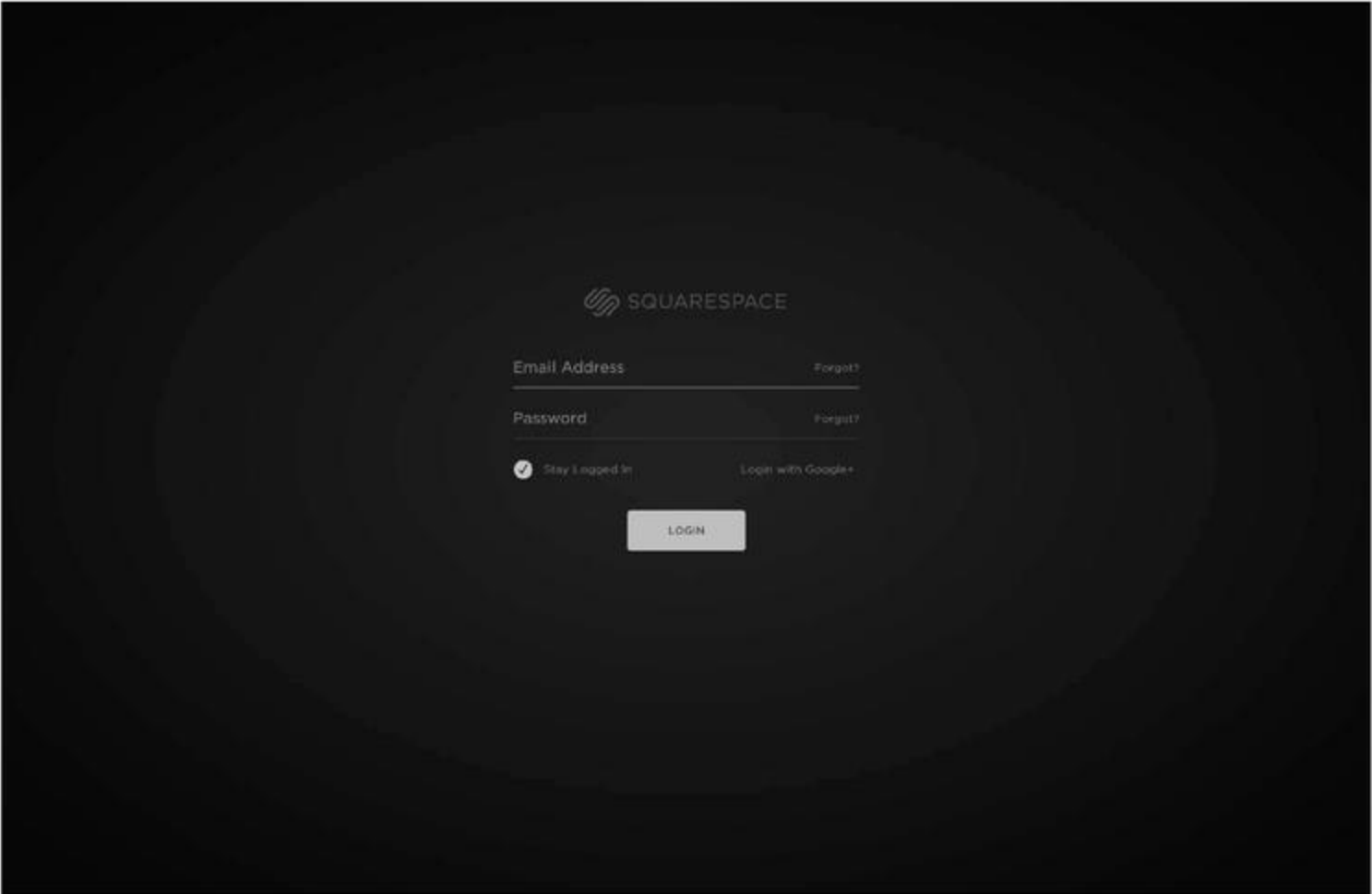


Carlisle Ambassadors is for anyone who has a passion for Carlisle and Cumbria, and who wants to support this centre of business, tourism and culture. Our aim is to make it an even better place to live, work, invest and visit and also to raise the profile of the city on a national level. It is perfect for those who want to benefit from an influential network that promotes and strengthens their own business or organisation. Barriers are broken down between smaller and larger companies, and also between public and private sector.

To find out more about us, book your free place at our next meeting and sign up to email alerts, please visit www.carlisleambassadors.co.uk. If you would like to contribute to "Give a Day to the City" please get in touch with us on info@carlisleambassadors.co.uk. The next meeting is at Dalston Hall on Thursday 15th October. We would love to see you there!

CIRCULATION:

10K



Carlisle Vineyard Church

(EST.) MONTHLY VISITS:	Data not available
(EST.) COVERAGE VIEWS:	Data not available
DOMAIN AUTHORITY:	9
LINKS FROM COVERAGE:	1



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Our Purpose

OUR PURPOSE

OUR TEAM

PATRON & AMBASSADORS

SUPPORT #WHIS

Our Team

Inspiring people make an inspirational team:



#hellomynames Dr Amir Hannan (Chairman)

Dr Amir Hannan is a GP at Haughton Thornley Medical Centres in Hyde, UK and a board member for Tameside & Glossop CCG leading on Long Term Conditions, Information management & Technology and Patient Engagement / Empowerment. Developing a "Partnership of Trust" between patient and clinician, the practice has enabled over 4300 citizens (36% of total population) to access their GP electronic health record on-line, helping them to self care and gain a better understanding of their health. The practice-based web portal www.htmc.co.uk puts patients, managers and clinicians at the heart of healthcare and helps drive change.

Twitter: @amirhannan email: amir@worldhealthinnovationsummit.com



#hellomynames Gareth Presch, CEO (Founder)

Mr Gareth Presch, holds a BA Hons in healthcare management. A problem solver and healthcare strategist who has experience working in public, private and voluntary healthcare settings in the NHS and abroad. Patient focused and quality driven. Having previously worked as the Chief Officer of the National Haemophilia Council a statutory body in Ireland. Gareth has also managed National Clinical Programmes on Blood Transfusion (Establishment of the National Blood Transfusion Committee), Haemochromatosis and the Endoscopy Improvement programme. He has advised and been a member of a number of successful charity fundraising campaigns @Kops 4 Kidz, Great Garda Run, Tania McCabe Foundation etc in the past and continues to support charitable causes locally, nationally and internationally. He has advised businesses in marketing, social media strategies and governance successfully in the past. He previously worked in the NHS in eHealth and as a District Nursing Service Lead and was a Member of the Cumbria Rural Health Forum, Steering Group Member of CPFT Good Causes and is an active member of the Carlisle Ambassadors community. @garethpresch @HIC2015 email: gareth@worldhealthinnovationsummit.com



#hellomynames Olive O'Connor (Governance & Ethics)

Olive O'Connor is an expert in the field of personal self-management. Having qualified with Stanford University as a Self Management Facilitator of Chronic Disease, Olive has become a specialist in this area by leading over two years

Our Team | World Health Innovation

(EST.) MONTHLY VISITS: **1.58K**

(EST.) COVERAGE VIEWS: **365**

DOMAIN AUTHORITY: **22**



9



49

Report to Resources Overview and Scrutiny Panel

Agenda
Item:

A.4

Meeting Date:	13 th April 2017
Portfolio:	Communities, Health & Wellbeing and Finance, Governance & Resources
Key Decision:	N/A
Within Policy and Budget Framework	N/A
Public / Private	Public
 Title:	 Smarter Services Delivery Project
Report of:	The Customer Services Manager
Report Number:	CE 03/17

Purpose/Summary:

The purpose of this report is to update the panel on the Smarter Service Delivery (SSD) Project. The project was set up initially to meet customer expectations in being able to access City Council services 24 hours a day, 7 days a week online. Key officers across several service areas developed a transactional website that was optimised for mobile devices. An important part of this was to ensure seamless integration with back office systems. This allowed resources to be used in a more effective way, e.g. they were not downloading information and typing it into spreadsheets.

The new website was written in plain English, although there are certain legislative terms that need to be retained. A portal was devised called “my account”. This allows customers to register and look at various elements of their council tax account such as the balance, their bill and payment methods. They are also able to apply for discounts and exemptions, give details on moving property, set up a direct debit along with various other functions. Customers can sign up to receive their bills by e-mail (e-billing), view their housing benefit application, report environmental problems, access refuse & recycling services, access business rates accounts, submit a green spaces enquiry and submit a planning enquiry. There are plans for other services to be accessed via my account. There are currently over 14,000 sign-ups for my account.

The second phase of Smarter Service Delivery (SSD2) focuses on the installation of a Salesforce platform including the replacement of the Customer Relationship Management

(CRM) system. The original Capita CRM system is used within customer services to capture service requests and information which is fed into back office systems. However, Capita CRM is not fit for purpose. There is only one other local authority in the country which uses Capita CRM and it is no longer developed or enhanced. Customer services have used this system since 2004. The annual maintenance costs of around £70,000 are disproportionately high for the amount of support provided and the size of user base.

After researching replacement systems for Capita CRM and consultation with the Senior Management Team, the SSD board chose the Salesforce Platform as a replacement. Salesforce CRM requires a subscription only and therefore shrinks or grows with the required usage. It is fully Cloud based and constantly developed at no additional cost. The expected annual savings over the current solution are £45,000.

Salesforce recommend using a development partner for the implementation of their platform. Our peers have tended to go down this route and have hired companies like Arcus, often at great expense. Carlisle City Council are developing and configuring the system in-house. This has created interest from other authorities using Salesforce as well as from Salesforce itself.

Rather than replace existing CRM processes, wherever possible the project is seeking to make improvements and reduce administration time for front and back office, while also enabling the transfer of additional service areas to customer services.

In summary, the Salesforce CRM will save the Council money and also assist us in creating efficient and effective service processes. Salesforce CRM is the hub of systems that can be created via the Salesforce platform, e.g. it has already replaced the IT helpdesk software. Again, this allows the Council to retain control of changes and upgrades to the systems.

Stage 1 and stage 2 of the SSD project have both used Salesforce. Customers who report a service request on the website will receive a confirmation e-mail with a reference number. The request will then be fed into Salesforce CRM in the same way that a customer requesting a service over the telephone or face to face would. Therefore, the customer service advisor can access all of the information regarding the customer in one place. This method also gives a more detailed reporting capability.

A roadmap of the service migration from Capita CRM to Salesforce CRM is attached at Appendix A. This may vary slightly dependent on differing priorities arising.

Recommendations:

It is recommended that the Resources Overview and Scrutiny Panel endorse the proposals within this report of supporting further development of Salesforce CRM. This will combine the use of new and emerging digital service delivery to enable efficiencies as well as continue to meet ever changing customer expectations.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

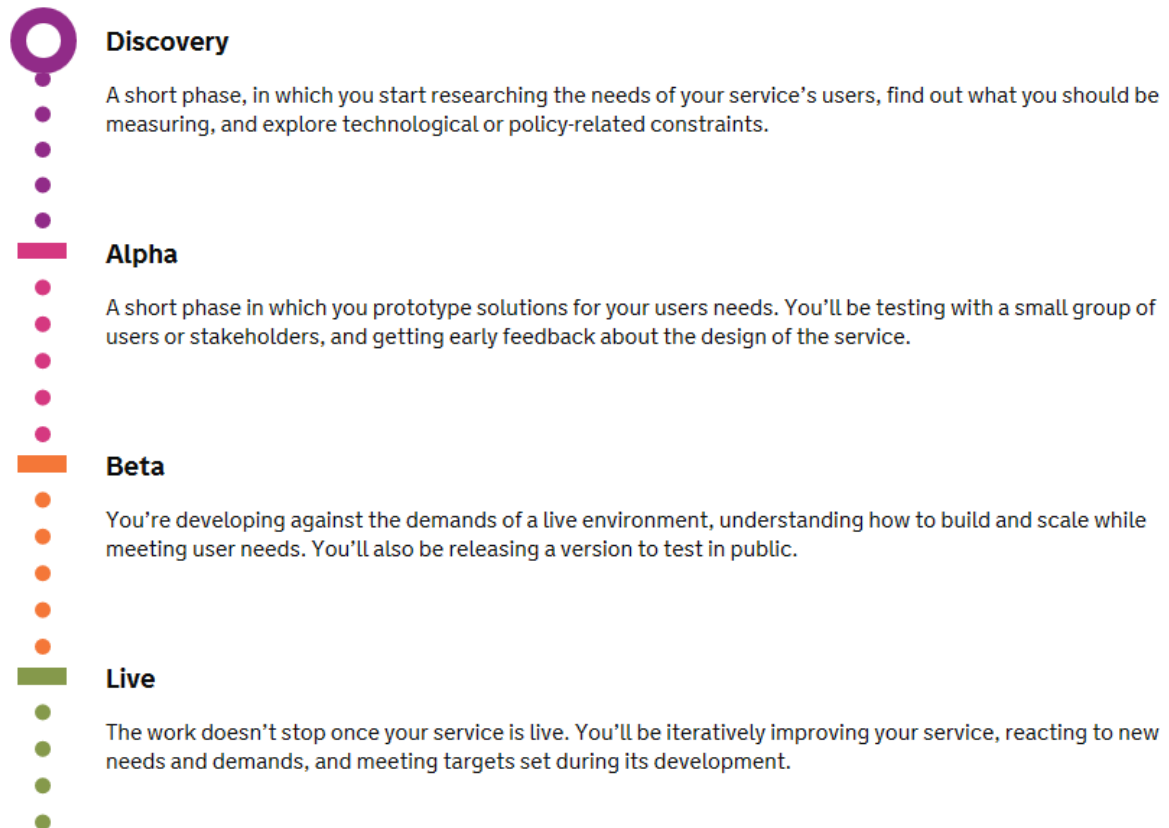
1. BACKGROUND

- 1.1** The original Smarter Service Delivery (SSD) Project focused on the development of a transactional website that was optimised for mobile devices (Mobile first). The goal was to enable customers to self-serve when accessing City Council services.
- 1.2** Priority was based on services which created most public demand and wherever possible, end to end integration with back office systems and the current Capita Customer Relationship Management (CRM) system. A self-service portal was devised which currently has more than 14,000 subscribers.
- 1.3** Following the successful go live in autumn 2015 it was decided to continue the project under the title of SSD2 and move the focus to establishing the new Salesforce CRM platform, redesign and streamline front line and back office processes. A Roadmap was developed timetabling the replacement of the Capita CRM and adding new service requests captured through the CRM by July 2017 (Appendix A).
- 1.4** The annual maintenance costs of the current Capita CRM are around £70,000 and disproportionately high for the functionality of this system, the amount of support and the ongoing development. Whereas, Salesforce CRM requires a subscription only and therefore the costs adapt to the required usage. This system is fully Cloud based and constantly developed at no additional cost. The expected annual savings over the current solution are £45,000.
- 1.5** The implementation will see a period of using the old Capita CRM and the new Salesforce system in parallel until all existing processes have been redeveloped and replaced.

1.6 Service Design Method

1.5.1 An agile approach was used for development and service re-design.

Service design phases:



This means building and testing in small chunks whilst working quickly to deliver improvements to a service. Teams will work out how to best meet the needs of the users. When breaking development into phases the risks are minimised, learning takes place about what works and what doesn't and the processes are iterated throughout.

1.5.2 Business Process Re-Design – Service Transfers

Rather than replace existing CRM processes, wherever possible the project is seeking to make improvements and reduce administration time for front and back office, while also enabling the transfer of additional service areas to Customer Services.

- Green spaces - re-design of allotment procedures have reduced back office administration
- Council tax - reduction in back office administration time with introduction of Auto Indexing function from Salesforce forms.
- Area Maintenance - reduction in back office time to compile fly tipping returns using re-designed processes.

- Environmental Health Service transfer - Environmental Health calls transferred from back office to customer services September 2016.
- Environmental Health - form built in salesforce to allow the transfer.
- Noise Nuisance reporting – process re-design has reduced the number of cases to the back office by 189 compared to the same period last year.

2. PROPOSALS

- 2.1** It is proposed to continue with the transfer of services through redesign and migrate them from the Capita CRM to the Salesforce CRM.
- 2.2** Services not currently captured through the Capita CRM will go through the redesign process and be captured via the Salesforce CRM.
- 2.3** A review plan will be updated to ensure the project objectives have been met.

3. CONSULTATION

- 3.1** Consultation has taken place with the Senior Management Team, the Corporate Programme Board, the Smarter Service Delivery Board and the Portfolio Holder for Communities, Health & Wellbeing.

4. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 4.1** The report contributes to a number of priorities within the Carlisle Plan. It gives a more convenient and unified approach to enable access to Carlisle City Council services will support the priorities across the plan.

Contact Officer: Jillian Gillespie

Ext: 7461

Appendices attached to report: Appendix A – Salesforce Development Roadmap.

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

- None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Community Engagement –

Economic Development –

Governance –

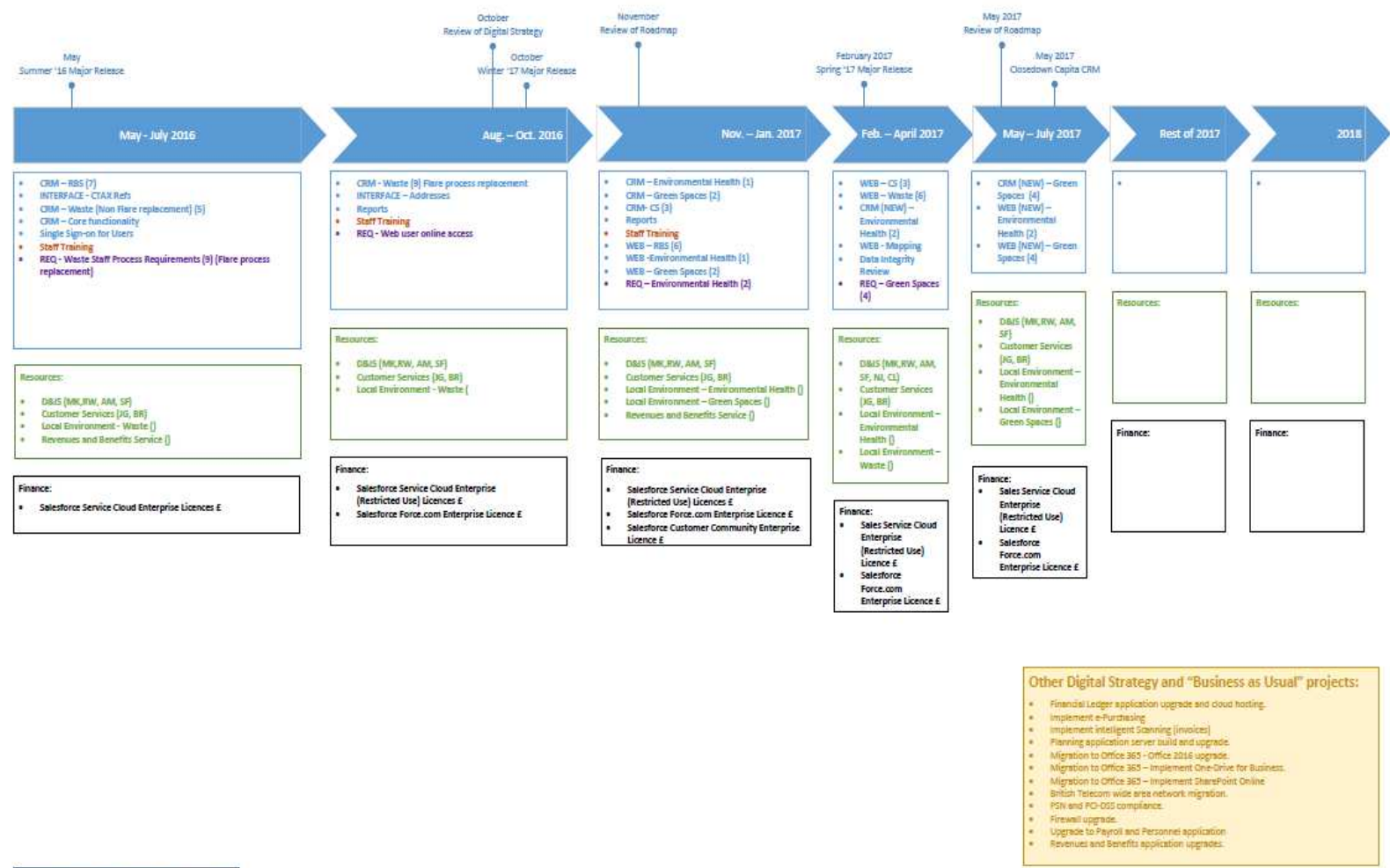
Local Environment –

Resources -

APPENDIX A

Carlisle City Council – Smarter Service Delivery²

Salesforce Development Roadmap 2016 to 2017



Report to Resources Overview and Scrutiny Panel

Agenda
Item:

A.5

Meeting Date: 13th April 2017
Portfolio: Cross Cutting
Key Decision: No
Within Policy and
Budget Framework No
Public / Private Public

Title: FLOOD UPDATE REPORT
Report of: Deputy Chief Executive - Darren Crossley
Report Number: CS 13/17

Purpose / Summary:

This report is part of a series of regular update reports prepared for Overview and Scrutiny Committees on flood recovery activities and future programmed work.

This report will:-

- Update Members on the recovery of Council assets, including the Civic Centre
- Update Members on the provision of grants and relief to those households and businesses directly affected by the flood.
- Update Members on the activities being undertaken by the Environment Agency and Cumbria County Council.

Recommendations:

That members of the Resources Overview and Scrutiny Panel consider this report and the progress made to date in the continued efforts to recover from the December 2015 floods.

Tracking

Executive:	
Overview and Scrutiny:	COSP 6/4/17 ENV&ECON 20/4/17
Council:	

1. BACKGROUND:

- 1.1 This report aims to set out an update of the recent and future planned work associated with recovery from the 2015 flood and plans to deal with any future such events.
- 1.2 During the past fifteen months an extensive range of recovery activities have been undertaken, these work areas are outlined in the report and officers will be present to answer questions associated with these.

2. CITY COUNCIL ASSET RECOVERY PROGRAMME

- 2.1 As outlined in previous reports Phase 2 of the Asset Reinstatement programme is underway and in some assets growing to a close. The Council employed WYG as programme managers. WYG are to design, specify and deliver the reinstatement works to all scheduled properties, including the procurement process and management of the construction works. A number of controls are in place to ensure effective delivery of the programme to budget, quality and time. A plan is in place for effective communication of progress and for early identification of any issues and emerging risks. During the detailed design stages, consultation and sign-off procedures will be scheduled to ensure the relevant stakeholders are involved in the process.

This programme includes all the flood damaged properties owned by the City Council. The target start and end dates for individual assets/recovery have been updated and are shown below:

Warwick St properties	Complete and settled
Adriano's	06/2016 - 04/2017
Sands Centre and Swifts	Complete and settled
Stoney Holme (inc. Depot)	10/2016 - 05/2017
John St properties (Hostel and Annex)	06/2016 - 05/2017
Shaddongate Resource Centre	06/2016 - 05/2017
Botcherby Community Centre	06/2016 - 05/2017
Bitts Park (Depot, Lodge, Pavilion & WCs)	Dates to be confirmed await design/costings
Caldew Riverside Properties (demolition)	06/2016 - 04/2017
Old Fire Station	Complete
Sheepmount - final programme still to be determined following conclusion of insurance negotiations	10/2016 – 06/2017

Funding for the recovery of all these assets is the subject of ongoing work with our insurers.

2.2 Civic Centre and Customer Contact Centre

As reported previously, Customer Contact services continue to be provided from the temporary portababin accommodation located in the car park as the ground floor and basement remain out of action. Work has been completed to investigate initial options for the future use of the Civic Centre and Customer Contact Centre. This exercise include investigation into:

- Accommodation requirements having regard to current and future staffing, service delivery needs and working practices;
- The current costs of occupying, running and maintaining the Civic and comparison with the costs of relocation;
- The scope and demand in the marketplace for alternative uses for the ground floor, basement and any surplus office space in the tower from both the public and private sector, and the income generating potential which might arise;
- Any building and engineering constraints and opportunities, together with associated costs, which need to be taken into account if alternative uses are considered;
- Practical and cost efficient flood resilience measures which can be built into the reinstatement;

The initial investigations are complete, however detailed design is on hold until negotiations with insurers are complete following which we will have a defined budget to work with. We anticipate all insurance negotiations to be completed by mid-April.

2.3 Bitts Park

The upper tennis courts have been open to the public since Easter. Permanent repair works to the fencing and floodlighting for these courts is now complete.

The lower courts remain out of action, however they were due to be resurfaced and redeveloped as part of the proposed canopy development. On that basis we have not progressed repair works as they will be unnecessary as and when the canopy project commences. Having had a protracted discussion with the Lawn Tennis Association we are now confidently moving forward to starting this project.

The Pavillion was insured and will form part of the Council's reinstatement programme. We now have a firm understanding of the insurance settlement figures for the lodge, Pavillion, toilets and depot and we are working with WYG to bring a new set of facilities to members for their views and advice.

Officers are currently working with WYG to facilitate temporary toilet facilities whilst the redevelopment occurs.

The play area has now benefitted from a complete array of new equipment, designed to be fully accessible. This facility was re-opened in October and is proving to be very popular

3. FLOOD GRANTS &HOUSEHOLD PAYMENTS (FIGURES AS OF 17thMARCH 2017)

3.1 Community Support Grant -£500 Household Scheme

Further to the floods the Government announced an immediate assistance scheme targeted to support households affected by the event. This offered a one off Community Support Grant payment of £500 to each household.

Up to 31st December 2016 1,670 households have been confirmed as flooded by Storm Desmond, of these 1,602 are eligible for the £500 community support grant. The Council has made payments made to 1,567 households equating to 97.84% and totalling £783,500.

This is being recovered from the County Council upon submission of fortnightly grant claims.

3.2 £5,000 Flood Resilience Grant

Flood resilience grants are available to assist householders and business to make their properties more flood resilient in future. The grants can be used to cover costs associated with resistance products such as flood doors and barriers or they can be used to make properties more resilient, so water proof plaster, moving electric, boilers etc. above the flood water. Since the introduction of the scheme, the Housing team have provided advice to over 1000 flood affected property owners, through online enquires, telephone, advice sessions. The scheme has also been widely publicised through partner agencies, local press and social media.

The Council are also now working in partnership with JBA consulting, who are able to provide independent Property Protection reports. The report costs are covered by the £500 allowance within the grant and the Council are arranging payment on behalf of the owner through the process, so there are no upfront costs for the property owner. The report will be invaluable for those who require advice on what measures might be best to future protect their properties.

The Flood Resilience grant covers both residential and commercial properties and is being administered by the Housing Department. 930 applications (56%) have been received, with 1096 approved (as of 17th March) totalling £3,951,905. The 625 applications paid equate to approx. £2,333,496. This is recoverable from the County Council.

3.3 Council Tax & NNDR discount schemes

County wide schemes have now been approved with the DCLG paying £400,000 to the County Council to fund the local discretions (second homes / empty properties / flood affected businesses) contained within the County wide schemes.

Districts are submitting monthly claims to recover the costs incurred. Funding for discounts offered in line with the Government Scheme will be paid through a S31 grant directly to us. Council tax discount awarded to 2,218 householders which amounts to £2.020 million for the affected properties. Business rates discount awarded to 108 properties amounting to £507,833 in total.

4. ONGOING WORK OF THE ORGANISATIONS INVOLVED IN THE FLOOD RECOVERY

4.1 Strategic Flood Update

We continue to work in partnership with the Environment Agency, the County Council and other partners on resilience and resistant measures to address specific issues arising from the floods in December 2015 and manage flood risk in the future.

Sainsbury's application for resistance measures was considered by the Development Control Committee in March who gave authority to the Corporate Director of Economic Development to issue planning permission on receipt of a satisfactory response from the Environment Agency that they have no objections.

Rickerby Residents - The Environment Agency continue to work with the residents on proposals which will provide resistant measures in the area.

Cumbria Strategic Floods Partnership Board – A new Board has been set up to lead, coordinate and monitor the management of flood risk in Cumbria. The Board brings together Flood Risk Management Authorities including the Environment Agency, Cumbria County Council, District Councils and United Utilities and a wide range of representatives from other organisations and community groups who have an interest of responsibility for flood risk management.

4.2 Carlisle City Council

The Carlisle Emergency Plan has been reviewed and signed off by the Senior Management Team on 30th August. The plan is now stored on the Resilience Direct system, a national extranet for Emergency Planning

Additional locations for Reception Centres have been identified with feedback from communities at risk from flooding. A risk assessment for each location has been carried out and once an agreement has been reached with the centre's owners and operators they will be added the Carlisle Emergency Plan and the Cumbria Resilience Forum Welfare Plan (Emergency Assistance Centres).

4.3 Cumbria Resilience Forum

The Cumbria Resilience Forum (CRF) consists of all organisations and agencies involved with emergency response in Cumbrian communities. The CRF was set up in response to the Civil Contingencies Act 2004 to co-ordinate the response to major incidents in Cumbria.

The Community Resilience Network is a sub-group of the CRF which focuses on improving community resilience. This group will be the an important link to a new Big Lottery Funded project called 'Rebuilding Together' . This new programme will take place over the next 3 years, led by Cumbria CVS and delivered in partnership with Cumbria Action for Sustainability (CAfS) and Action with Communities in Cumbria (ACT). 'Rebuilding Together' will help to build on the partnerships we already have, and support local communities and organisations to increase their resilience and confidence to respond alongside statutory organisations.

CRF have commissioned a debrief report on the ongoing recovery. This is a separate debrief to the CRF Storm Desmond Report, which focused on the immediate acute phase of the emergency. The recovery debrief work is been led by an Hugh Deeming, an independent consultant.

Contact Officer: Darren Crossley

Ext: Ext. 7003

Appendices

attached to report:

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:• None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's –

Deputy Chief Executive –

Economic Development –

Governance –

Local Environment –

Resources -

Report to Resources Overview and Scrutiny Panel

Agenda
Item:

A.6

Meeting Date: Thursday 13th April 2017

Portfolio: Cross Cutting

Key Decision: Not Applicable:

Within Policy and

Budget Framework NO

Public / Private Public

Title: CORPORATE RISK REGISTER

Report of: The Deputy Chief Executive

Report Number: CS 09 17

Purpose / Summary:

The purpose of this report is to update members of the Resources Overview & Scrutiny Panel on the Corporate Risk Register.

Recommendations:

The Panel is asked to scrutinise and comment on the Corporate Risk Register, as set out in Appendix 1.

Tracking

Executive:	Not applicable
Overview and Scrutiny:	Not applicable
Council:	Not applicable

1. BACKGROUND

- 1.1** In accordance with the Council's Risk Management Policy, the Corporate Risk Register (CRR) has been submitted to the Resources Overview & Scrutiny Panel (ROSP) for monitoring on a six monthly basis. This report contains the Corporate Risk Register in Appendix 1.

2. PROPOSALS

2.1 Corporate Risk Register – progress since last report to ROSP on 20th October 2016

The Corporate Risk Management Group (CRMG) is responsible for delivering and reviewing the Risk Management Strategy, maintaining and improving risk management processes as well as the Council's Corporate Risk Register.

At the September 2016 meeting of the CRMG it was agreed that this Group would meet twice a year, once in March/April following the meeting of full Council that agrees the budget for the next financial year and again in October to review the actions and position from the earlier meeting. Special meetings will be called by the Chair should risks be escalated and require an intervention from the CRMG or Senior Management Team.

It is recognised that the City Council's Risk Management Policy and Risk Management Strategy both need to be reviewed and if appropriate updated. This will happen at the CRMG meeting in April. An update will be brought to a future meeting of ROSP for consideration by members.

Since the recent development of the four SMT boards, the Panel is asked to note that "Risk Management" sits within the remit of the Business Management Board. This sub group will be chaired by the Council's Section 151 Officer and will consider risks at an operational/directorate level. Issues raised here can be escalated to the CRMG when deemed appropriate.

Updates of operational risk registers have taken place during this period and have been completed within specified timescales as set out in the City Council's Risk Management Policy.

The Senior Management Team is due to consider potential future risks at its special meeting on 4th April. An update will be brought to a future meeting of the ROSP for review by members.

The Corporate Risk Register was last reviewed by the CRMG in September 2016. A revised (March 2017) update against each of the following corporate risks and control strategies is set out below. Appendix A also displays these risks in the usual format:

1) Delivering the Carlisle Plan – there is a risk that we do not have the optimum balance of resources targeted to deliver the activities and projects delivering the Carlisle Plan

The development of our Carlisle Plan ‘on a page’ (attached at Appendix B) and the approval of the 2017/18 Council budget have provided assurance that the Council has sufficiently balanced the allocation of resources to our key priorities for this financial year.

We are therefore recommending that the target risk score has been achieved. We will continue to monitor the risk for a further cycle whilst new service plans are completed.

2) Preparing for the future funding of local government from 2019 – there is a risk that the Council fails to properly take account of the government changes to future local government funding and does not effectively prepare for these changes

The Senior Management Team and in particular the Corporate Support & Resources directorate are rightly focussed on monitoring the development of government/local taxation and grant plans for District councils. At present we don't yet have a sufficiently clear picture of post 2019 funding. In addition to this work the SMT are also working on developing our income streams via the Commercial Strategy sub group of the Business Management & Development Board.

3) Council's income targets- there is a risk that the Council's income from chargeable services does not meet Medium Term Financial Plan projections and that the Council does not take advantage of other commercial opportunities.

During the past 12 months the Council has closely monitored income targets and these have largely fallen in line with expectations. SMT have also set up a new cross Council officer group designed to explore and act on commercial opportunities. This group will assist the Council to (where appropriate) maximise its income potential .

In light of the above CRMG recommends that this be removed from the CRR and kept under review in each Directorate. If income concerns become apparent as part of the budget process, the corporate nature of this risk will be revisited.

This risk will now be removed from the Corporate Risk Register.

The CRMG and SMT are also still monitoring the two previous corporate risks related to asset disposal and acquisitions of revenue producing property. These risks will be reviewed again at the next meeting of the CRMG on 19th April 2017.

3. CONSULTATION

- 3.1** Senior Management Team meeting on 4th April 2017
Corporate Risk Management Group meeting on 19th April 2017

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 4.1** The Panel is asked to scrutinise and comment on the Corporate Risk Register as set out in Appendix One.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 5.1** The Corporate Risk Register is reviewed quarterly, it is the strategic risk assessment for the Carlisle Plan.

Contact Officer: Darren Crossley

Ext: 7004

**Appendices
attached to report:**

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

- None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Deputy Chief Executive –

Economic Development –

Governance –

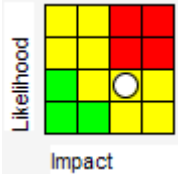
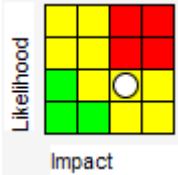
Local Environment –

Resources -

Corporate Risk Register – April 2017

Note: Amendments in the last quarter are marked in red italics. The inclusion of the previous and current risk matrices shows the effect that the control strategies have had on risk ratings since the last update. A target risk matrix shows the risk level that the Council is aiming to achieve from the successful implementation of the control strategies and the date for when this will be achieved.

Delivering the current Carlisle Plan
'There is a risk that we don't have the optimum balance of resources targeted to deliver the activities and projects delivering the Carlisle Plan'

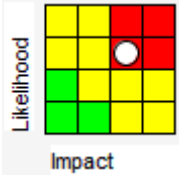
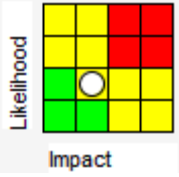
Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	March 2017	6	Recent progress and further mitigating action to be taken Resources continue to be placed appropriately to best meet the Council’s overall aims and objectives as set out in the Carlisle Plan. Service standards and progress against the Carlisle Plan continue to be monitored and reported quarterly to each Overview and Scrutiny Panel. The approval of the 2017/18 budget also provides assurance that resources are being effectively targeted to our priorities.	
	September 2016	6		

Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	6

Target Risk Date	01-Apr-2017
Target Risk Score	6

Lead Officer	Jason Gooding
Portfolio Holder	Leader’s
Overview and Scrutiny Panel	All

Title
Preparing for the future funding of local government from 2019
Description
There is a risk that the Council fails to properly take account of the government changes to future local government funding from 2019 and does not effectively prepare for these changes.

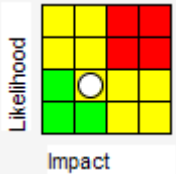
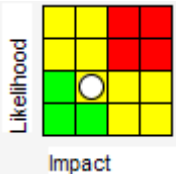
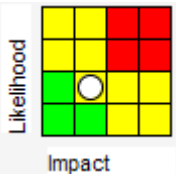
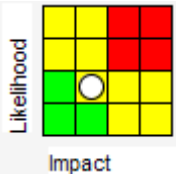
Present Matrix	Assessment Date	Control Strategy	Target Risk Matrix
	March 2017	The Senior Management Team and in particular the Corporate Support & Resources directorate are rightly focussed on monitoring the development of government/local taxation and grant plans for District councils. At present we don't yet have a sufficiently clear picture of post 2019 funding. In addition to this work the SMT are also working on developing our income streams via the Commercial Strategy sub group of the Business Management & Development Board.	

Impact Description	3
Likelihood Description	3
Risk Score	9

Target Risk Date	30-Sept-2017
Target Risk Score	4

Lead Officer	Jason Gooding
Portfolio Holder	Finance, Governance & Resources
Overview and Scrutiny	Resources

Council's Income Targets
'There is a risk that the Council's income from chargeable services eg car parking does not meet MTFP projections and that the Council does not take advantage of other commercial opportunities'

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	March 2017	4	During the past 12 months the Council has closely monitored income targets and these have largely fallen in line with expectations. SMT have also set up a new cross Council officer group designed to explore and act on commercial opportunities. This group will assist the Council to (where appropriate) maximise its income potential.	
	September 2016	4	<p>In light of the above CRMG recommends that this be removed from the CRR and kept under review in each Directorate. If income concerns become apparent as part of the budget process, the corporate nature of this risk will be revisited.</p> <p>This risk will now be removed from the Corporate Risk Register.</p>	

Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	4

Target Risk Date	01-Apr-2017
Target Risk Score	4

Lead Officer	Jason Gooding
Portfolio Holder	Finance, Governance & Resources
Overview and Scrutiny Panel	Resources

Carlisle Plan 2015-18: Plan on a Page November 2016 - March 2018 v1.0

Vision

To improve the health, wellbeing and economic prosperity of the people of Carlisle. We will work in partnership to further establish our position as the regional centre and focus for investment, ensuring that residents can share in the benefits through increased opportunities and greater choice of jobs, range of housing, and a quality environment.

Principles

Clarity Confidence Commitment

Priorities

Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle

Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents

Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle

Address current and future housing needs to protect and improve residents' quality of life

Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential

Key Actions/ Projects

BUSINESS PROPERTY & INFRASTRUCTURE

- Complete the Durrhill Industrial Estate infrastructure improvements (November 2016)
- Promote development opportunities for City Council property assets at Caldew Riverside and English Street, with Cumbria County Council (ongoing)
- Support the delivery of a Carlisle Enterprise Zone at Kingmoor Park (ongoing)
- Support the development of Carlisle Airport as a regional gateway (ongoing)

STRATEGY & PLANNING

- Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan (ongoing)
- Progress the Borderlands Initiative (ongoing)
- Maintain an up to date Infrastructure Delivery Plan and develop proposals to address identified issues (ongoing)
- Develop a Carlisle South Masterplan covering housing, urban design, employment land, transport and infrastructure (ongoing)
- Work with the Environment Agency and partners on future flood plans (ongoing)

SKILLS DEVELOPMENT

- Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy (ongoing)

WORKING WITH BUSINESS

- Proactively develop business support through supporting the Growth Hub (ongoing)

SERVICE & FACILITIES DEVELOPMENT

- Develop and deliver the proposed new leisure contract to improve facilities at The Sands Centre in line with the City Sports Facilities Development Plan and enhance the leisure services across the city (November 2017)
- Deliver a renewed Old Fire Station 2017/18 Business Plan and Development Strategy (March 2018)
- Monitor and support the Tullie House Trust 2017/18 Business Plan and associated development plans (September 2017)
- Work with Community Centres to develop enhanced business plans, broadband and Wi-Fi services at appropriate sites (March 2018)

HEALTHY CITY PROGRAMME

- Continue to work with key partners to deliver the World Health Organisation Phase VI Healthy City Action Plan (March 2018)
- Continue to support and develop the Food City Partnership: Local Healthy Eating Options; Carlisle Food Charter; food sector supply chain development; food skills; education and tourism (March 2018)
- Work with partners to develop and deliver a Healthy Workforce programme (from January 2017)

RETHINKING WASTE

- Modernise the fleet of waste and recycling vehicles to improve services to residents and reduce the environmental impact of our collection service (May 2017)
- Optimise income achieved from the sale of recyclable materials collected (October 2017)
- Complete a comprehensive waste collection round review for all streams of waste, taking into account new housing developments (March 2017)
- Provide quality, clean local environments for people to enjoy with the involvement of local communities, supported by robust enforcement action against those who drop litter, fly-tip or allow their dogs to foul (ongoing)

CITY CENTRE PUBLIC REALM

- Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage (2017)
- Complete the capital improvements to the public realm along Castle Way (March 2017)

QUALITY OF OUR LOCAL ENVIRONMENT

- Annually review the air quality in Carlisle and work with partners to deliver an Air Quality Action Plan to reduce outdoor air pollution to a safe level (March 2018)

PARKS AND OPEN SPACES

- Continue to implement the Green Infrastructure Strategy to make our green spaces safe and exciting for our residents and visitors, enhancing Carlisle's reputation as a green, welcoming city for people and business that encourages inward investment, raise property values and increase productivity (ongoing)
- Encourage uptake and better management of allotments to provide space for growing fresh and healthy food (ongoing)
- Deliver the Play Area Strategy to encourage outdoor play through the provision and access to high quality play facilities for our children (ongoing)
- Maintain the 'Gold' standard achieved by our Bereavement Services for quality in crematorium and cemetery management (August 2017)

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CARLISLE
CITY COUNCIL



www.carlisle.gov.uk

TOURISM

- Redevelop the Discover Carlisle website (November 2017)
- Continue to support the delivery of a high quality events programme (2016/17/18) across Carlisle to raise the profile of the city, attract more visitors, celebrate diversity and increase pride in the city (ongoing)
- Deliver the Heritage Cities Visit Britain Project to provide an augmented reality Roman themed experience in Bitts Park (July 2017)

BUSINESS GROWTH

- Work with Carlisle Ambassadors to raise the profile of Carlisle through business engagement. (ongoing)
- Encourage Carlisle Ambassadors to engage partners in promoting the Carlisle story/offer (ongoing)
- Deliver the Cumbrian "Better Business for All Programme" in 2017 through the Cumbria Public Protection Group (March 2018)

Resources Overview and Scrutiny Panel

Agenda
Item:

A.7

Meeting Date: 13 April 2017
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and
Budget Framework NO
Public / Private Public

Title: PROCUREMENT AND COMMISSIONING STRATEGY 2017-19
Report of: Chief Finance Officer
Report Number: RD01/17

Purpose / Summary:

This report outlines the updated Procurement and Commissioning Strategy covering the period 2017-2019. The Procurement and Commissioning Strategy sets out the principles by which the Council will operate its Procurement and Commissioning activities. The Strategy includes relevant governmental and legislative requirements with regard to Procurement, including requirements of European Procurement Legislation

Recommendations:

Resources Overview and Scrutiny Panel is asked to comment on the Procurement and Commissioning Strategy 2017-2019 and make recommendations to Executive to approve the strategy

Tracking

Executive:	8 May 2017
Overview and Scrutiny:	13 April 2017
Council:	n/a

1. BACKGROUND

- 1.1 The Procurement and Commissioning Strategy was last updated in 2014 and in that time there have been some legislative and operational changes to the way Procurement activity is carried out within the Council.
- 1.2 Therefore, with this in mind, the Procurement and Commissioning Strategy has been updated to reflect the current position and activity to be undertaken in the following two years. It details how the Council will operate its procurement function over the period 2017-2019, and conforms with the new legislation.
- 1.3 The aim of this Procurement and Commissioning Strategy is to set a clear framework for activity throughout the authority, which reflects the Council's Corporate Plan and which complements the Council's constitution and contracts procedure rules.
- 1.4 Effective procurement and commissioning will support the key strategies and goals of the Council and help to deliver corporate priorities. They will be used as a lever to support the efficiency agenda and the wider council objectives such as equal opportunities, sustainability, the environment and local economic regeneration.

2. CONSULTATION

- 2.1 Resources Overview and Scrutiny Panel are considering this report on 13 April 2017 prior to the Executive considering and approving the Strategy on 8 May 2017.

3. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 3.1 Resources Overview and Scrutiny Panel is asked to comment on the Procurement and Commissioning Strategy 2017-2019 and make recommendations to Executive to approve the strategy

4. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 4.1 Effective procurement will enable the Council to achieve its priorities in relation to the Carlisle Plan.

Contact Officer:	Steven Tickner	Ext: 7280
Appendices attached to report:	Appendix 1 – Procurement and Commissioning Strategy 2017-2019	

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

- **None**

CORPORATE IMPLICATIONS/RISKS:

Corporate Support and Resources -

Deputy Chief Executive –

Economic Development –

Governance and Regulatory Services– effective and efficient procurement ensures that the Council gets best value when spending its public funds. There are internal and external controls, namely the Contract and Financial Procedure Rules, Public Contracts Regulations and EU Directives, all of which must be complied with. Approval of the Strategy is an Executive Function.

Draft Procurement and Commissioning Strategy

Carlisle City Council

2017 to 2019

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1.0 Introduction

This document sets out the Council's strategic approach to procurement and commissioning for the period 1 April 2017 to 31 March 2019.

The Procurement and Commissioning Strategy is intended to ensure the council obtains optimum value for money in all its procurement and commissioning activities within a framework that supports the principles and priorities of sustainable development.

The principles contained within this strategy will be applied to all procurement and commissioning activity throughout the period 2017 to 2019.

Effective procurement and commissioning is crucial in securing high quality, value for money public services.

2.0 What is Procurement and Commissioning?

Procurement is:

The process of acquiring goods, work and services, including acquisitions from third parties and covers the full life-cycle from the initial concept to the end of the useful life of an asset or service. It has a wider scope than 'purchasing' or 'buying'.

Procurement requires local authorities to ensure sustainability and to secure continuous positive outcomes for the community whilst taking into account the fundamental principles of efficiency, economy and effectiveness. Value for money within a procurement context is defined as the optimum combination of whole life costs and positive social, economic and environmental outcomes.

Commissioning is:

The whole service approach to the design, management, delivery and monitoring of a specialist service. It is an ongoing cyclical process to secure the strategic development of services provided from public, private or voluntary organisations and involves planning, designing and implementing a range of services that are required. It is facilitated by procurement activity.

3.0 The Council's vision and values

The Council's vision is 'to improve the health, wellbeing and economic prosperity of the people of Carlisle.'

This strategy is informed by and supports the values and priorities of the Carlisle Plan. It will be periodically reviewed to ensure it reflects the evolving needs of the Council.

The Council's core principles of Clarity, Commitment and Confidence are also taken into account as part of the Procurement function.

The procurement function has a significant role to play with the council's vision and values being realised through responsible and innovative procurement.

There is a substantial challenge ahead with local government facing reduced funding settlements from central government over the coming years and uncertainty over future funding streams which will place financial pressure on the council. The Council sees itself as being an enabling authority and through effective procurement will be able to obtain value for money for the public purse and promote economic growth thus contributing to the Council's efficiency plan.

4.0 Procurement Strategy in context

This strategy provides a corporate focus for procurement and commissioning. It provides a framework for a strategic approach to procurement throughout the council.

The strategy addresses:

- All elements of procurement and commissioning activity;
- A 'whole life' approach ensuring minimum environmental impact and maximum cost effectiveness wherever possible;
- The solutions available to the Council

The strategy complies with:

- Existing procurement legislation, including the EU Procurement Directives
- All related legislation and national policy drivers including, but not limited to the
 - Public Contracts Regulations 2015,
 - Children Act 2004,
 - Concession Contracts Regulations 2016,
 - Utilities Contracts Regulations 2016,
 - The Public Procurement (Amendments, Repeals and Revocations) Regulations 2016
 - Social Value Act 2012,
 - Localism Act 2011,
 - Freedom of Information Act 2000,
 - Equalities legislation,
 - National Procurement Strategy,
 - Transformational Government Agenda
 - Data Protection Regulations,

The strategy also emphasises the importance of socially responsible procurement, using whole life costs, involving users and assessing the social, environmental and economic impact of procurement decisions.

Procurement at the Council is governed by the Council Constitution, predominantly the Contract Procedure Rules and Financial Regulations, and other internal policies and procedures.

The Council recognises the benefits of working with partner organisations and has informal arrangements for procurement support on an ad-hoc basis with Cumbria County Council when required. The Council is also a member of EPiC (Effective Procurement in Cumbria), a collaborative procurement arrangement across Cumbria which includes the County Council, the six District Councils, the NHS, Cumbria Police and the Lake District National Park Authority.

5.0 The Council's Commitment

The Council's sustainable procurement and commissioning strategy identifies:

- ✓ The role that procurement and commissioning plays in delivering the council's objectives and its contribution to the community, workforce issues, diversity, equality and sustainability.
- ✓ That all procurement activity will include due consideration of social, economic and environmental factors and will be addressed on whole life costing.
- ✓ How the Council will undertake procurement activity using the most efficient and effective methods and will select the most appropriate delivery mechanisms to ensure value for money.
- ✓ How robust contract management will support improved service and alternative delivery through continuous improvement in the quality of goods, works and services, and that all contracts are supported by a sound business case and options appraisal.
- ✓ That procurement will be fair, open and transparent and undertaken to the highest standards of probity, integrity, honesty and professionalism.
- ✓ Where the Council decide that the best value option is to aggregate supplies or let a longer term contract or framework agreement it will ensure that bidders demonstrate their track record in achieving value for money.
- ✓ The role of SME specialist suppliers in delivering elements of larger contracts and framework agreements.
- ✓ The Council will promote a positive approach to equality and diversity issues throughout the region.

6.0 Procurement Responsibilities

6.1 Key Aim

The key aim of the Council's Sustainable Procurement and Commissioning Strategy is to support the procurement of goods, services and works that meet our obligations to stakeholders and customers whilst balancing our environmental, social, economic and equality objectives and our commitment to sustainable development.

Factors that may be considered when acquiring goods, services or works:

- Consideration of the entire life cycle of products/assets/services including costs of disposal.
- The environmental impact over the life cycle of a product/asset/service, including its impact in terms of carbon dioxide emissions.
- Social aspects such as labour conditions, equality and diversity and fairly traded products where appropriate.
- Any applicable regulations, requirements, conditions or specifications such as EU Directives.
- The consideration of price, quality, risk, availability and functionality of goods, works and services.
- The consideration of goods, works and services that may stimulate innovation, create jobs and retain wealth in the area or contribute to the establishment of a low carbon economy.

6.2 Social Responsibility

The council continues to work both regionally and nationally to ensure socially responsible procurement and commissioning is delivered, and engaging with organisations, agencies and the independent and voluntary sectors to do this. The three strands of socially responsible procurement and commissioning (economic, sustainable and environmental) are addressed in more detail below. The Council will also have regard to the Social Value Act 2012 when commissioning and procuring services to drive positive change in the local community.

6.3 Local Economic Responsibility

The council is one of the largest spending organisations in the city and the sub-region, and the more money that is spent locally, the greater positive impact this will have on the local economy, particularly for small and medium sized businesses.

The council can legitimately support locally based businesses, by:

- working pro-actively with local organisations to explain how to do business with the council, providing information about future procurement and commissioning activity, and advertising tenders on the council and other websites;
- participate in “Meet the Buyer” events which encourage businesses to bring along developing products and services;
- encouraging the development and utilisation of Business to Business portals to promote trading between businesses within Cumbria;
- encouraging suppliers to provide local services by local people where possible;
- encouraging suppliers to adopt the Living Wage, secure apprenticeships and delivering training;
- develop local supply chains through early engagement with the local market where there is the possibility to add value;
- acknowledging that sustainability needs to be embedded by developing longer term contracts therefore the council policy will be, when appropriate, to have a minimum of three year contracts except where the business case demonstrates this is not viable.

6.4 Social Enterprise Responsibility

The council recognises and values the added benefits that the voluntary and social enterprise sectors can provide and will explore the use of the voluntary and social enterprise sectors in its procurement and commissioning activities.

Proactive measures such as advertising on the Regional Improvement and Efficiency and other websites must always be considered as well as any required advertising routes as identified in the Council’s Contracts procedure rules.

6.5 Environmental Responsibility

The council, along with its partners, is committed to ensuring that services are delivered in a way that protects the quality of the environment and minimises any adverse impact on community well being. The council recognises that procurement and commissioning is integral in delivering more sustainable outcomes for the city and the wider community. To achieve this, it is necessary to ensure that environmental and broader sustainability considerations are taken into account throughout the procurement and commissioning process, along with the use of local suppliers where appropriate.

6.6 Equality Responsibility

The Council, as an influential, democratically elected body, is able to promote a positive approach to equality throughout the region. In its procurement and commissioning processes, it demonstrates its commitment to all its users, suppliers and contractors, by ensuring that contractual arrangements actively promote equality.

Our Procurement and Commissioning Equality of Opportunity statement explains the Council's expectations:

“The City Council is committed to meeting its legal duties under the nine strands of equality. Our aim is to eliminate discrimination, promote equality of opportunity and promote positive relations in the delivery of all services. The Council is responsible for meeting its duty on all functions, including those which are carried out by an external supplier. All organisations wishing to contract with the Council must be able to demonstrate that all reasonable practicable steps are taken to allow equal access and equal treatment in employment and service delivery for all.”

6.7 Localism Responsibility

The Localism Act 2011 incorporates a Community Right to Challenge element which gives organisations the opportunity to express an interest in delivering a service. The Authority must be cognisant of this provision when assessing the criteria used to select the organisations invited to tender. A balance shall need to be found between a desire to simplify procurement processes for bidders and the requirement for robust checks of organisations' financial stability, commercial experience and legal compliance. This may be achieved through tailored procurement documentation and consideration of the risks that are proportionate for each project.

6.8 Safeguarding Responsibility

The Council and its partners, contractors, voluntary and third party organisations that deliver services are all required to have regard to section 11 of the Children Act 2004 which includes the development of Child and Vulnerable Adult Protection Statements. If those parties do not have their own policy they must agree to abide by the Council's policy at the contract signing stage of their employment. Details of the Council's Safeguarding Policy can be found on the Council's website.

7.0 Procurement Principles

Procurement and commissioning decisions, such as whether to continue to provide the goods, services or works, and whether to provide them internally or externally are central to this strategy. The following principles will form the basis of all procurement and commissioning activity in order to achieve value for money and thereby demonstrate economy, efficiency and effectiveness of service delivery:

- Procurement will support improved service delivery through the freeing up of resources by coordinating procurement activity and improving the quality of goods, services and works.
- Procurement will ensure that the Council obtains value for money in the acquisition and management of its resources, balancing quality, total life, total acquisition costs and the wider well being objectives.
- The council will undertake all procurement and commissioning activity within a corporate framework to enable all officers to obtain goods, services and works to the required quality and in the most efficient manner, to enable the council to respond promptly and effectively to internal services, citizens and businesses.
- The council will ensure that procurement and commissioning activity is undertaken in the most effective and appropriate manner, considering all options including but not exclusively:
 - developing and promoting use of corporate contracts
 - undertaking vendor and contract management
 - using approved nationally negotiated contracts (for example those arranged by the Office of Government Commerce where considered appropriate),
 - using approved e-procurement solutions wherever possible
 - developing strategic partnerships, particularly where they will deliver significant service improvement and/or efficiencies.
 - improving the capability of small and medium sized enterprises to bid for goods, works or services in accordance with the SME Concordat and of the capability of the third sector to tender for council contracts. (Also to identify gaps where we do not have local suppliers and to seek to develop the market).
 - utilising our partners/suppliers supply chains

- undertaking collaborative procurement with other Councils and organisations
 - valuing innovation and creativity
- Procurement and commissioning activity will support, promote and be driven by council policies and priorities, including equality and diversity objectives, sustainability and economic regeneration and stakeholders interests.
- Procurement and commissioning activity will be transparent and fully compliant with the Freedom of Information Act, fair, and consistent and be undertaken to the highest standards of probity and accountability. All procurement and commissioning decisions will be evidence based.
- The Council will administer procurement and commissioning through the Procurement Section. This is a corporate resource, which leads on corporate contracts and supporting projects, whilst enabling services (which have best knowledge of local service requirements) to procure and commission locally within a clear corporate framework. It provides support wherever required to each service and monitors procurement activity across the council. It will undertake reviews of all strategic procurement and commissioning projects to ensure the optimal benefit to the Council is achieved.
- The choice of procurement and commissioning methods will seek to ensure simple or routine transactions can be carried out in the most efficient manner, be dependent upon the strategic importance, the value of the goods, services or works, and the potential risk associated with each procurement option. Different procurement and commissioning options will be suitable for different goods, works and services and will involve undertaking different practical steps to achieve the desired outcome.

7.1 Procurement Skills

Intelligent procurement requires officers equipped with the relevant skills to carry it through. The Council will continue to ensure that there is sufficient ability and professional expertise to deliver this strategy, and will furthermore, build skill and capacity amongst council officers to identify the development of innovative procurement practices. Ultimately, the Council will seek to empower officers in their procurement activity and ensure that key personnel

have the necessary skills and knowledge to employ best practice and obtain value for money.

The following objectives will be followed in respect of Procurement skills:

- The training and development needs of all officers involved in the Procurement process for the council will be assessed via the use of a competency framework, which will be developed by the Procurement Unit in conjunction with the Cumbrian collaborative (EPIC).
- Employees undertaking procurement and commissioning will not make a commitment to purchase unless there is an adequate budget in place.
- Employees undertaking tendering activity should ensure that they have the necessary skills in writing specifications for goods and services.
- Performance indicators and targets (based on both quality and cost) will be established as part of procurement and commissioning processes.
- Procedures to manage contractual arrangements will be established with performance measured and reported, including benchmarking arrangements.
- Procurement and commissioning procedures and processes will be developed and regularly reviewed.
- The management of risk will be an integral part of the procurement and commissioning process.
- The Council will invest where appropriate in procurement, commissioning and contract management training and the systems to support these processes.

7.2 Procurement Code of Conduct

All procurement and commissioning activity must be undertaken to the highest standards of ethics and probity. The council insists on high ethical standards from its suppliers, and in turn it must exhibit the highest ethical standards itself.

Officers and members must comply with the relevant Codes of Conduct when dealing with procurement and contract issues.

All employees must adhere to the requirements placed upon them by Contract Procedure Rules and Standing Orders and in terms of procurement and commissioning activities, act professionally by:

- Maintaining the highest possible standard of integrity in all business relationships, both inside and outside their organisations.
- Rejecting business practice, that might reasonably be deemed improper, and never use their personal authority for personal gain.
- Enhancing the proficiency and stature of the profession by acquiring and maintaining current technical knowledge and the highest standards of ethical behaviour.
- Fostering the highest possible standards of professional competence amongst those for whom they are responsible.
- Optimising the use of resources, which they are responsible for, or influence to provide the maximum benefit to their organisation.
- Complying both with the letter and the spirit of:
 - The Public Procurement Legislative Framework
 - Contractual obligations.

7.3 E-Procurement

The Council will continue to use advances in technology to improve the efficiency and effectiveness of its procurement function where it is cost effective to do so and there is a clear return on investment.

With this in mind, the Council will advertise all procurement activity via The Chest e-procurement portal, and will only consider tender responses submitted via this route. The Council also advertises all procurement activity on the Government's Contract Finder website.

7.3 Procurement Communication

7.3.1 The Council will publish the following information on its website:

- Guidance for suppliers on how to do business with the council,
- Details of forthcoming bidding opportunities,
- Contact details for each contract,
- Details of our key suppliers.
- We will advertise contracts by using electronic systems and other means in order to encourage greater diversity and competition.
- We will give potential suppliers an opportunity to discuss the procurement or commission in order to understand our requirements and assess their own suitability. Nothing will be done, however, which would give a particular business or provider an unfair advantage in competing for a specific contract.
- At tender stage we will require that all prime contractors outline their equality policies.

7.3.2 The Council will operate 'Fair Tender Processes' as follows:

- We will apply our rules and policies fairly.
- At pre-tender stage and during the tender process we will ensure that all responders have equal access to relevant information.
- We will keep the tender process as simple as possible in order to help minimise the costs to suppliers.
- If a pre-qualification stage is used we will use a council-wide prequalification questionnaire containing common core questions with limited bespoke additions for each contract. We will work with regional and national partners to ensure a consistent approach to pre-qualification.
- We will assess potential suppliers against published pre-qualification and tender evaluation criteria. These criteria will be proportionate to the risks of the individual contract process. In particular the criteria relating to financial standing will not to be set unreasonably as to exclude new or small businesses.

7.3.3 The Council will offer feedback on procurement submissions as follows:

- We will offer meaningful feedback, where requested, to suppliers following the procurement and commissioning process, in order that they can improve for future tenders.
- We will seek feedback from suppliers, and their respective trade associations, on our tender processes and address where we can any problems that are brought to our attention.
- We will publish a complaints procedure.

7.3.4 The Council will operate Contract Management as follows:

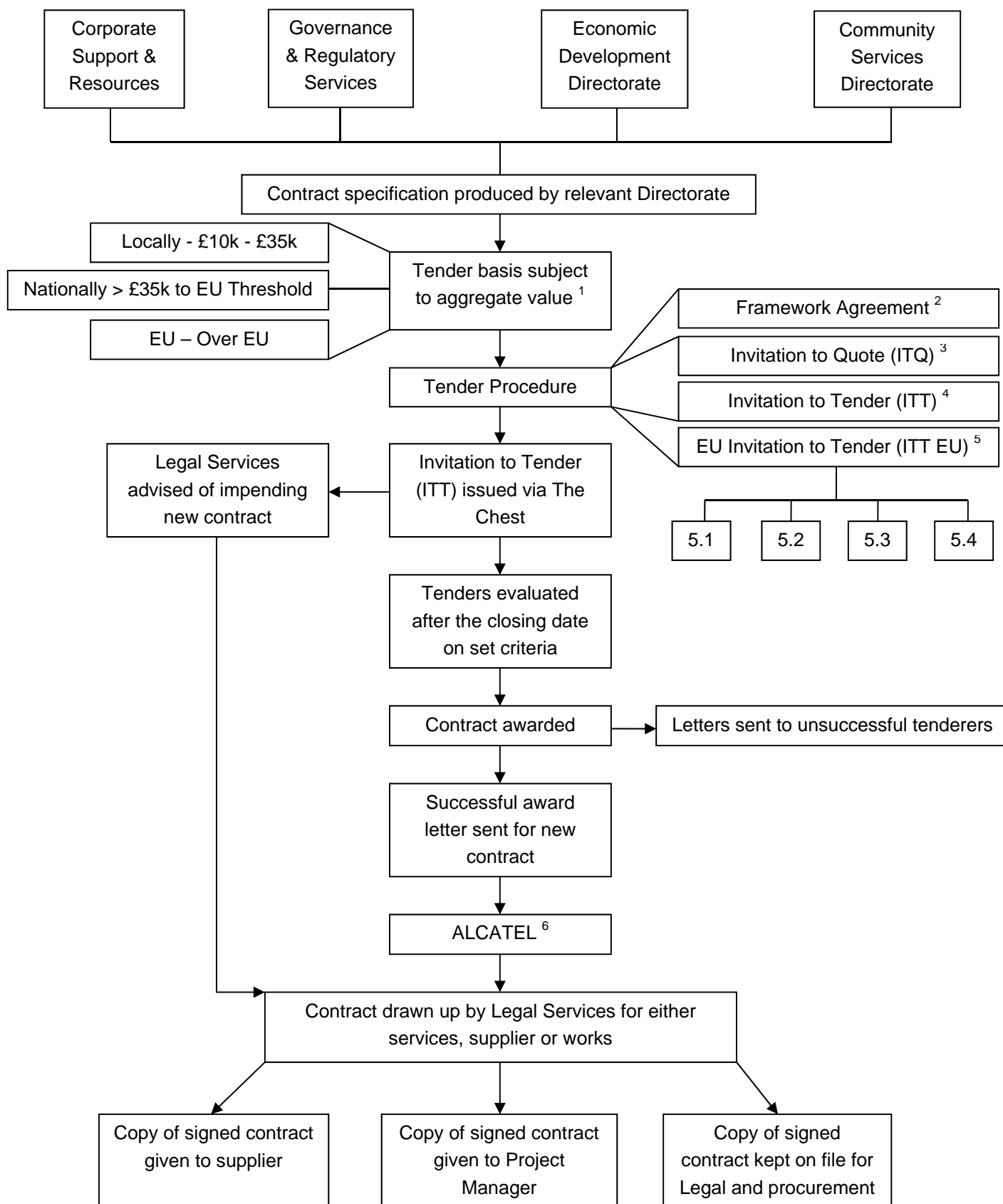
- We will treat suppliers openly and fairly.
- Suppliers will:
 - Be paid on time. (As quickly as possible but no more than 30 days from the receipt of an undisputed invoice).
 - In addition all suppliers with a CA post code will be paid within 10 days from the receipt of an undisputed invoice
 - Receive honest and constructive feedback on the supplier's performance of the contract.
 - Be given notice of any performance problems and an opportunity, if appropriate, to put matters right.
- All contracts will require our suppliers to pay their sub-contractors, throughout the supply chain, within a maximum of 30 days from receipt of an undisputed invoice.
- All contracts will clearly set out what is required of all parties.
- As customers we will make clear to our suppliers, and those wishing to do business with us, what is expected of them.

If you have any questions or comments about this strategy:

Telephone: 01228 817595
Email: procurementd@carlisle.gov.uk
Website: www.carlisle.gov.uk
Write: Carlisle City Council
Civic Centre
Rickergate
Carlisle
CA3 8QG

Appendices

Appendix 1 - Procurement procedure for all Contracts over £10k



Notes

1. All orders for works where the value exceeds £10,000 require a formal legal contract and should follow the procurement routes highlighted above.
2. Orders for works that fall below £10,000 should be placed with an official council order
3. The value of any contract should be determined by estimating how much is likely to be spent with the same supplier for the same service/works over a period of 4-years
4. EU threshold limits vary depending on contract type i.e. Services/Supplies or Works.
5. Framework Agreement – contact Procurement for details/advice.
6. ITQ – Invitation to Quote £10k < £35k
7. ITT – Invitation to Tender £35 – EU Threshold
8. ITT (EU) Above Threshold Invitation to Tender
 - 5.1 OPEN PROCEDURE
 - 5.2 RESTRICTED PROCEDURE – 2 stage including PQQ
 - 5.3 COMPETITIVE DIALOGUE PROCEDURE
 - 5.4 NEGOTIATED PROCEDURE
9. Alcatel – 10 day period after the contract has been awarded for tenderers to query/appeal against contract award.

Appendix 2 – Work Programme 01/04/17 to 31/03/19

Contract Title	Winning Supplier	Contract End	Value
Insurance Liabilities	RMP	01/04/2017	£161,441
Disabled Facilities Framework Agreement	Various 5 Lots	01/04/2017	Schedule of Rates
Purchase of Dry Recyclates	CWR	01/04/2017	
Bonfire Build & Fireshow	Merlin	31/05/2017	£45,000
Extension Drawings	B3	30/06/2017	
Replacement Firewall	Mavoda	30/07/2017	£78,948
Electronic Payments System	Allpay	31/07/2017	£70,000
Framework for Supply & Installation of Disabled Facilities Shower Room Toilets	PPM & Prism	31/08/2017	Schedule of Rates
Telephony Upgrade	Intrinsic	30/09/2017	£115,978
Hammonds Pond Cafe & Water Sports	Can You Experience	01/11/2017	Concession
Camping Provisions at Talkin Tarn	Herding Hill Farm	01/12/2017	Concession
Water Sports Talkin Tarn	Can You Experience	01/12/2017	Concession
Mechanical & Electrical Maintenance	Taylor ME	04/12/2017	£37,965
Business Travel Management	Gates Travel	31/12/2017	£80,000
Public Realm Signage	IS Group	11/01/2018	Schedule of Rates
Asset Valuation Programme	Hyde Harrington	31/01/2018	£24,000
Arboricultural Services Framework	Eden Treescaping, Orchard Tree Surgery , R&M Lowthe	31/01/2018	
Demonstration Project (Affordable Housing)	Riverside	31/03/2018	£40,000
Food Waste Digesters	GGs	01/04/2018	£45,372
Provision of an Occupational Health Service	BHSF	31/05/2018	
Stationery & Office Supplies	Commercial	08/06/2018	£130,000
Electric Half Hourly & Non	Npower	31/03/2019	£1,200,000
Vehicle & Plant Replacement Programme	Various		£1,440,000
Leisure Facilities Operator	GLL	28/11/17	£12,000,000

Appendix 3 – Procurement Action Plan

Action	Lead Officer / Resources	Timescales	Current Position
Implement Procurement and Commissioning Strategy	Chief Accountant/Finance Officer (Procurement)	Continuous – Updated and approved by Executive every two years	Revised strategy to be approved in early 2017
Promote Procurement roles, responsibilities, and procedures in the Authority	Procurement	Continuous	<p>Email sent to all staff with details of current thresholds and a link to guidance documents on the intranet.</p> <p>Documents to be kept up to date with procedures, thresholds and contact details.</p> <p>Annual Training provided as part of Ethical Governance Programme</p>
Ongoing monitoring to prioritise high or frequent spending areas and identify suitable framework agreement arrangements	Procurement	Monthly	<p>Currently utilise external frameworks for vehicle purchase, property disposal, fuel cards and consultancy.</p> <p>Developed our own for disabled facilities adaptations</p>

Action	Lead Officer / Resources	Timescales	Current Position
			and learning & development.
Tender Programme – Annual Activity Plan	Procurement	Continuous	<p>Programme produced for 2017-19. Additions and other ad-hoc to be added if/when confirmed.</p> <p>Contracts Register constantly monitored and published in line with Transparency agenda requirements</p>
Specification templates to be drafted and made available to all staff via the intranet to create efficiency in the Procurement service.	Procurement	Continuous	Guidance given at start of Procurement process to show what information is to be considered when writing a specification
Collaboration with Cumbrian councils and other authorities.	Procurement	Continuous	<p>Bi-monthly meetings with Cumbrian Councils – now expanded to include NHS and Police (EPiC)</p> <p>Currently utilise Cumbria</p>

Action	Lead Officer / Resources	Timescales	Current Position
			County Council's contracts for gas, electricity, cleaning and janitorial supplies, and business travel.
Active involvement in planned and existing (fully compliant) public sector national and local framework agreements.	Procurement	Continuous	<p>All Framework data held centrally by Procurement section.</p> <p>National frameworks being utilised for Vehicle Purchase, Property Services, Estates Professional Services and Agency Services.</p>
Update of the Procurement web pages and improvement of navigation through the Council's Internet site.	Procurement/Development Officer	Continuous	To be incorporated into the Website Redesign Project
<p>Manage the Chest supplier and contract management system:</p> <ul style="list-style-type: none"> • Tender Advertisement • Supplier interaction 	Procurement	Ongoing	All tenders above £35,000 and some RFQ's for over £10,000 being advertised on The Chest.

Action	Lead Officer / Resources	Timescales	Current Position
<ul style="list-style-type: none"> Electronic Templates 			
Key individuals identified at service level who are involved with procurement – ensuring training needs are identified and fulfilled.	Procurement/Contracts and Communities Manager	Annually	Sessions delivered on Procurement and Contract Management. Carried out annually.
Contract Register – ensure register is complete and up to date; Need to incorporate costing data if possible	Procurement/DIS	Ongoing	Monthly scheduled review of the Contract Register to be established and published in line with Transparency agenda requirements

