

Agenda Item 2

CUMBRIA LEADERSHIP BOARD

Minutes of a meeting of the Cumbria Leadership Board held on Friday, 14 January 2011 at 10.00 am at Cumbria Rural Enterprise Agency, Penrith

PRESENT

Mr E Martin (Chair)

Mr T Heslop	Allerdale Borough Council
Ms J Holland	CALC
Mr B Jameson	South Lakeland District Council
Mr W Jefferson	Lake District National Park Authority
Mr M Mitchelson	Carlisle City Council
Mr G Nicolson	Eden District Council
Mr M Taylor	Cumbria PCT
Ms E Woodburn	Copeland Borough Council

Also in Attendance:-

Mrs J Currie	- Cumbria County Council
Mr K Douglas	- Eden District Council
Mr A Haile	- Cumbria County Council
Dr D Roberts	- Cumbria County Council
Professor F Peck	- Centre for Regional Economic Development

50. APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr R S Cole and Mr J R Richardson.

The Chair welcomed Mr Williams to his first meeting of the Cumbria Leadership Board and everyone around the table introduced themselves.

51. NOTES OF PREVIOUS MEETING

RESOLVED that the minutes of the meeting held on 21 December 2010 be agreed as a true and accurate record.

52. CUMBRIA TOURIST BOARD

Members received a briefing from the Chief Executive of Cumbria Tourist Board, and the Chair of the Commercial Members Committee of CTB, which updated the Board on the latest situation in relation to Cumbria Tourist Board and its future funding.

The Chief Executive outlined a number of reasons for local authorities to invest in Cumbria Tourism, including:-

- Government/LEP growth priority
- Proven access to funding and intelligence
- Mature strategy and industry support
- Income for LAs
- High % of local people in tourism jobs
- Build on progress and partnerships
- Value for money – ROI
- Maintain 'Cumbria – Lake District' brand reputation

The Chief Executive briefed the Board on how the county's tourism sector worked and how investments made by local government in the industry and tourism bodies was used.

What does tourism mean to Cumbria?

- 40 million visitors a year (cf a resident population of 0.5m)
- 32,000 FTE jobs (some 20% of Cumbria's employment)
- £2bn to the county's economy each year
- 2nd most important industry to the county's economy

He outlined what the investment in tourism delivered from Cumbria Tourism to the local authorities:-

- **Leadership** – policy shaping and lobbying nationally, regionally and locally. Cumbria Tourism was the county's DMO (Destination Management Organisation) and it linked to the national agenda both in implementation locally but also in shaping and influencing the Government and VisitEngland. County and District Councils could influence this process through membership of CT's Exec Board and tactically through both CT's Working Groups and the County Tourism Officers' Group.
- **Co-ordination** – for the county's tourism industry to compete domestically and internationally it relied on collaboration and cooperation. The scope for individual businesses to contribute to Cumbria's visitor economy was more limited if the industry was fragmented and parochial. To maintain and grow the market share, Cumbria needed to work together. CT delivered the technological platform (Destination Management System, DMS) for the county to work together for mutual benefit – the DMS currently powered 14 county, local and thematic websites.
- **Intelligence** – the evidence to help and inform both the industry and public bodies about how and where to invest. CT compiles data about business performance, accommodation occupancy levels, the volume and value of the industry and changing trends in the holiday market. This was also vital information to help Local Authorities and others in their decision making about planning, budgets and place shaping.

- **Market Development** – given that tourism was an increasingly global and competitive industry it was vital that the county attracts new visitors and continued to encourage the purchasing of local sourced products and services. As such CT had developed and implemented a number of marketing themes that were designed to change the perceptions of the county in the minds of current non-visitors. Adventure, Culture and Food & Drink were used to do this and Cumbria was seeing successes in new types of visitors – younger, higher spending – coming to the county for the first time. One of the key ways of attracting new visitors was through major events; CT was a significant sponsor of Mountain, Food and Cultural events which generated additional visitors as well as benefitting the local community
- **Product Development** – Using market research and intelligence, there was also the need for improvements to the current visitor offer (not just the likes of accommodation and attractions but also TICs and public realm). CT had and would continue to source, secure and support this improvement drive by identifying and drawing in financial support and grants. It was currently delivering an accommodation improvement programme across rural Cumbria
- **Marketing and PR** – CT also had an important role in promoting the county outside of the county, above and beyond that which the vast majority of individual businesses, local authorities and tourism partnerships could deliver. Destination PR delivered the vital media exposure that the county needed and marketing was targeted, encouraging repeat visits and attracting new customers.
- **Investing in the Brand** - destinations across the globe were continuing to invest in brand development and marketing and the 'Lake District – Cumbria' brand continued to be one the County's most successful and powerful communication tools. There was real threat that the Lake District – Cumbria brand reputation would decline and as such would fairly soon have a detrimental effect on the economy, communities and environment.

The Chief Executive of CTB said that the fragmentation of effort needed to be avoided if Cumbria was to succeed in relation to tourism and he felt marketing was one area where the CTB could share a service with local authorities.

The Cumbria Leadership Board members asked that in the first instance this item be referred to Cumbria Chief Executives' Group for them to look at.
(Action: DR/JC).

The Chair thanked the Chief Executive and Chair of the Commercial Members Committee for attending today to talk to the Board.

53. ADDITIONAL AGENDA ITEM - FORESTRY

The Chair asked members to agree to add an urgent item on the agenda today on the Government Plans to sell off forests throughout the country. He wanted the support of the CLB to send a letter to the Secretary of State highlighting concerns about doing this. The CLB supported this.

The CLB was aware that a public consultation was imminent on the sale of significant parts of the Public Forest Estate. The forests of Cumbria were an integral and intrinsic part of the unique and beautiful Cumbrian landscape and should not be sold to the highest bidder.

The members felt that a deputation to London would be advantageous as there were many other issues that needed to be raised with ministers. After debate it was **AGREED** that,

- (1) A letter be written by the Chair and then circulated to all CLB members, for comment, before it is sent;
- (2) A letter be sent inviting the Secretary of State and/or a minister to meet with the leaders to discuss the proposals for Forestry and other issues affecting the Cumbrian economy.

54. LOCAL ECONOMIC ASSESSMENT

The County Council's Assistant Director – Economic Development presented a report which provided the background to the preparation and content of the Cumbria Local Economic Assessment (LEA).

In April 2010 a duty to produce LEAs was introduced and Cumbria responded by producing a first draft report in May 2010, followed by a further draft in September 2010. Both drafts had been subject to extensive consultation and the process is almost complete.

The substantial variations in findings across Cumbria were inevitably averaged out at a County level, but the key messages from the LEA were:-

People & Communities

- A rapidly ageing population structure
- Workplace earnings lower than average in most places
- Above average proportions of p/t and seasonal employment
- Relatively low Job Seeker Allowance claimant count
- Worklessness generally below average but pockets where it's very high
- Good educational achievements
- Relatively low level of young people not in education, employment or training.

Business & Enterprise

- Long term Gross Value Added (GVA) performance poor but significant improvements over medium and short term. Cumbria's GVA has been the fastest growing in the NW for the sixth successive year.
- Share of GVA from manufacturing is over a ¼ of all GVA but falling GVA from business services is half the national average
- Majority of businesses fairly small
- Most businesses appear to have withstood the recession reasonably well
- A few large businesses account for a high proportion of employment
- County vulnerable to decision-making in defence and energy sectors
- Above average employment in agriculture, manufacturing, hotels/restaurants and construction but below average in business and financial services
- Business births per 10,000 population are below average but survival rates are high

Infrastructure & Environment

- Housing affordability, supply and quality varies enormously around the county
- Rate of new housing development slowing
- Household growth predicted between 2001-2031
- Increases in vacant town centre floorspace 2007-09
- Appropriate and serviced employment land not necessarily located in areas of demand
- Natural environment recognised as amongst the finest in the UK

It was **AGREED** that the Cumbria Leadership Board endorses the Cumbria Local Economic Assessment.

55. NHS RESTRUCTURING

The Chair of NHS Cumbria gave the leadership board a presentation on the current plans for restructuring the health service.

Within Cumbria there was around £580 million spent each year on health and healthcare. It was the largest PCT in the north west and the 3rd largest by spend. There were 3 NHS Trusts:-

- Two acute trusts serving the North and South of the County (UHHMBT now a Foundation Trust)
- One mental health trust (which is also a Foundation Trust)
- One ambulance trust (serving the whole North West)
- 91 GP practices (with 326 GPs),
- 73 dental practices (with 174 dental practitioners),
- 92 pharmacies and
- 71 Opticians

The Government had recently published a White Paper 'Equity and Excellence: Liberating the NHS', which detailed how power would be devolved from Whitehall to patients and professionals.

Professionals would be free to focus on improving health outcomes so that they were amongst the best in the world. Improving the quality of care would become the main purpose of the NHS. Patients would get more choice and control, backed by an information revolution, so that services were more responsive to patients and designed around them, rather than patients having to fit around services.

Under the new plans, patients would be able to choose which GP practice they registered with, regardless of where they lived, and choose between consultant-led teams. More comprehensive and transparent information, such as patients' own ratings, would help them make these choices together with healthcare professionals.

Groups of GPs would be given freedom and responsibility for commissioning care for their local communities. Providers of services would have new freedoms and they would be more accountable. There would be greater competition in the NHS and greater cooperation. Services would be more joined up, supported by a new role for Local Authorities to support integration across health and social care. As a result of the changes, the NHS would be streamlined with fewer layers of bureaucracy. Strategic Health Authorities and Primary Care Trusts would be phased out. Management costs would be reduced so that as much resource as possible supported frontline services.

The White Paper set out some of the most wide reaching changes ever seen in the NHS.

It was hoped in the future NHS Services would include:-

- Seamless, holistic service – patients quickly assessed and offered the right care, support and treatment, at the right time and in the right place. Patients stopped from being "bounced" around the system.
- Clinical staff given more freedom and empowered to work with patients to determine the best treatment for them, rather than focusing on top-down targets
- Deliver more back-office and other efficiency savings to reinvest in frontline patient services
- Secure approval for a new health centre in Cleator Moor and replacement community hospital in Cockermouth, ensuring alignment of clinical models with WCH at Whitehaven
- Improved local services, especially hospital care for patients who still choose to leave Cumbria to receive costly out-of-county treatment which is already available in Cumbria.

Board members asked if it would be possible to receive a copy of the presentation used today **(Action: JC)**.

It was **AGREED** that,

- (1) This be added to the agenda for each meeting as a standing item
- (2) The Chief Executive of NHS Cumbria be asked to make a presentation at the next Cumbria Chief Executives' Group on this
- (3) There would be an item on the agenda for the next meeting on a proposed response to the Public Health White Paper

The Chair thanked the Chair of NHS Cumbria for his presentation.

56. LOCAL ENTERPRISE PARTNERSHIP (LEP) - STANDING ITEM

The County Council's Assistant Director – Economic Development tabled a report which updated the board on the first Cumbrian bids to the Regional Growth Fund.

The Assistant Director reminded the CLB that it was not essential that organisations wishing to submit bids to the regional growth fund consulted or sought support from Local Enterprise Partnerships. However it was recognised that LEP endorsement would lend weight to bids and the application process ask bidders to set out the level of discussion they have had with their respective LEP and Local Authority.

Through discussions with partners across Cumbria it would appear that the following bids could be expected:-

Roman Maryport	Hadrian's Wall Heritage
Westport Windows	Westport Windows
Albion Square	Copeland Borough Council/BECWC
Millom "Port"	Millom Port
Carlisle Tourism	Carlisle
Barrow Regeneration	Barrow Regeneration

It was recognised that a considerable number of potential bids had been withheld until the second or third rounds. This was in recognition that they were not sufficiently well advanced at this stage to ensure the best chance of success. It should also be noted that the second round would invite programme bids to be made. The Cumbria LEP would need to consider if it wanted to front such a bid.

In line with the arrangements suggested by the Cumbria LEP Chair bidders had been asked to submit their proposals for appraisal by close of play today. Recognising the short timescales this was a flexible deadline and the appraisal team would endeavour to consider submissions that arrive after the deadline.

A technical team has been established and would meet to appraise the submissions on Tuesday 18 January. A report on each project would be prepared for consideration by the Task and Finish Group. The Task and Finish Group had been scheduled to meet on Wednesday 19 January.

The Private Sector representative bodies comprised:

Cumbria Chamber of Commerce
Cumbria Social Enterprise Partnership
National Farmers Union
Cumbria Tourism
Federation of Small Businesses

The Cumbria Leaders' Board was therefore asked to nominate five members to join the task and Finish Group.

It was **AGREED** that the CLB membership to the Task & Finish Group would include:-

M Mitchelson
E Woodburn
T Heslop
G Nicolson
J Richardson

(T Markely would be a nominated substitute if any of the above were unavailable)

57. OPTIONS FOR IMPROVEMENT & EFFICIENCY IN CUMBRIA

The Chair of the Cumbria Improvement & Efficiency Partnership presented a report, which had already been considered by the Cumbria Chief Executives' Group which asked the board to consider the options for improvement and efficiency post June 2011.

At present CIEP was working towards a cessation of activity after June 2011 when NWIEP funding ceased across the region. However, in recognising the success of the work undertaken, facilitated and supported by CIEP during the last two and a half years and the potential benefits to be gained through collaboration, the CLB was asked to explore options for providing capacity across Cumbria and continuing the progress made.

In summary, the options available were:-

Option A – ‘Do Nothing’

Legacy of website of materials and information from the 2008-2011 CIEP programme. Some CIEP projects continue post June 11 with their own stand alone arrangements.

Option B – Mainstreaming Approach

Mainstreaming improvement and efficiency work into core activity; utilising existing resources and relying on relationships, networking and collaboration that are already in existence.

Option C - ‘Light touch’ Joint Improvement and Efficiency

‘Light touch’ programme of work on joint projects. All partners signed up to strategy which outlines ‘in kind’ support to other partners on some officer time, sharing good practice etc.

Option D – Continuation of CIEP Support Office (funded by partner contributions) to deliver Improvement & Efficiency Projects (funded internally by partners)

For partners to agree to funded contributions to enable the CIEP Support Office to continue. This will give the capacity for an improvement and efficiency structure to continue for Cumbria.

Option E - Shared Improvement & Efficiency Partnership for Cumbria (Support Office and projects funded by contribution by partners)

Building on the legacy and success of the past 3 years, a shared improvement and efficiency partnership for Cumbria. To drive forward the local agenda and give a collective approach and ambition to a shared programme of work (enhanced version of Option D with Support Office costs and project work to be funded by contributions from partners).

While recognising the challenging financial and policy environment faced by the public sector the CIEP Partnership Board expressed support for an approach that would combine aspects of Option B (Mainstreaming Approach) and Option C (Light touch Joint Improvement and Efficiency). It was noted that Cumbria would need to have a robust programme of joint improvement & efficiency projects which partners were committed to delivering. Such programmes would need to offer more than activity which could be delivered by a single organisation and must be aligned to the needs to our communities.

The Cumbria Leadership Board supported the option of combining aspects of Options B and C, however, in supporting this they would expect to see a programme of work which could be endorsed.

The Chair thanked the Chair of CIEP for the report.

58. FORWARD PLANNER

It was **AGREED** that a number of new items be added to the agenda planner, including:-

18 March 2011

- NHS Restructure – Update(Standing Item)
- CSR (Standing Item)
- LEP (Standing Item)
- Wind Turbines (not specified)
- European Issues (18 March)
- Review of Countywide Partnerships (not specified)
- Recycling Reward Briefing
- Europe
- The Olympic Torch

13 May (or alternative date – Minute No 58 refers)

- Sir Richard Leese
- Regional Engagement
- Youth Councils in Cumbria
- Adapting to Climate Change
- LAA Reward Funding
- Celebration of Youth

59. DATE & TIME OF NEXT MEETING

It was **AGREED** that a further joint meeting of CCEG and CLB be held on 15 April 2011 (**Action: DR/JC**).

Members asked that the meeting scheduled for 13 May 2011 be rescheduled to the end of April as it coincides with district council elections. This was **AGREED (Action: JC)**.

The Meeting ended at 1.25 pm