# Economic Growth Scrutiny Panel

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| Meeting Date: | 29 July 2021 |
| Portfolio: | Leader |
| Key Decision: | Yes |
| Within Policy and Budget Framework | Yes |
| Public / Private | Public |

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| Title: | Carlisle Plan 2021-2023 |
| Report of: | Deputy Chief Executive |
| Report Number: | PC 26/21 |

**Purpose / Summary:**
To progress the adoption of a new Carlisle Plan, which forms part of the Council's Policy Framework.

**Recommendations:**

- That the Panel consider and comment on the draft Carlisle Plan.

**Tracking**

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| Executive: | 31 August 2021 |
| Scrutiny: | Business & Transformation Scrutiny Panel 15 July 2021<br>Health & Wellbeing Scrutiny Panel 22 July 2021<br>Economic Growth Scrutiny Panel 29 July 2021 |
| Council: | 14 September 2021 |

## 1. BACKGROUND

1.1. The draft Carlisle Plan 2021-23 has been updated since the last round of scrutiny panels in April 2021.

1.2. Public consultation is now a possibility, with the lifting of the Covid-19 Restrictions on 19th July, as set out in the national roadmap.

## 2. PROPOSALS

2.1. The final draft version for public consultation has been agreed by the Leader.

2.2. A designed version of the content included in this report will be circulated to the Panel prior to the meeting. As well as the designed version, a digital illustrated map will be produced to showcase the investment and economic benefits, in terms of jobs and visitors, that the plan will deliver.

2.3. Progress on the programmes underpinning the draft Carlisle Plan will be reported in the quarterly performance report.

2.4. Service planning for 2021/22 has been completed and the Directorate and Corporate Plans have been agreed by Senior Management Team.

## 3. RISKS

3.1. The risks associated with the delivery of the Carlisle Plan will be managed in accordance with the Risk Management Assurance Framework Policy.

## 4. CONSULTATION

4.1. Initial consultation with the three scrutiny panels was completed in April 2021.

4.2. Public consultation has been planned and the outline plan for consultation is presented below:

| **Activity** | **Dates** |
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| Launch of public consultation | 9th July |
| Online consultation webpage and survey | 9th July to 6th August |
| Face to face consultation, linked to key projects:<br>• Greenmarket and Old Town Hall Assembly Room<br>• Tribe Carlisle, Bitts Park | 2nd – 6th August |
| July scrutiny round | 15th, 22nd and 29th July |
| End of public consultation | 6th August |

4.3. Effective consultation and engagement around the priorities and programme can be achieved by linking this work to the work on the key projects. Wherever possible, opportunities to promote the Carlisle Plan will be linked to the consultation and engagement work on the underpinning programmes.

4.4. Informal consultation on the plan will continue with partners engaged in delivering the priorities.

## 5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

5.1. The commitment of investment in Carlisle and development of clear programmes and strategies now means that it is an appropriate time to update the Carlisle Plan.

5.2. The recommendation is:

- That the Panel consider and comment on the draft Carlisle Plan.

## 6 CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

6.1 The draft Carlisle Plan sets out the new priorities.

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| **Appendices attached to report:** | Draft Carlisle Plan 2021-2023 word version<br>(A draft designed version will be shared prior to meeting)<br>Economic Development Directorate Plan 2020-2023 |

**Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers: None**

**CORPORATE IMPLICATIONS:**

**LEGAL -** The Carlisle Plan 2021-23 replaces the previous Carlisle Plan 2015-18 and forms part of the Council's Policy Framework. In exercising some statutory powers, the Council must have regard to its approved Plan.

**FINANCE –** There are no specific financial implications of adopting the Carlisle Plan, however the plan will be used to inform future budget processes to align council resources to the priorities contained within it.

**EQUALITY –** None. The equality impacts will be considered within the programmes and projects of the two priorities.

**PROPERTY –** Carlisle City Council has an extensive property portfolio that can assist in delivering the aspirations of the plan.

**INFORMATION GOVERNANCE –** None.

# Carlisle Plan

# 2021-23

## The vision

To enable Carlisle to grow and prosper as the capital of the Borderlands region, benefiting the health and wellbeing of the people of Carlisle.

We will work in partnership so that all can enjoy the benefits of new opportunities and choices, whilst rising to the challenges of a changing climate.

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# Foreword

As Leader of Carlisle City Council, it is my privilege to present the Carlisle Plan - an ambitious plan to deliver growth. It has been an unprecedented period and the Covid-19 pandemic has tested our resilience and impacted on all our lives.

Working with partners, more than £250 million of government funding has been secured to deliver housing, infrastructure, and regeneration projects. This is in addition to the two major projects already underway - The Sands Centre Redevelopment and the reinstatement of the ground floor of the Civic Centre.

Carlisle is now well placed to bounce back from the impact of the pandemic and the programmes and projects in this Plan will make a tremendous contribution to this recovery. The Council is the lead for programmes and projects including, St. Cuthbert's Garden Village, the Future High Street Fund and Town Deal.

In simple terms this means supporting existing jobs and developing new jobs, building new homes, and creating new opportunities for economic growth. The health and wellbeing of all our residents remains the focus of the response and recovery from the pandemic, this Plan will continue to support the good, lifelong health and wellbeing of our residents and visitors.

In my time as Leader of the Council I have been consistently impressed at how the Council delivers good quality services, delivered in a customer friendly way. The recent response of all staff to the pandemic has been truly magnificent, a real credit to the Council at a time of great need.

The focus on two priorities, economic growth and health and wellbeing, will continue to guide our use of new and existing resources. This is in addition to the daily delivery of all the Council services, which are equally important but often less visible.

Working together we can deliver economic growth and improve health and wellbeing.

Leader of Carlisle City Council, Cllr John Mallinson

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# Introduction

The Carlisle Plan, the third of its kind, is an ambitious plan setting out the Council's vision, priorities and key actions.

Carlisle is the capital of Cumbria with a population more than 108,000. The city is recognised as the capital of an economic region serving 1.1 million people who live in Cumbria, Northumberland, and Southern Scotland.
The City of Carlisle is the largest settlement in the district with more than two thirds of the population. The remaining population is distinctly more rural and in places extremely sparse. The most significant rural populations are in smaller market towns and large villages spread across the district, including Brampton, Dalston, Longtown and Wetheral.

Across the district, there are a wealth of natural and cultural assets making Carlisle a great place to live, work and visit. Carlisle draws strength from its strategic location, with heritage and environmental sites of national and international importance (Solway Coast and North Pennines) and good connections to national infrastructure.
Now is a golden opportunity for growth and development, Carlisle can build on its established economic role whilst encouraging the development of new sectors and entrepreneurship.

Carlisle is set within some of the country's most spectacular natural scenery and the city is the final stop for three of the country's scenic railway lines (Settle to Carlisle, Cumbria Coast Line and Tyne Valley Line). Landmark buildings and heritage sites such as Carlisle Castle, Carlisle Cathedral, Lanercost Priory and Hadrian's Wall attract visitors from across the world.

The Covid-19 pandemic has had a significant impact on our local economy. The impact has highlighted the importance of health and wellbeing across all communities reminding us that Carlisle is a place focused on tackling health inequalities and enabling communities to thrive and be healthy. This Plan will help Carlisle to bounce back from this public health emergency, with greater confidence and commitment to meet future challenges.

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# The Vision

To enable Carlisle to grow and prosper as the regional capital, benefiting the health and wellbeing of the people of Carlisle.

We will work in partnership so that all can enjoy the benefits of new opportunities and choices, whilst rising to the challenges of a changing climate.

The Council plays a key role in enabling growth and prosperity, building on Carlisle's reputation as a regional economic capital. Our focus is on raising prosperity levels across the district as the primary purpose of the Plan; prosperity being the most important determinant of health and wellbeing. Improving health and wellbeing and tackling Climate Change will run through all our plans and services.

There are challenges ahead that will impact especially on our rural areas due to their ageing population, accessibility and often higher living and infrastructure costs. Knowing these issues and adapting policies and practices to meet the needs of rural areas will be vital to fulfilling the Vision.

Many of our activities and assets have a significant impact on the wider social, economic, and environmental determinants of health and wellbeing. Our employees work to address health inequalities daily and have a positive impact on the lives of some of the most vulnerable residents in Carlisle. We will continue to support the work of the Carlisle Healthy City partnership and the aspirations outlined in the Phase VII World Health Organisation Healthy City Plan.

We will be the best possible partner to organisations, communities and individuals that share our commitment, clarity, and confidence in Carlisle. We will help shape the future of Carlisle, delivering the priorities in the Plan whilst operating a highly effective organisation where employees are supported to be the best they can be. We will continue to adapt to meet the financial challenges of the future by carefully and confidently allocating our resources whilst seeking to develop new income streams that add value to the local economy.

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# Principles

## The Seven Principles of Public Life

All officers and Carlisle City Councillors adhere to The Seven Principles of Public Life (also known as the Nolan Principles):

- Selflessness.
- Integrity.
- Objectivity.
- Accountability.
- Openness.
- Honesty.
- Leadership.

## Clarity, confidence, and commitment

Three principles have been developed by our staff and Councillors to guide how we will deliver the vision for Carlisle:

- Clarity.
- Confidence.
- Commitment.

We are a clear, committed, and confident Council.

By setting out our vision, we show that we understand the needs of Carlisle's residents, businesses, and visitors. Our plans to respond to these needs are clear and straightforward. We know what is expected of us and do our best to create clarity in how we work.

We are committed to achieving our vision for Carlisle. We will ensure that our day to day work and resources are consistent with the priorities.

We will continue to work effectively with partners to drive positive change for Carlisle and will celebrate our successes and achievements. As part of our ongoing work to develop all our communities we will engage young people and make sure the Carlisle Plan helps to deliver their aspirations for Carlisle.

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# Priorities

## Economic growth

**We will continue to prioritise the current response to and rapid recovery from the economic impacts of the Covid-19 pandemic on the local economy.**

We aim to deliver inclusive and sustainable economic growth, ensuring we provide opportunities for all our communities to prosper. We will boost the local economy, making Carlisle a more attractive place for investment, improving skills and drive key sector development. Committed to ensuring our growth agenda is as inclusive as possible, we will ensure that our activities benefit our rural communities.
We see improving connectivity as a key driver, both through the delivery of transport and digital connectivity, as well supporting the development of low carbon transport.

Carlisle's population will increase through housing-led growth and the delivery of St Cuthbert's Garden Village (SCGV). This will add to the vibrancy and activity in Carlisle City Centre, creating a thriving community for students, residents, businesses, and workers using the City Centre for education, housing, work, and leisure activities, during the day and into the evening. We will also grow Carlisle's visitor economy, attracting additional footfall and spending to the city.

## Key economic growth programmes and projects

### Delivering the Borderlands Inclusive Growth Deal:

- Carlisle Station Gateway: improving the railway station and surrounding public spaces as the key transport hub for the Borderlands and preparing for HS2, high speed railway linking London, the North and Central Scotland. The investment will transform the station and strengthen the strategic connectivity to Carlisle and to the wider Borderlands region. The Carlisle Station Gateway project includes:
  - Northern Gateway: Partial pedestrianisation of Court Square, enhancements to the space for passengers to enter and exit the station with easy access to ticket purchasing facilities. It will significantly reduce vehicular movements to the North of the station and Court Square, with improved connection to the city centre.
  - Station Building and Interior: Enhancements to the access to the platforms from the north and the undercroft using an easily accessible stairway. The undercroft will also be enhanced to provide a secure and welcoming entrance to the station from the South. Secure cycle parking, an improved historic entrance from the north, and improved/modernised passenger facilities are also included.
  - Southern Gateway: A new southern entrance and car parking facility will be created at the Southern part of the station. A total of 423 station car parking spaces is proposed, including disabled and electric bays. Together with the parking, coach services, rail replacement services and pick-up and drop-off will also be relocated to the southern side of the station.

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    - Enabling Streets and Junctions: Junction improvements at Victoria Viaduct / James Street, Water Street, Crown Street and Court Square Brow to improve access to the station, particularly for pedestrians.
- Citadels University Campus: developing a new City Centre campus/headquarters for the University of Cumbria. Investing in the university to attract greater student numbers and boost the number of Higher Education (HE) learners and graduates in Carlisle. The Citadels are a major gateway into the city and are a key part of the history and identity of Carlisle. As part of the Borderlands Inclusive Growth Deal, £50 million of funding has been allocated for the second phase the Growth Deal to bring new purpose to The Citadels and adjacent site. Plans are now in place to transform the Citadels Buildings and the adjacent site to become a new home for the University of Cumbria. The project is being developed jointly by Cumbria County Council, Carlisle City Council and the University of Cumbria working with Cumbria LEP as a key partner.
- Citadels Business Infrastructure: Creating a new bespoke business hub for the Creative and Digital sector, supporting the growth of an emerging high value sector in the city to boost productivity, reputation, and reach. This will be 888 square metres of hyper fast digitally enabled business interaction and accommodation space, linked to the University of Cumbria's flagship campus development.
- Support and lobby for the improvement/increased coverage of rural public transport networks, including the reopening of Gilsland railway station and Borders rail feasibility study.
- Improving digital infrastructure and access through the Borderlands digital voucher scheme, providing a new innovation centre for the digital sector at the Citadels and improving skills through the proposed digital and community learning hub.
- Delivery of the Longtown Place Plan: Working with local communities in Longtown to develop a locally owned place plan for Longtown, to seek investment in the town from the Borderlands Inclusive Growth Deal.
- Destination Borderlands (Hadrian's Wall): Seeking to work with key partners such as Tullie House Museum and Art Gallery to bring investment to the western side of the Wall, boost visitor numbers, create new jobs and support rural communities.
- Digital Voucher Scheme: providing opportunity for greater broadband speed for rural communities and businesses.

## Delivering St Cuthbert's Garden Village:

- Delivery of 10,000 new homes and over 9,000 direct jobs south of Carlisle. St Cuthbert's Garden Village (SCGV) is one of the largest developments of its kind nationally and the largest in the north of England in terms of new homes, supporting facilities and infrastructure.
- Establishing new communities where population health, wellbeing and environmental sustainability goals are at the heart of good design and land use.

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- Providing improved walking and cycling infrastructure through projects such as St Cuthbert's Garden Village, Southern Link Road and Town Deal.
- Through our successful bid to the Government's New Development Corporation Competition (£745,000), we will explore with MHCLG options for appropriate delivery mechanisms to deliver the St Cuthbert's Garden Village and ensure the long-term management and maintenance of the community infrastructure that will be created.

## Delivering the Future High Street Fund, Towns Fund, Town Deal Accelerated Fund, and related regeneration projects:

- Reimagining the Market Square. The Market Square is the most substantial public space in the city centre, spanning 6,000 square metres, through improvements to the infrastructure and public realm of the square, it will become more of a focal point for residents and visitors.
- Repurposing 6-24 Castle Street. As part of moving away from a reliance on retail in the city centre, current vacant units could be used for several non-retail purposes that attract people to the city centre. This could help reactivate Carlisle's Historic Quarter increasing both weekend and weekday footfall.
- Pedestrianised improvements to Devonshire Street. Reducing the carriageway on Devonshire Street could provide more space for pedestrians and businesses to spill into, which would encourage activity and dwelling time in the street. The businesses currently located on the northern edge of the street offer a possibility to create a spacious outdoor seating area.
- Redevelopment of the former Central Plaza site. The Central Plaza was a Grade II Listed building which was previously a hotel until it closed in 2004. It occupies a key site on Victoria Viaduct, and its deterioration has arguably blighted this part of the city centre relative to other areas. With the site now cleared and £4.7m grant funding available, a number of the redevelopment options have become viable.
- Start with the Park (St Cuthbert's Garden Village).The 'Start with the Park' project will provide the 'Greenway' a connective, multi-modal green travel route connecting the key settlements of SCGV with Carlisle City Centre and providing high quality leisure and recreation facilities. The project will position SCGV as a unique and attractive destination for working-age families. delivering 7km of new/improved walking and cycling infrastructure and 5Ha of public realm/green space, setting the scene for future phases of development.
- Project Tullie, Welcome & Entrance to Tullie House Museum: Part of a wider programme of investment at Tullie House Museum, this project will better connect the Museum to the surrounding streetscape, increasing its visibility by providing a clear and contemporary point of arrival for visitors.
- Digital and Community Learning Hub. Investing in community learning to improve the local skills base. The refurbishment of the City Centre Library will create an accessible digital skills and community learning hub. This includes the installation of digital equipment and training materials in 13 community venues.

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- Market Hall. This investment is to improve the infrastructure and internal structure in the Market Hall, to improve the experience for shoppers and visitors and explore options to create a food court and events space.
- Lighting-up Carlisle project (event and infrastructure). This investment of capital funding in digital lighting equipment is to support an expand the events programme.
- Citadels Business Infrastructure (Linked to Borderlands Inclusive Growth Deal). This is part of a wider development scheme to bring a new University campus on the grade I listed Citadels site, this project will create a purpose built hyper fast digitally enabled business interaction and accommodation space, linked to the University of Cumbria's flagship campus development.
- Caldew Riverside: Remediation of development site with potential to provide new city centre living opportunities. Caldew Riverside is a 3.16 ha (7.81acres) site located within an Edge of Centre location to the South of Carlisle City Centre, within 200 metres from Carlisle Railway Station and 40 metres from the historic quarter. The site is the best and only available location for the delivery of strategic scale residential development close to centre. Due to its location, it has the potential to deliver a high quality, transformational riverside residential development that will showcase and catalyse the city centre living market in terms of both supply and demand. This development site can accommodate an estimated 120 - 150 homes as identified in the current local plan period, with 20% affordable housing policy compliance within the designated zone.
- Creation of a temporary, modular 'pod village' in Bitts Park, providing a vibrant small business hub. The temporary Bitts Park courtyard will be based close to the car park. It will be populated by local businesses and will provide additional amenities for the benefit of park users. It will be constructed from six upcycled containers and will house up to 13 small independent businesses, with a diverse mixture of tenants that includes food and drink, retail and arts. Tenants will be either start-ups, looking to grow or well-established in the local area, which will ensure a collaborative, diverse and progressive working environment.

## Building on success through new economic opportunities:

- Kingmoor Park Enterprise Zone: continuing support for the first Enterprise Zone in Cumbria as a local hub for key sectors such as manufacturing and logistics and an environment that welcomes new investors and high growth organisations.
- Development of a Rural Strategy: to explore opportunities and issues, building on the learning from the Place Planning work in the Borderlands Inclusive Growth Deal.
- Proactively position Carlisle for future investment: encourage private and public sector investment in Carlisle to improve productivity, help grow and boost the city; bringing in key employers and more high value jobs, while also ensuring we have investment in our infrastructure to help build Carlisle's future. Making it clear to government and the private sector alike that Carlisle is open for business.

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- Grow our visitor economy: ensuring that Carlisle's strong potential as a tourist destination is realised, through providing an enhanced visitor experience with new attractions and increased vibrancy, whilst continuing work to promote the city through the Discover Carlisle brand. Developing a national marketing campaign for Carlisle that showcases the inward investment and the 2000 years of history.
- Working in partnership to tackle the carbon footprint of tourism.

## Health and wellbeing

**We will continue to prioritise the current response to and rapid recovery from the health and wellbeing impacts of Covid-19 pandemic**.

We will work with our partners in the public, health, private and voluntary sectors to deliver a broad programme that will support the good, lifelong health and wellbeing of our residents and visitors. This priority builds on the framework of the Cumbria Public Health Strategy and WHO Healthy City Programme with projects and programmes that will focus on the determinants of health; a sense of place and safety; the quality of the local environment and tackling Climate Change together.

Housing and a sense of home is fundamental to health and wellbeing. We will continue to tackle homelessness and rough sleeping with a strategic focus on early intervention and prevention rather than crisis management. We will also seek to improve the homes of residents in most need, ensuring that everyone has access to safe, warm, affordable housing.

As a Sustainable Food City, we will promote a vibrant and diverse food economy, with local communities having access to a range of healthy and affordable food options. We will continue to reduce waste and increase recycling and energy recovery, helping to reduce the Carbon footprint of our current lifestyles.

All communities will have good access to a wide range of recreational, leisure and exercise opportunities, that are both diverse and affordable. We will encourage opportunities to participate in and engage with the arts and culture, the strategic focus will be on establishing Carlisle as a central hub for culture within the wider region. Accessible green spaces have a vital role in human health and wellbeing as well as providing opportunities to increase net biodiversity gains through improved wildlife habitats.

Making Carlisle a great and safe place to walk, cycle, and use electric vehicles, alongside public transport systems will increase activity and reduce the Carbon footprint of local journeys.

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## Key health and wellbeing programmes and projects

### Delivering the Phase VII World Health Organisation Healthy City Plan:

- Work with partners to deliver on key district wide actions associated with the WHO six Ps (People, Place, Prosperity, Planet, Peace, Participation).
- Via the County-wide Public Health Strategy and WHO 6 Ps sustain a focus on delivering projects and programmes that address - healthy weight management, physical activity levels, developing a child friendly city, supporting vulnerable adults, addressing mental health management particularly post Covid19 restrictions.
- Continue to influence and shape public planning policy for key developments such as the St Cuthbert's Garden Village, city centre redevelopment and other key place-based developments.

### Delivering The Sands Centre Redevelopment project:

- The delivery of a new £27 million flagship sport, leisure, and entertainment facility at the heart of the City will transform the quality and accessibility of health and leisure provision in our district. The new facilities will also enhance our strong partnership relationships with NHS providers focused on improving population health. The Sands Centre will host an extensive Musculoskeletal Unit designed to offer patients treatment and preventative services in a leisure setting.
- The design and development of the new facilities include a range of sustainable features which will support the Council's plans for reducing Carbon emissions, improving energy efficiency, and providing sustainable, healthy transport options.
- The new extension will significantly improve the access opportunities for all our communities to use and enjoy the facilities and services. Access to the building will be significantly improved from all points as will the internal layout. The development of the project has used an inclusive design approach to ensure equal access and wellbeing. This will assist users with physical and other conditions such as dementia to make full use of the site and surroundings.
- The facilities will also improve the existing opportunities for The Sands to host performances, cultural events, and conferences.

### Supporting the delivery of partnership plans:

- Deliver the National Lottery funded Place Standard programme to engage with local communities across the district to identify and work together on addressing local issues of concern.
- Develop and deliver an application to the National Lottery Partnership Fund to seek support for a project that will improve our ways of securing and delivering community funding programmes.

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- Work with key partners to build on the work of the Carlisle Resilience Group and develop a stronger communities' network that can continue to support residents to participate in community action.

## Delivering the Homelessness Prevention and Rough Sleepers Strategy:

- Reduction of multiple exclusion homelessness and rough sleeping.
- Prioritising early intervention and prevention of homelessness.
- Promoting safeguarding and harm minimisation support for victims of domestic violence.
- Increasing access to flexible move on accommodation and support options available for people experiencing homelessness.
- Improve experiences and opportunities for young people and children experiencing homelessness.
- Increase key partnerships to respond effectively to local emergency situations.
- Meeting the Council's commitments via the Armed Forces Covenant by providing housing choices and support for those leaving the services.

**Delivering the private sector housing standards to include a range of grants, advice, support and regulation:**

- Programme of Disabled Facilities Grant and discretionary grants funded through the Better Care Fund.
- Hospital Discharge Grants to anyone who is in hospital, or has recently been discharged, and requires emergency repairs or measures to get them home.
- Working to address fuel poverty, improve energy efficiency and reduce Carbon emissions.
- Work to help bring empty homes back into use.

## Delivering the Local Environment (Climate Change) Strategy

Climate Change presents new challenges and opportunities for our whole region. In partnership we are committed to working towards a net zero Carbon future for Carlisle, Cumbria, and the Borderlands. Through programme and partnership working we can realise the cross-cutting co-benefits presented by the two priorities of economic growth and health and wellbeing. There are clear health benefits from improved air quality, healthier diets and more walking and cycling. The drive for clean growth has the potential for industrial and commercial opportunities. The strategy has the following objectives:

- Reducing emissions from the City Council estate and operations.

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- Reducing energy consumption and emissions from homes and businesses in Carlisle and tackling fuel poverty, by promoting energy efficiency measures, sustainable construction, renewable energy sources and behaviour change.
- Reducing emissions from transport by promoting sustainable transport, reducing car travel and traffic congestion, and encouraging behaviour change.
- Reducing consumption of resources, increasing recycling, and reducing waste.
- Supporting council services, residents, and businesses to mitigate against and adapt to the impacts of Climate Change.

## Delivering the Green Spaces Strategy and supporting the delivery of the Local Cycling and Walking Infrastructure Plan (CWIP):

- To make sure that Carlisle's reputation as a place that is enriched by its wealth of green spaces is enhanced as the city continues to grow and develop, recognising the health benefits from contact with green space and the natural environment and maintaining the current standard of 3.6ha of green space per 1000 population.
- To meet and exceed a set of challenging quality standards for all green spaces which will ensure they are safe, attractive, and welcoming for everyone who visits them.
- To make sure that all residents and our visitors have easy access to our inspirational green spaces, whatever their level of physical ability and that we take every opportunity to link and connect green spaces, walking and cycling routes, nature reserves and riversides.
- To manage our green estate as a diverse and flourishing natural resource which provides a range of environmental services including resilience against future flooding, reducing the impacts of and mitigation against Climate Change and enhancing biodiversity to provide rich and varied wildlife habitats.
- To nurture and support the role of our communities in caring for our green spaces and natural resources, encouraging them to take a leading role where appropriate and promoting green spaces as a primary resource in the cultural life of the city including as venues for events, play, sports and recreational activities**.**
- Make an ongoing and effective contribution to the development of extensive cycling and walking infrastructure plans for Carlisle, building on the existing infrastructure, increasing and improving the range of cycle and walking options and ensuring that these safe routes are widely publicised and sign posted.

## Developing the new Cumbria Waste Strategy:

- Development of the new Waste and Recycling Strategy which presents an opportunity to reflect the aims and objectives of the Resources & Waste Strategy, the Environment Bill, Clean Growth Strategy and Litter Strategy. The strategy will bring together the strategic aims of these national strategies with a focus on waste reduction, Carbon impacts, and future waste management infrastructure.

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**Supporting the delivery of the Carlisle Cultural Framework:**

- Placing culture at the heart of Carlisle's ambitions for environmental sustainability, inclusive economic prosperity, and good health for all.
- Embedding culture within regeneration and local planning to attract investment for city centre transformation and infrastructure development.
- Playing a full and active role in Carlisle's ongoing commitment as a World Health Organisation, Healthy City, using culture to improve the wider determinants of health, wellbeing, and community cohesion.
- Supporting artists and venues to emerge stronger from the COVID-19 crisis.
- Co-ordinating and promoting an exciting, wide-ranging, and inclusive programme of events in the city centre and across the district.

# Performance Monitoring

The Carlisle Plan priorities and projects, and all other council services, will be delivered in line with the Council's Budget and Policy Framework.

We will measure progress against the plan through an updated performance framework. This framework will include progress in key projects, risks, and opportunities.

A new set of measures will be agreed with Service Managers and the Senior Management Team. We will present these measures under each priority; their purpose will be to help steer services and projects towards the benefits we want to achieve by implementing the plan. The performance framework will be monitored through Directorate Management Team meetings and a quarterly report to Senior Management Team. A quarterly summary of performance will be reported to Executive and Overview and Scrutiny.

The Carlisle Plan will be reviewed annually before the setting of service plans within our Directorates.

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If you require an alternative language or format please contact us to discuss your needs.
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# Carlisle Plan 2020 - 2023
# Economic Development Priorities

**Our Vision**: *The City of Carlisle is ambitious to grow, leading the way in unleashing the full economic potential of Cumbria and the wider Borderlands area, and closing the prosperity gap with other parts of the UK. As the business and population capital of the region, a university city, and the strategically located Borderlands hub connecting Cumbria to the rest of the UK, Carlisle has the assets, strengths and potential to drive future prosperity and growth across the region. Carlisle will be a thriving centre for businesses, residents, education, and culture providing new jobs, thousands of extra homes, better skills, a high-quality leisure offer, a clean environment, and a great quality of life for a growing resident population and workforce. It will be a flourishing visitor destination, welcoming tourists to the City and offering an attractive gateway to the beauty of the wider Cumbrian and Borderlands region.*

| Strategic Objective | **Growing City District:**<br>**Growing the working-age population of Carlisle and expanding the business and employment base, through investment in housing, business growth, high-quality job creation, and education & skills.** | **Resilient and Inclusive City District:**<br>**Enabling Carlisle's businesses, people and communities to be resilient to current and future economic and environmental challenges including climate change, economic exclusion and unemployment, and recovery from the Covid-19 pandemic.** | **Connected City District:**<br>**Making Carlisle a highly accessible and connected city, and supporting growth by making it easier for residents, workers, students and businesses to arrive at and move around the City.** | **Vibrant City District:**<br>**Increasing vibrancy and activity in Carlisle city centre, creating a thriving community of students, residents, businesses and workers using the centre for education, housing, work and leisure activities, during the day and into the evening.** | **Destination City District:**<br>**Enabling Carlisle's visitor economy, attracting additional footfall, vibrancy and spending to the City.** |
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| **Our Aims** | 1. Grow Carlisle's population through housing-led growth with a focus on clean housing growth and low carbon lifestyles.<br>2. Grow the local business base by providing infrastructure, workspaces and accommodation that meet the changing needs of businesses.<br>3. Support the rural economy and strengthen the links between the agricultural and food processing sectors<br>4. Provide the housing, jobs and learning opportunities to attract and retain more young people.<br>5. Actively promote and market Carlisle as a great place to live and work, attracting people and businesses from outside the region to locate and invest in the City | 1. Support businesses and communities to recover from the impacts of the Covid-19 pandemic.<br>2. Deliver inclusive growth, ensuring that residents from all backgrounds have the skills needed to access new jobs and participate in a digital economy.<br>3. Build resilience in the local economy through the diversification of our industrial base<br>4. Retain wealth in the area by ensuring businesses have access to a skilled local labour force and the development of local supply chains.<br>5. Establish Carlisle an exemplar in clean growth. | 1. Improve access into and out of the City, enhancing connectivity to Cumbria and the wider UK<br>2. Enhance the City's digital infrastructure, providing outstanding connectivity.<br>3. Address the challenge of digital exclusion in Carlisle by improving both access and literacy<br>4. Improve Carlisle's low carbon transport provision including expansion of the electric vehicle infrastructure.<br>5. Facilitate active travel, increase the number of journeys made by walking and cycling; | 1. Develop a new campus in the City Centre for the University of Cumbria and develop Carlisle 'University City' status.<br>2. Develop the cultural and leisure sector and reduce the dependency on retail and improve the offer and experience for both residents and visitors<br>3. Provide new high-quality residential / urban living developments to grow the city centre population<br>4. Create additional workspace and business accommodation, attracting more business activity to the city centre.<br>5. Improve the public realm, making the City centre a more attractive place to spend time in. | 1. Strengthen Carlisle's offer as a short stay destination and a tourist gateway to the wider Cumbria area, Hadrian's Wall World Heritage Site, and the Lake District National Park World Heritage site.<br>2. Diversify and strengthen the visitor and leisure offer in the city centre by investing in the development and improvement of Carlisle's key heritage and cultural assets.<br>3. Revitalise and improve access / orientation to the historic quarter to unleash its full potential.<br>4. Improve the City's visitor accommodation offer, including high-quality hotel developments.<br>5. Offer new reasons for visitors to come to the City, include events and festivals that are distinctive to Carlisle |
| **Project Activity** | • Carlisle District Local Plan Review<br>• Adopt a Local Plan for SCGV and undertake a design competition for 'Start with the Park'<br>• Support the expansion of Kingmoor Park EZ<br>• Production of a Town Investment Plan and the development of a Town Deal for Carlisle<br>• Redevelopment of the Citadels<br>• Borderlands Business Infrastructure Programme<br>• Develop a Rural Strategy | • Refresh of the existing economic / rural strategy<br>• City Centre Business Support<br>• RHSS Projects: eg Development of Business Support Hub / Business Directory to better engage with local businesses, build local supply chains / shop local<br>• Implementation of the Climate Change Strategy<br>• Carlisle Ambassadors<br>• Production of a Borderlands Energy Masterplan<br>• Borderlands Place Programme<br>• Borderlands Natural Capital Programme | • Borderlands - Carlisle Citadel Station improvements<br>• Delivery of the Carlisle Southern Link Road<br>• The production of Local Cycling and Walking Infrastructure Plan for Carlisle<br>• Production of a Transport and Movement Study for the city centre<br>• Development and delivery of the Future High Street Fund programme<br>• Towns Fund<br>• Borderlands Digital / Voucher Scheme | • Development and delivery of the Future High Street Fund programme<br>• Redevelopment of Caldew Riverside<br>• Redevelopment of the Former Central Plaza<br>• Redevelopment of the Citadels<br>• Production of a City Centre Investment Framework<br>• Development of a City Centre Events Programme<br>• Young Carlisle Ambassadors<br>• Improving the offer of the Market Hall | • Development of appropriate promotional material including business prospectus<br>• Carlisle Ambassadors - Raise the profile of Carlisle through business engagement / to engage partners in promoting the Carlisle story / offer<br>• England's Historic Cities Consortia to maximise tourism opportunities for the visitor economy<br>• Discover England Fund projects to support our visitor economy<br>• Maximise the opportunities and links that Carlisle has to the Hadrian's Wall World Heritage Site<br>• Borderlands Destination Programme (Hadrian's Wall)<br>• Develop a heritage strategy<br>• Redevelopment of the Former Central Plaza |
| **Outcomes** | **The growing city of Carlisle will be a great place to:**<br>• **work, with thriving businesses creating high quality, well paid jobs for a growing working-age population.**<br>• **learn, with access to excellent education and skills ddevelopment in an outstanding learning environment**<br>• **invest and do business with an active Business Community working to promote each other, support and maintain local supply chains and promote their offer outside Carlisle**<br>• **live in, a place offering high quality green spaces, affordable housing in a healthy environment with a high-quality transport infrastructure providing easy access to places of work, leisure, learning and using active modes of transport with access to an engaging leisure and cultural offer** | | | | |