Agenda Item A.4

ENVIRONMENT & ECONOMY OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting:	**29th November 2012**
Title:	**Carlisle Economic Partnership – Draft Economic Potential Study and emerging actions**
Report of:	**Deputy Chief Executive**
Report reference:	**SD 09/12**

Summary:

The purpose of this report is to update members of the Environment and Economy Overview and Scrutiny Panel of the progress being made by the Carlisle Economic Partnership to produce an Economic Potential Study and Action Plan.

Questions for / input required from Scrutiny:

Scrutinise and provide feedback on the Draft document appended to this report.

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CITY OF CARLISLE

To: Environment and Economy Overview and Scrutiny Panel
Date: 29th November 2012

1. Background

The Carlisle Economic Partnership (CEP) is a public / private board designed to assist in the development of the city regions economic growth. The partnership was established in August 2011 and has since this time been focused on creating the best possible conditions for growing our local economy and supporting the county-wide Local Economic Partnership.

A key piece of work for the partnership has been the development of a robust and comprehensive evidence base of data (the attached draft study document) that will inform the development and implementation of a range of actions to help improve the local economy and drive growth.

The attached draft document summarises the current economic position for the city region, covering the following topic areas:

- Defining the local economic geography
- Understanding demographics and local labour market
- Establishing key employment sectors
- Assessing current levels of skills (NVQ 1-4+) and earnings
- Demand for goods and services
- Desirability of the city region
- Current levels of innovation and enterprise
- Perceptions of Carlisle businesses
- Levels of connectivity (including broadband)
- Road, rail, site infrastructure issues
- Future trends – employment, sectors, business growth

Draft recommendations for the CEP are drawn out from these sub sections to establish how knowledge gaps will be filled and taken forward.

Further to the main body of the document a draft set of key issues and priority actions are then presented. These are categorised under the following headings:

- Priority 1 – Business
- Priority 2 – Skills and Employment

- Priority 3 – Infrastructure
- Priority 4 - Environment

Following a presentation of the current draft document and priority actions it is requested that members of the Overview and Scrutiny panel provide feedback and views on the draft document and its proposed key priority actions. Please note that at this draft stage the CEP have yet to timetable actions and agree any order of priority. Members of the partnership have agreed to provide their own comments to the Chamber of Commerce by Friday 23rd November.

2. Recommendations

The Panel is asked to scrutinise and comment on the draft document appended to this report.

DRAFT

CARLISLE ECONOMIC PARTNERSHIP

ECONOMIC POTENTIAL STUDY

NOVEMBER 2012

ECONOMIC POTENTIAL OF CARLISLE

1.0 Introduction

The intention of this study is to provide an objective assessment (compared to other standalone cities) of Carlisle's current economic performance and future potential, to assist Carlisle Economic Partnership (CEP) in being clear and consistent in its appreciation of key issues and provide a tangible baseline for developing actions and measuring performance.

CEP brings together a range of partners from the private and public sectors with a stake in driving the growth of Carlisle. It is intended that the CEP will agree and drive forward a number of actions aimed at boosting Carlisle's economy as well as facilitating stronger collaborative working between organisations and developing a wider city region approach to economic development.

The study brings together information from a number of sources such as NOMIS Labour Market Data, Census, 2011, Annual Population Study, Annual Business Inquiry, Business Register and Employment Survey, LEAG Action Plan, Cumbria Business Survey 2011, Green Infrastructure Strategy and Cumbria LEP Evidence Base and Key Priorities 2012, as well as focus groups. These source documents provide additional detail not included in this report.

The intention is to link effectively with and support the LEP action plan while focussing on the specific needs of Carlisle.

2.0 Defining the economic geography

Economic activity is largely blind to the boundaries of local administrations and other governance arrangements. Economic development policy is increasingly recognising that this is the case and policies are shifting towards "city regions" as the geographies for which policies should be developed. The geography of a city region seeks to represent the actual area within which labour markets, commuting patterns and business interaction taking place. This perspective was acknowledged in the "Growing Carlisle" strategy, albeit the precise geography of the Carlisle City Region was not defined. As a result the starting position for this study is to investigate the concept of a city region of Carlisle. After this has been considered it can be used to investigate the current economic position and to identify its strengths and weaknesses.

The approach taken includes consideration of Travel to Work (TTW) distances for Carlisle residents. Figure 1. This indicates a relatively limited TTW area in which the majority of residents based in the Carlisle City Council boundary (80%) commute less than 30km and three quarters travel less than 20km.

Figure 1 – TTW distances for Carlisle residents (Census 2011)

	Number	%	Cumulative %
All people	46,865		
<2km	14,182	30.26	30.26
2km to <5km	13,106	27.77	58.03
5km to <10km	5,388	11.50	69.53
10km to <20km	3,892	8.30	77.83
20km to <30km	1,252	2.67	80.50

30km to <40km	631	1.35	81.85
40km to <60km	601	1.28	83.13
60km and over	1,634	3.49	86.62
Working at or from home	4,645	9.91	96.53
Other	1,624	3.47	100.00

Figure 2 considers cumulative percentages and includes comparator cities, where data is available.

Figure 2 – TTW distances, cumulative percentages (Census 2011)

	Carlisle	York
<2km	30.26	25.74
2km to <5km	58.03	55.40
5km to <10km	69.53	68.80
10km to <20km	77.84	74.87
20km to <30km	80.51	78.23
30km to <40km	81.85	82.54
40km to <60km	83.14	85.55

These figures show that Carlisle does not appear to draw in a significant workforce from the wider area despite being the major conurbation – that said neither does York.

This picture of a relatively constrained economic footprint is supported by an exercise undertaken in 2008 through the Annual Population Study in which commuting patterns between local authorities were captured. This shows that only a small percentage of residents from neighbouring authorities travel to work in Carlisle – specifically no more than 6% of those living in any of the six bordering council areas work in the Carlisle City Council area. The largest commuter flows arise from Allerdale (6% of its working population travels to Carlisle) but in the cases of Northumberland and the Scottish Borders the figure drops to 1%.

Figure 3 – Percentages of residents travelling to work in Carlisle (Annual Population Study)

Area	Percentage of working population travelling to Carlisle
Borders	1%
Northumberland	1%
Dumfries & Galloway	3%
Eden	4.5%
Allerdale	6%

The evidence suggests a narrow economic geography for the city in which the labour market does not extend significantly beyond a 20-30km radius of the city centre, and is broadly in line with the boundary for the authority area. However analysing TTW area is only one component of functional economic area – other factors which drive economic geography include housing markets, business clustering, retail offer and transport connectivity.

Fame 2012 location of registered businesses in Carlisle City Council area demonstrated that the vast proportion of commercial activity by registered businesses takes place in the city centre area, with a higher concentration of businesses clustered in the central core of the city and a limited presence in rural areas. This is broadly in keeping with city regions nationwide but does emphasise the restricted nature of the economic geography.

Consultation by Mickledore indicates that the retail offer broadly serves local residents and in terms of housing market the Annual Population Survey highlights that 76% of Carlisle City Council residents also work in the area, again re-affirming the self-containment of Carlisle.

It should be stressed that there are over half a million residents within a one hour drive time of Carlisle city centre. This is a significant catchment given that Carlisle is the principal conurbation within this boundary. However, ultimately, based on the evidence presented, the city is not attracting a significant proportion of this pool of potential employees. Given that significant retail and leisure activity can be undertaken in proximity to the workplace, it follows that the limited labour market catchment is also limiting the potential market for retail and leisure activities. Further, if TTW patterns are replicated in leisure and retail trips it can be seen that Carlisle is not currently reaching its full economic potential.

It appears then that Carlisle is a "free-standing" city with, for example:

- 70% of residents commuting less than 10km to work
- A high number of businesses trading largely within Carlisle and Cumbria
- Competition for retail, culture, nightlife etc. relatively low (due to physical distances)

But Carlisle also struggles to attract income from beyond the district borders, approximately 30km.

As such the economic geography taken forward into the next stage when assessing the city's current economic position is the 30km TTW area which broadly reflects the Carlisle City Council administrative boundary. However a central feature of the potential of Carlisle is to extend its city region influence outwards and capture the benefits of a larger labour pool, a more significant business base and greater retail/leisure footfall into the city centre, based on the extensive population catchment potentially within reach.

Recommendation 1:

CEP gives consideration as to how Carlisle can extend its economic reach to bring more business and consumer spend into the city region.

3.0 Economic and demographic background

3.1 Comparators

York, Lancaster, Chester and Exeter have been chosen as comparator locations as free standing cities which partners will be able to relate to and make comparisons which will resonate to our future actions and targets. These are provided to give context and suggest actions which could add real value to Carlisle. There are though real differences between these cities which mean that we can or should not necessarily seek to simply replicate their activities or position but rather explore the application of economic policy from each area.

3.2 Demographics and labour market

3.2.1 Population

Carlisle has experienced relatively steady if unspectacular average population growth of 3.6% over the last 10 years – although the longer term trend is less steady. Population growth has not though kept pace with the national average in regard to both population increases (5.7%) and proportion of working age population.

A possible factor contributing to Carlisle's gap with the national position is the limited level of in-migration which has been lower than elsewhere in the UK, in particular ONS statistics 2009 suggest that 4.85% of Carlisle residents are born overseas compared to 7% for the UK. Carlisle has a lower proportion of its population in every ethnic group apart from British white than the average for England and Wales – in 2009 5.6% compared with 17.2% nationally (up from 2.2% and 13.2% respectively in 2001).

Carlisle's population is also significantly affected by net outmigration of young people. This issue has been consistently raised during the preparation of this study and warrants further examination.

The demographic position is a particular issue for the future as Carlisle is likely to reflect the national picture in which an ageing community reduces the working age population – but in the case of Carlisle migration inflows are not currently compensating.

When a longer term demographic trend is considered the population position of Carlisle is even more pronounced. A thirty year perspective shows Carlisle expanding at less than half the rate for England as a whole and this during a period when a large number of cities have grown faster than the average for England.

3.2.2 Labour market

Figure 4 below sets out details of Carlisle's labour market, alongside the picture in comparator cities. Particular issues highlighted by these figures include the high proportion of our economically inactive who are looking after family or retired. Clearly these numbers present issues for our future economic potential.

Figure 4 - Working age population and comparison (NOMIS official labour market statistics June 2011-June 2012)

	Carlisle	York	Lancaster	Chester	Exeter
Working age population	69,000 64.2%	132,300 66.9%	89,400 64.9%		80,000 68.3%
Economically active	56,100 82.2%	114,300 80.8%	68,900 75.0%	63,900 81.8%	61,000 75.9%
Economically inactive	11,900 17.8%	26,800 19.2%	22,500 25.0%	13,400 18.2%	18,900 24.1%
Percentage of economically inactive who are retired	**3,300 27.8%**	5,200 19.6%	5,500 24.5%	3,700 27.9%	
Percentage of economically inactive looking after family at home	**3,100 26.1%**	5,100 19.2%	4,000 18,0%		
JSA claimants	2,190 3.2%	3,057 2.2%	2,695 2.9%	2,015 2.6%	2,005 2.4%
JSA claimants 18-24	685 7.2%	785 2.7%	770 3.9%	515 4%	585 2.9%
JSA claimants 25-49	1,160 3.4%	2,745 2.5%	1,475 3.4%	1,150 3.0%	1,085 2.6%

Recommendation 2:

The CEP should consider conducting further research into the long term economically inactive to establish potential partnership actions.

Recommendation 3:

Conduct further research into outmigration of young people from Carlisle to establish potential partnership actions.

Historically unemployment claimant rates in Carlisle have been below the UK and regional average. An analysis of Carlisle's sectors demonstrates a relatively broad industrial base and a number of comparative strengths for the city.

Since 2006 the position of Carlisle in this regard has become relatively stronger although unemployment has risen and while the recession has had a negative impact on most labour markets, Carlisle has been more resilient than the average for the UK, maintaining a healthy proportion of total employment (73% employment rate for the city compared to 68% for the UK), reflecting its diversified economy and relative self-containment. While there has been contraction in certain sectors as a result of the economic downturn, a number of industries have seen increase in employment in absolute terms as well as when compared to national trends. In particular over the three year period 2008-2010 there have been increases in jobs for professional, scientific and technical activities (12%), information and communication (4%), and arts, recreation and entertainment (3%), all of which saw falls in employment nationally.

Figures 5 and 6 show the differences in the structure between the Carlisle and national (England and Wales) economies in 2000 and 2010. Changes in SIC codes mean that there is some difference in sector classification between 2000 and 2010 making a direct time based comparison more difficult.

The data shows that in 2000 Carlisle had a greater proportion of its workforce engaged in manufacturing than the national average as well as a greater proportion employed in wholesale, transport and public sector activities. Conversely a greater proportion of national employment was engaged in financial and business services activities with a 7 percentage difference between the proportions employed in business services nationally compared to Carlisle.

By 2010 while direct comparisons are impossible because if the changes in definitions, the structural differences remain the same, but the scale of the difference appeared to have moderated. Carlisle still had a greater proportion of employment in manufacturing but the gap with England and Wales had reduced while Carlisle still recorded lower proportions of employment in finance and business services with the gap being less produced, and manufacturing as a percentage of Carlisle's employment has fallen from 18% to 10% over the period, with net loss of manufacturing jobs (25% 2003 – 2008) alongside some growth elsewhere.

This decade saw a 5 percentage point rise in the proportion of people employed by the public sector in Carlisle, with the percentage employment in 2010 higher than the national average.

Figure 5 – Analysis of employment sectors 2000 (Annual Business Inquiry)

Sections of employment 2000	Carlisle %	England & Wales %	Percentage point difference
A Agriculture, hunting and forestry	1.29	0.88	0.42
B Fishing	0.01	0.02	0.00
C mining & quarrying	0.29	0.20	0.09
D Manufacturing	**17.86**	**15.14**	**2.72**
E Electricity and water supply	0.27	0.51	-0.24
F Construction	4.56	4.34	0.22
G Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods	21.15	17.89	3.27
H Hotels and restaurants	6.17	6.26	-0.10
I Transport storage and communications	7.79	6.16	1.63
J Financial intermediation	2.85	4.22	-1.37
K Real estate, renting and business activities	**8.48**	**15.69**	**-7.20**
L Public administration and defence, compulsory social security	6.42	5.19	1.23
M Education	6.55	8.25	-1.70
N Health & social work	**12.38**	**10.28**	**2.09**
O other community social and penal service activities	3.93	4.97	-1.04

Figure 6 - Analysis of employment sectors 2010 (Business Register and Employment Survey)

Sections of employment 2010	Carlisle %	England & Wales %	Percentage point difference
A Agriculture forestry and fishing	0.17	0.69	-0.52
B Mining and quarrying	0.06	0.10	-0.04
C Manufacturing	**10.27**	**8.94**	**1.33**
D Electricity gas steam and air conditioning supply	0.01	0.39	-0.39
E Water supply sewerage waste management and remediation activities	0.60	0.63	-0.03
F Construction	4.81	4.31	0.5
G Wholesale and retail trade, repair of motor vehicles and motorcycles	**20.02**	**16.30**	**3.72**
H Transportation and storage	7.74	4.61	3.13
I Accommodation and local service activities	6.61	6.66	-0.05
J Information and communications	2.19	3.82	-1.63
K Financial and insurance activities	1.57	3.90	-2.34
L Real estate activities	1.56	1.42	0.14
M Professional, scientific and technical activities	4.38	7.01	-2.63
N Administrative and support service activities	5.59	8.08	-2.49
O Public administration and defence, compulsory social security	5.82	5.71	0.11
P Education	**8.81**	**9.75**	**-0.95**
Q Human health and social work activities	**15.64**	**13.03**	**2.61**
R Arts entertainment and recreation	2.14	2.52	-0.38
S Other service activities	2.03	2.12	-0.09

Turning to employment by occupation we can see that the proportion of the population employed as directors, senior managers and professionals is significantly lower in Carlisle than in comparator locations (Figure 7).

Figure 7 - Occupations of resident population (NOMIS official labour market statistics June 2011-June 2012)

	Carlisle	**York**	**Lancaster**	**Chester**	**Exeter**	**NW**	**UK**
Managers directors and senior officials	7.5%	8.8%		13.6%	10.1%	9.5%	10.1%
Professional occupations	12.5%	20.9%	18.1%	14.9%	19,8%	17.6%	19.1%
Associate professional and technical occupations	9.6%	12.2%	9.9%	14.3%	11.9%	12.8%	14.0%
Administrative and secretarial	13.2%	11.4%	12.0%	10.3%	10.9%	12.0%	11.0%

occupations							
Skilled trades occupations	11.7%	10.5%	13.4%	7.5%		10.1%	10.8%
Caring leisure and other and other service occupations	12.3%	9.4%	13.9%	14.9%	12.4%	10.0%	9.1%
Sales and customer service occupations	8.2%	11.4%		8.9%	8.6%	8.8%	8.1%
Process plant and machine operatives	10.5%	5.2%				7.2%	6.4%
Elementary occupations	14.6%	10.1%	16.3%	10.3%	12.8%	11.7%	10.9%

Carlisle's workforce reflects its manufacturing heritage with skilled trades and process workers representing a higher proportion of the workforce than the UK average of comparators. Plant, process and machinery occupations equates to 10.5% compared to 6.4% for the UK, while skilled trades employ 11.9% of the workforce compared to 10.8% in the UK. The proportion of employees involved in management or senior positions combined with the proportion of people involved in professional occupations however is relatively low (20% compared with a UK average of 29%). The gap widens further if associate professional staff are included (30% Carlisle against 43% for the UK).

3.2.3 Skills

This picture is reflected also in a comparison of skills levels (Figure 8) with Carlisle significantly behind comparator cities and the UK average (and especially comparator cities) in NVQ4+ skills and with substantially more of our workforce having no qualifications that in comparator cities.

Figure 8 - Labour supply – skills (NOMIS official labour market statistics June 2011-June 2012)

	Carlisle	**York**	**Lancaster**	**Chester**	**Exeter**	**Cumbria**	**UK**
NVQ4 + above	16,400 24.6%	55,900 40.8%	33,500 37.6%	28,500 38m9%	26,700 34.1%	26.4%	32.9%
NVQ 3 + above	31,300 47.0%	83,000 60.6%	55,900 62.7%	45,100 61.4%	44,600 56.3%	49.0%	52.7%
NVQ 2 + above	42,500 63.8%	105,600 77.1%	72,300 81.0%	51,500 78.4%	57,300 73.3%	67.3%	69.7%
NVQ1 + above	55,100 82.9%	122,000 89.0%	81,800 91.7%	64,900 88.4%	67,300 86.2^	83.0%	82.7%
Other qualifications	3,900 5.9%	4.2%	-	-	-	6.4%	6.7%
No qualifications	7,500 11.2%	9,300 6.8%	-	6,600 8.9%	6,900 8,9%	10.6%	10.8%

The make-up of our occupations and relatively low skill levels are likely to be a significant contributing factor in average wages, which are also relatively low (Figures 8 and 9).

Figure 9 - Earnings by residence – gross weekly pay (NOMIS official labour market statistics 2011)

	Carlisle	York	Lancaster	Chester	Exeter	NW	UK
Male full time	£490.60	£515.80	£529.60	£569.80	£479.50	£498.40	£541.70
Female full time	£366.90	£451.40	£427.10	£430.00	£389.10	£415.60	£446.30

Carlisle performs slightly behind the national average with regard to skills and has markedly lower employee costs compared to the UK and Cumbria, which, while a limiting factor for city centre vibrancy may also represent an alternative proposition for locating operations in the city. Specifically skill levels are slightly behind the UK with the exception of NVQ4+ which is substantially lower than the national average. While Carlisle is slightly behind the national average on skills, its position vis-à-vis comparator cities is significantly more marked.

Average annual pay at just over £22,000 is significantly lower than the national average of £26,000 and all our comparator cities.

Average full time weekly pay of £428.75 in Carlisle compares with £429 for Cumbria as a whole, £490 for the NW and £489 nationally. The Cumbrian average covers significant differences, from a low of £405 in South Lakeland to £539 in Copeland, reflecting the nature of employment in each area e.g. more tourism in South Lakeland and the Sellafield effect in Copeland.

Businesses in the city report a number of skills gaps, most significantly in technical, practical and sector specific skills, customer handling, oral communications, written communications, IT and sales & marketing (Cumbria Business Survey 2011). Although the sample size is small this picture is reflected in other areas of the county and in other research (such as LEP Expert Groups) which also indicate point to particular issues recruiting graduates and staff with higher level skills.

The survey also asked from which groups businesses prefer to recruit when they have a vacancy, showing the most popular groups to be experienced workers (62%), followed by the unemployed (34%), school leavers (29%), apprentices (28%), graduates (26%) and workers from overseas (18%).

Anecdotally businesses have reported a preference for employing graduates over school leavers for non-graduate jobs given their relative maturity and enhanced skills, which in the current climate are available at the same wage rates as school leavers. This can be expected to change moving forward as changes to tuition fees discourage more young people from entering university.

The Cumbria Business Survey indicates that around 37% of our businesses currently work with schools and colleges (Figure 12).

Figure 10 – Businesses currently working with schools and colleges (Cumbria Business Survey 2011)

	Carlisle current percentages
Providing work experience opportunities	34%
Student visits to organisation	24%
Talk to students about organisations and skills needed in sector	18%
By taking on an apprentice	13%
Sponsoring local school/college projects or events	14%
Supporting specific skills development for young people	14%
Participating in a careers event	12%
Through an enterprise challenge	9%
By mentoring teachers	6%
By judging competitions	13%
Competitions for students related to your industry	12%
Help develop curriculum resources about your industry	7%
Other activities with local schools and colleges	
Providing teaching staff with the opportunity of industry experience	

Recommendation 4:

City partners establish a commission for education and skills development to focus on key areas of underachievement.

Recommendation 5:

Education commission also focussed on improving business/education links to improve the pathways into work and business.

3.3 Demand

Figure 11 indicates the types of customers businesses provide products and services to, although there is a caution on small sample sizes at district level.

Figure 11 Customer types (Cumbria Business Survey 2011)

	Sample base	Domestic/industrial customers		Tourists visiting Cumbria		Public sector organisations		Organisation in nuclear industry		Other private sector businesses	
		All	Main	All	Main	All	Main	All	Main	All	Main
All Cumbria	672	78	55	42	9	32	5	12	2	54	23
Carlisle	127	76	51	44	2	47	7	13	*	61	27
Allerdale	52	79	59	43	7	35	8	13	3	51	16
Barrow	140	86	73	26	0	34	6	15	1	49	17
Copeland	64	77	50	29	8	31	6	27	8	52	25
Eden	95	59	34	34	8	18	3	5	0	64	43
South Lakeland	194	88	64	57	17	26	4	8	*	48	14

*=<0.5%

The survey also indicates the proportion of sales estimated to be within Cumbria and the estimated share of sales in different areas, with the same caveat, (Figures 12 and 13 respectively) showing that the local market continues to be of prime importance to Carlisle businesses.

Figure 12 - Customer location – proportion of sales estimated to be within Cumbria (Cumbria Business Survey 2011)

Local authority area (sample size)	**0**	**1-25%**	**26-50%**	**51-75%**	**76-99%**	**100%**
All (672)	5	11	6	8	22	46
Carlisle (140)	3	11	6	10	25	41
Allerdale (127)	160	7	5	4	20	57
Barrow (52)	10	2	0	6	25	62
Copeland (64)	4	8	2	7	16	62
Eden (95)	1	6	17	6	24	46
South Lakeland (194)	6	19	5	12	25	52

Figure 13 - Estimated mean share of sales (%) within various geographic areas – un-weighted sample bases vary but do not exceed those in parentheses (Cumbria Business Survey 2011)

	Within Cumbria	**Within NW**	**Rest of UK**	**EU excl. UK**	**Outside EU**
All (672)	74%	9%	8%	1%	1%
Carlisle (140)	74%	10%	7%	1%	1%
Allerdale (127)	79%	4%	11%	1%	1%
Barrow (52)	82%	11%	2%	1%	1%
Copeland (64)	82%	3%	7%	2%	1%

Eden(95)	76%	8%	6%	1%	1%
South Lakeland (194)	65%	13%	12%	1%	1%

These figures do flag a concern over low sales outside the county and internationally. There is a need to review these against other locations and in the light of sectors surveyed but there would seem to be significant potential to grow sales outside of county and internationally.

The Cumbria Business Survey also shows high levels of autonomy in decision making in Carlisle, but crucially some significant multi-site operators are dependent on national and international decisions (reflecting the nature of the business base).

Recommendation 6:

The Economic Partnership conducts further research to establish the potential (within key sectors) for improving "exports" (domestic and international) and establish support to ensure that products and services with identified potential reach new markets beyond Cumbria and the UK.

3.4 Desirability

As highlighted in section 3.2.1 above, migration is an issue, with net outmigration of our young people and levels of inward migration not compensating sufficiently for this.

When rating the attractiveness of the area 42% of Carlisle business people rate Carlisle as very good, 30% as good, 25% as neither good nor poor and only 3% poor. This compares with Cumbria-wide figure of 56%, 26%, 14% and 4% respectively. (Cumbria Business Survey 2011).

Other feedback indicates that important issues include quality of life, environment, housing, broadband quality, quality of schools, healthcare, transport links and jobs for spouses.

When asked about the city as a place to do business however only 18% rate Carlisle as very good (Figure 14) – significantly less than the figure for Cumbria as a whole or for some other district areas. Again small sample sizes at district level are a reason for caution, but the figures do suggest that there may be lessons to be learned from elsewhere in the county.

Figure 14 – View of Cumbria as a place to do business (Cumbria Business Survey 2011)

	Sample	**poor**	**Neither good not poor**	**good**	**Very good**	**Good + very good**
All	672	11%	24%	39%	26%	65%
Carlisle	140	14%	27%	42%	18%	60%
Allerdale	127	11%	20%	37%	32%	69%
Barrow	52	26%	32%	25%	17%	42%
Copeland	64	12%	30%	29%	29%	58%
Eden	95	7%	20%	49%	24%	73%
South Lakeland	194	6%	21%	41%	32%	73%

Business perceptions of the main benefits of their location are shown in Figure 15.

Figure 15 - Perceived main benefits of being located in Cumbria, multiple responses (Cumbria Business Survey 2011)

Benefit	All	Carlisle
Proximity to good road/motorway links	49%	59%
Proximity to other firms/organisation in the same sector	36%	30%
Proximity to suppliers	34%	34%
Cost of labour	34%	42%
Access to appropriately skilled labour	34%	30%
Access to markets/neighbouring cities	33%	32%
Availability of appropriate land and/or premises	32%	31%
Proximity to good rail links	29%	37%
Financial support/assistance	21%	20%
Proximity to HE, research or other trade associations	21%	15%
Proximity to ports	6%	7%
Proximity to local airports	5%	9%
Other	28%	16%
No benefits	2%	2%
Don't know	7%	9%
Sample size	672	140

Recommendation 7:

The Economic Partnership develops a focussed campaign to further Carlisle's image as a place to visit, learn do business and invest.

3.5 Innovation and enterprise

The recorded rate of new firm formation in Carlisle is comparatively low at 41.3/10k population, compared with 47.7 Cumbria and 57.2 nationally. The business survival rate is however above the UK average with a three year survival rate of 68.8% compared with a UK average of 64.6%.

These lower levels persist despite ongoing activity to drive enterprise. However over the course of 2012 the city has been able to build a comprehensive package of start-up support, crucially includes significant marketing and engagement funding (not included locally within the previous programme) which should pay dividends. This suite of support includes:

- BSUS start-up support (including ERDF funding) for disadvantaged and under-represented groups
- New Enterprise Allowance with mentoring for unemployed people (initially the longer term unemployed, with eligibility now from day one)
- Carlisle City Council funded support for those not eligible for BSUS
- Support for growth start-ups not eligible for BSUS through the Business Growth Hub

This support is delivered in Carlisle by the Chamber of Commerce, working with partners elsewhere in the county for BSUS and for specialist support to rural women and social enterprises. Activities include development of specific support offers to university students and tutorial sessions to raise awareness of the options and implications with Carlisle College students.

Businesses in their first three years of trading can be supported through BSUS provided they have not been supported through that programme to start up – others with growth potential can now be supported via the Growth Hub.

Recommendation 8:

The Economic Partnership develops clear actions for improving the number of new start-ups from all sectors, but particularly focussed on high growth.

Carlisle has performed well in output terms since 2002. Between 2002 and 2008 GVA grew at 2.8% compared with 2.4% UK. Post crisis (2008) Carlisle at -2.6% again outperformed the UK (-2.9%). Carlisle has also performed well against comparator cities with the exception of Exeter.

Carlisle does however lag behind national averages for GVA per employee, achieving less than 75% of the UK level and 20% lower than the regional average. There is however some evidence that Carlisle is catching up with GVA per employee 11% higher in 2010 relative to 2002.

When questioned as part of Cumbria Business Survey, Carlisle business quote a number of barriers to business performance and efficiency (Figure 16), most frequently the local road network and access, availability of people able and willing to do the job, availability of suitable bus services, traffic congestion, the planning system and parking.

Figure 16 - Perceived significant barriers to business performance and efficiency locally – multiple response (Cumbria Business Survey 2011)

	Total 2011	**Total 2010**	**Total 2009**	**Carlisle 2011**
The local road network and road access	35%	31%	30%	43%
The way the local planning and development control system operates	34%	29%	24%	26%
The availability of people willing to do the job	30%	24%	20%	32%
The availability of parking for customers, staff or deliveries	29%	28%	32%	25%
The availability of people able to do the job	29%	25%	21%	33%
Traffic congestion	25%	30%	29%	30%
The availability of suitable bus services	25%	21%	21%	32%
The availability if suitable air linkages to Cumbria	17%	19%	17%	12%
The availability of suitable alternative business premises	16%	15%	15%	19%
The local level of crime, vandalism or ant-social behaviour	15%	13%	15%	17%
The rail network and rail access	11%	12%	14%	8%
The availability of suitable training in a local university or other HEI	11%	10%	13%	13%

Not having suitable business premises at the moment	10%	8%	0%	8%
The availability of appropriate accommodation for staff	9%	9%	8%	9%
The availability of suitable training	9%	10%	16%	8%
The availability of executive housing	6%	6%	7%	5%
The levels of staff sickness amongst workforce	5%	5%	7%	7%
None of these	16%	24%	23%	16%
Un-weighted base	672	1731	2020	140

*denotes less than 0.5%

From November 2012 support to existing businesses will be centred on the Business Growth Hub, this will have its key physical presence for the county in Carlisle and is integrated with Cumbria's new Rural Growth Network. The Growth Hub will support growth and competitiveness of Cumbrian businesses, helping to unleash the potential of Cumbria's businesses, acting as a focal point for businesses that wish to be sustainable, increase their competitiveness and grow, driving activity, providing a focus for access to support and providing relevant support and programmes, complementing and referring into what currently exists. Partners will work together to offer a coherent package of support throughout Cumbria, through online, face-to-face and telephone activity, with support for each individual client based on a review and action plan and built around their individual needs, drawing on a range of support available within and out with the project.

In addition support offered directly through the Growth Hub businesses will be linked into support available through UKTI international trade, Manufacturing Advisory Service, North West Fund, Access to Finance, Regional Growth Fund.

Recommendation 9:

The Economic Partnership and Carlisle City Council ensures that maximum value is gained for the Growth Hub/Rural Growth Network/Business Interaction Centre by aligning communications, monitoring and agreeing a pathway for growing and securing established businesses.

3.6 Connectivity

While road access has been significantly improved by the CNDR there is still more to do, particularly on parking in the city centre, for retail and leisure customers and for staff. Parking is often cited as a contributory factor in businesses moving out of the city centre.

There is potential for improved rail freight links with nuclear industry and other sub-regional businesses and as yet untested opportunities for air transport.

As set out in Figure 15, 59% of Carlisle's businesses cite proximity to good road/motorway links as a benefit of being located in Carlisle, and 32% access to markets/customers and 37% proximity to good rail links.

However Figure 16 shows that 43% see road network and access as a significant barrier to business performance and efficient, 30% traffic congestion, 8% rail networks and access, 12% air linkages and 32% available bus services.

Cumbria Business Survey questioned businesses in some detail on their broadband experiences and on current and future needs (Figures 17 and 18).

Figure 17 – Broadband satisfaction and experience (Cumbria Business Survey 2011)

Satisfaction	Carlisle	Cumbria
Speed	37%	44%
Price	49%	50%
Reliability	52%	61%
Customer service	54%	50%
Overall	57%	55%
Mean cost per month	£22	£29
Pay for broadband of speed greater than 10Mbps	27%	29%
Receive broadband greater than 10Mbps	22%	16%

Figure 18 – Opinions on broadband speeds (Cumbria Business Survey 2011)

	Carlisle	Cumbria
Current broadband speeds are adequate for all our needs over the next 2 – 5 years	29%	40%
A higher speed connection is critical to our future business	43%	39%
The lack of a genuinely high speed connection will put future business at risk	30%	25%
The lack of a genuinely high speed connection will put our future business at risk	30%	25%
We are currently losing out to competitors who have access to faster broadband	19%	16%
We would move to another location to have access to genuinely high speed broadband	3%	3%
If a upgrade is made to the broadband infrastructure at an affordable cost we would be highly likely to take up the service	56%	62%

Countywide more than half of businesses are looking to upgrade broadband speeds in the next three years, with the proportion highest amongst businesses that already pay for a fast connection (68% of those with a speed greater than 30Mbps). In Carlisle 56% would like to upgrade to a higher speed, compared with 55% for Cumbria as a whole. Respondent percentages grossed up to the whole business population are set out in Figure 19.

Figure 19 – Numbers of businesses which would like to upgrade, Grossed up figures from survey sample to full business population (Cumbria Business Survey 2011)

	Carlisle	Cumbria
Would like to upgrade	2,183	11,564
Speed would like to upgrade to:		
2-10 Mbps	310	706
>10 – 30 Mbps	641	3,573

>30 – 50 Mbps	407	1,594
>50 – 100 Mbps	270	536
>100 Mbps	179	1,381
Don’t know	376	3,774
Price per month would be prepared to pay:		
>£1,000	0	34
£500 - £749	0	7
£250 - £499	19	34
£100 - £249	0	344
£50 - £99	111	458
£25 - £49	940	4,061
< £25	908	4,693
Don’t know	205	1,934
All businesses	4,885	24,975

3.7 Environment and infrastructure

Many of the strengths of the city are closely associated with its physical offer. Carlisle itself is a cathedral city with hundreds of years of heritage, with key assets associated with its retail offer, transport connections including the M6 and west coast main line and extensive green space.

The Carlisle City Council area takes in around 1000 sq. km of attractive rural landscape which borders the Lake District National Park and World Heritage site of Hadrian’s Wall.

The former Regional Economic Strategy identified Carlisle as one of five earmarked growth areas. Its ambition to grow sustainably has also been clearly articulated within planning exercises such as the M6 Corridor Employment Land Study which acknowledged the need to balance ambitious targets for population and housing growth with economic opportunities. In this regard the study attempted to understand the outlook for employment sites along with implications for residential and commercial development within spatial areas of the city centre, M6 corridor and rural Carlisle.

Another key component of Carlisle's offer is its green infrastructure. Accordingly any strategies for growth need to ensure that it’s green space and other environmental assets are retained and developed. In particular the Green Infrastructure (GI) Strategy for Carlisle highlighted that the city’s GI will provide £25.6bn of benefits in the next 50 years, with £3.8bn of this a direct contribution to the city’s GVA. The strategy recommends that Carlisle needs to add value to its land based products and tourism experiences and that its wider infrastructure can be used to stimulate economic growth as well as making it more sustainable.

A number of plans and strategies highlight Carlisle’s key issues in detail, including Strategic Housing Land Availability Assessment (late 2012 update), City and County Land and Property Disposal and Investment Plans, Housing Need and Demand Study 2011, Employment Land Review 2010, Retail Study 2009 (and 2012 version when complete), Green Infrastructure Strategy 2011, Local Transport Plan 2/3, Connecting Cumbria broadband plans and the Regional Spatial Strategy.

Recommendation 10: The Carlisle Economic Partnership works to establish the factors that attract and dissuade businesses and lenders from investing in Carlisle.

Recommendation 11: The Carlisle Economic Partnership establishes an inward investment plan for Carlisle, working with Invest in Cumbria, UKTI and the Chamber of Commerce.

4.0 Future trends and forecasts

4.1 Employment

The first point of reference in this section is the Experian Model for Cumbria. Operated by Cumbria Intelligence Observatory, it sets out future employment forecasts based on its overall national modelling data. Figure 20 shows the overall picture of predicted employment changes in Carlisle to 2026. The data should be viewed with some care. Forecasting models of this type tend to be extremely useful in considering economy-wide changes in activity but at a local authority level, since in many cases the overall level of employment in a sector can be largely influenced by one company some aspects of data can be rendered obsolete by one decision in one individual company. Nevertheless this is instructive in illustrating, for example, a predicted increase in employment in the health sector as population ages.

Figure 20 sets out the forecast percentage change in employment for the ten year period 2012-2022 for a number of sectors. The forecasts are based on both macro level factors which are likely to underpin the national economy and more locally based drivers. The total increase in employment is 2,500 jobs over the 10 year period, with many of the areas in which Carlisle has a comparative advantage likely to experience significant growth moving forward. These include specifically transport and some areas of specialist manufacturing, such as food & drink, electrical, metals and paper and printing, have forecasts of a considerable growth in jobs.

Figure 20- Percentage change in employment (Experian 2012)

Sector	Percentage change in employment 2012-2022
Other finance and business services	26.96%
Paper printing and publishing	18.87%
Metals	13.06%
Health	12.11%
Transport	8.16%
Hotels and catering	8.12%
Construction	7.77%
Communications	7.44%
Electrical and optical equipment	6.83%
Education	6.77%
Wholesaling	6.48%
Retailing	6.31%
Wood and wood products	5.30%
Public admin and defence	3.73%
Food drink and tobacco	2.61%
Other services	1.71%
Business services	-2.02%
Rubber and plastics	-3.75%

Chemicals	-4.45%
Banking and insurance	-4.90%
Gas electricity and water	-8.83%
Agriculture forestry and fishing	-15.92%
Textiles and clothing	-17.53%
Machinery and equipment	-52.36%

There are though some notable sectors which are expected to experience significant falls in employment. In particular manufacture of textiles and agriculture which both currently support a sizeable number of jobs in Carlisle.

It should be recognised that the nature of economic forecasts is to partly to extend previous trends based on best available knowledge and that unanticipated economic interventions and inward investment could change the forecast outcome considerably.

4.2 Demographics

The demographic position is a particular issue for the future as Carlisle is likely to reflect the national picture in which an ageing community reduces the working age population – but in the case of Carlisle migration flows are not currently compensating.

When a longer term demographic trend is considered the population position of Carlisle is even more pronounced. A thirty year perspective shows Carlisle expanding at less than half the rate for England as a whole and this during a period when a large number of cities have grown faster than the average for England.

4.3 Business trends

Cumbria Business Survey 2011 questioned businesses on their plans for the coming year, with 61% of businesses reporting that they intend to increase turnover significantly, 63% to reduce costs and 62% to increase productivity (Figure 21).

Figure 21 - Business plans for the next five years – prompted multiple responses (Cumbria Business Survey 2011)

Planned activity	Total	Carlisle
Increase sales turnover significantly	63%	61%
Reduce business cost base	61%	63%
Increase productivity significantly	59%	62%
Achieve a formal quality accreditation standard or improve rating on existing one	41%	48%
Increase employment significantly	29%	33%
Expand existing site and premises	16%	27%
Make acquisitions of property or other business(es)	12%	11%
Sell off part of the business or current assets	9%	16%
Sell off the whole of the business	9%	11%
Relocate the business	7%	8%

Close the business down	6%	7%
Sample base	672	140

The same survey indicates relatively static employment numbers (note the caveat regarding small sample size at local authority level on this survey). Of 140 businesses, 14% employ fewer than 12 months ago and 15% more, compared with Cumbria as a whole with 16% fewer and 8% more. Grossed up to the whole business population this gives the picture set out in Figure 22, with the primary contraction in construction, followed by retail and wholesale.

Figure 22 – Business growth and contraction (Cumbria Business Survey 2011)

	All Cumbria	Carlisle	Allerdale	Barrow	Copeland	Eden	South Lakeland
Have experienced growth	2,053	712	281	156	253	124	528
Number of new staff	6,097	2,051	542	696	1,386	310	1,119
Have experienced contraction	3,968	687	546	640	296	789	1,102
Number of staff lost	13,967	2,933	3,194	2,330	1,359	1,578	2,581
Nett increase/decrease	-7,870	-833	-2,652	1,634	+28	-1,268	-1,461

Vulnerable to loss of any one of Carlisle's major employers is clearly an issue, but Carlisle's diversity and the number of small businesses is a stabilising factor.

The survey indicates that across the county the main cost increases over the previous 12 months were energy (82%), transport (81%) and raw materials & bought in services (77%). Within this figure are some significant differences between industry sectors with energy costs a particular issue in primary industries, manufacturing and accommodation & food services. Transport costs are especially significant in construction and in accommodation & food services.

Businesses believed that staff costs were set to increase in the following 12 months in a significantly higher proportion of transport and communications businesses (62%) than in the overall sample (38%).

The survey goes on to consider expectations of investment levels over the following 12 months (Figure 23) with a significant percentage of businesses planning to invest.

Figure 23 – Expectations of investment levels next 12 months compared with last 12 months (Cumbria Business Survey 2011)

		Total 2011	Total 2010	Total 2009	Carlisle
Buildings	More	17%	13%	16%	26%
	Less	18%	14%	14%	14%
Plant and machinery*	More	21%	15%	17%	26%

	Less	15%	13%	14%	12%
Product and process development*	More	17%	14%	17%	17%
	Less	11%	9%	8%	8%
Marketing and business development	More	25%	25%	26%	23%
	Less	13%	8%	11%	19%
Training and retraining	More	18%	18%	22%	19%
	Less	11%	7%	9%	18%
Unweighted sample base		672	1731	2020	140

Includes public and voluntary sector except where *

5.0 Key sectors and opportunities –

Carlisle has a long standing strength in manufacturing – specifically food, textiles, wood, tyres and fabricated metal products, as well as significant land transport & logistics and construction sectors. Figure24 shows the largest sectors of employment in Carlisle.

Key sectors for the city are seen as manufacturing, food & drink and transport & logistics, with key underpinning sectors including retail, construction, business services.

Figure 24 – 20 largest sectors of employment Carlisle (Business Register and Employment Survey)

		2008	**2010**	**Change**
47	Retail trade except motor vehicles and motorcycles	6900	6400	-6.61
86	Human health activities	5000	5100	3.49
85	Education	4100	4600	12.56
84	Public administration and defence, compulsory social security	3100	3000	-2.02
49	Land transport and transport via pipelines	2700	2800	1.54
56	Food and beverage service activities	2600	2800	5.31
10	Manufacture of food products	2300	2400	2.49
46	Wholesale trade except motor vehicles and motorcycles	2000	2000	-2.05
45	Wholesale and retail trade and repair of motor vehicles and motorcycles	1900	1900	1.91
88	Social work activities without accommodation	1200	1600	34.44
87	Residential care activities	1200	1400	11.39
43	Specialist construction activities	1700	1300	-22.06
78	Employment activities	1100	1200	9.41
69	Legal and accounting activities	900	1100	17.61
22	Manufacturing rubber and plastic products	1000	900	-9.31
53	Postal and courier activities	1000	900	-11.11
81	Services to buildings and landscape activities	1100	800	-26.17
25	Manufacture of fabricated metal products except machinery and equipment	1100	800	-23.90
68	Real estate activities	1000	800	-17.72
42	Civil engineering	1200	800	-30.69

Figure 24 sets out the twenty largest sector by employment in 2010 (BRES) and also shows the change in employment since 2008. An analysis of the long term change in employment to 2010 is not possible because of data discontinuity issues. The data shows service sector activities dominating those sectors employing the most although this is not unusual given that the service sectors are amongst the most labour intensive and are general the largest sectors for most local authority areas. Nevertheless the table shows declines in employment by all aspects of the construction sector (and related sectors) during the recession which appears to have been hardest hit in Carlisle with the decline in engineering employment. Retail also recorded a decline in employment.

Figure 24 should not be viewed in isolation however since a better understanding of the sectors that makes the most significant difference to the Carlisle economy can be only be identified when absolute employment levels are considered alongside the relative proportion of employment compared to other locations.

Recommendation 12: The Carlisle Economic Partnership conducts further work with the Cumbria Observatory and University of Cumbria Economic Research Team to better understand sector issues and future needs.

6.0 Summary of key issues

Key issues / opportunities arising from this study can be summarised as: -

Labour market -

- Declining workforce numbers which do not meet growth needs and aspirations
- High percentage of economically inactive who are retired couples and under employment especially amongst those looking after a family
- Rising youth unemployment levels
- Net outmigration of young people and difficulties recruiting graduates/higher level skills
- Significantly low levels of NVQ 4 + qualifications across the district
- Lower than average (regional) weekly wages for men and women – could prove to be a sales point, although long term must be an aspiration to raise the average.

Infrastructure -

- A strong need for appropriate broadband, both Wi-Fi and fibre, as well as improved skills in using and applying online opportunities
- A need to regenerate and expand our M6 linked industrial estates / business parks
- Emergent priority to protect and develop the vitality of our city centre – office space, residential retail and cultural offers
- A need to better understand and develop relations with the eventual rail franchise operator on the west coast mainline

Business -

- Meet a growing need to increase number and diversity of start up businesses in Carlisle
- Seek to grow and expand existing businesses (both in terms of turnover and scale)
- Develop international trade opportunities and exploit national opportunities outside Cumbria

- Inward investment and grow our own – especially higher value businesses – and retain existing
- Increase focus on city centre business services, to ensure a vibrant day time economy
- Take advantage of opportunities through nuclear/energy, especially on the west coast
- Realise the opportunity to take advantage of refocusing of economic attention on UK manufacturing

Image -

- Address the perceptions of Carlisle as a unexceptional place to live and work, affecting ability to attract business investment and appropriate employees – define the image
- Address the lack of "cultural" facilities contributing to above perception and affecting ability to attract business investment and appropriate employees

7.0 Key priority actions

Priority 1 – Business

Inspiring and supporting businesses to reach their potential to grow Carlisle's economy and jobs.

Carlisle's businesses, existing and future, offer huge potential to grow the county's economy and jobs. To maximise this we will ensure that businesses, and in particular SMEs, are inspired and supported to reach their potential.

Key actions in delivering this are:

- Working proactively with Cumbria Local Enterprise Partnership (LEP) to maximise growth opportunities for Carlisle
- With Carlisle Business Growth Hub at its core, supporting delivery of a coordinated package of business support, events and networking aiming at raising aspirations and assisting businesses to achieve their potential
- Working with UKTI and the Business Growth Hub to promote and support enhanced international trade activity
- Working with partners such as UKTI to promote Carlisle as a location, enable inward investment by businesses and secure continued operation and where possible expansion of existing players, establishing an effective and coordinated account management process, seeking in particular to increase higher value added activities and build on our manufacturing base in particular.
- Where appropriate working with business to support them to exploit the opportunities to grow their sector through supply chain development and/or collaboration and joint marketing for mutual benefit.
- Engaging actively in Cumbria LEP's Specialist Manufacturing Task Group to support supply chain development and other opportunities and build on Carlisle's strength in manufacturing
- Working with partners to support continuing development of the food & drink sector from primary producer through the supply chain
- Supporting businesses to take advantage of the opportunities through nuclear decommissioning and other energy opportunities

- Creation and marketing of strategic city centre and employment site investment zones by April 2013
- Implement a city centre manager type approach to coordinate activities, promotion and events with the object of increasing footfall at different times of day including early evening.

Priority 2 – Skills and employment

Ensuring motivated and skilled people, both employees and entrepreneurs.

Underpinning Carlisle's growth is the availability of motivated and skilled people, able and willing to be effective employees and entrepreneurs.

Key actions in delivering this are:

- Engaging actively in Cumbria LEP's employer led Skills & Employment Group to identify skills and training needs and encourage provision which meets these and the needs of businesses, delivered where and when its needed
- Complete a Carlisle skills audit by February 2013, developing a comprehensive understanding of current and future skills needs and mapping of current provision to facilitate provision of relevant training and address skills shortages and training needs
- Engaging actively in work with Cumbria LEP to look in detail at issues around attracting and retaining graduates and people with higher level skills and implement appropriate actions to address these
- Engaging actively with Cumbria LEP on skills and unemployment to look at the challenges of areas of deprivation and areas of job opportunity and identify and implement appropriate actions – especially issues of youth unemployment
- Working with partners, schools, colleges, universities and youth groups to enable young people (and their families and careers staff) to better understand the career opportunities and choices available in businesses in the county and through self-employment and encourage and enable them to move into these
- Working with partners to raise awareness of the benefits and opportunities through apprenticeships and other non-university options, working with providers to develop appropriate delivery and employment models
- Supporting development of entrepreneurialism and business skills and encouraging more people in Carlisle, of all ages, to start-up in business and enabling a more enterprising workforce
- Supporting Carlisle College and the University of Cumbria development plans
- Promoting Carlisle as a place to live, work and invest – including extending the TTW area to encourage more people from the surrounding area to work in the city

Priority 3 – Infrastructure

Ensuring the right infrastructure to support business competitiveness and growth.

Fundamental to business competitiveness and growth is provision of the appropriate communications and transport infrastructure to support current and future needs, as well as appropriate workspaces and housing.

- Working with partners, including through Connecting Cumbria, to stimulate demand and create relevant business cases for private sector superfast (and faster) broadband investment and universal and enhanced mobile phone coverage, and encourage take-up of broadband opportunities/ alongside this addressing availability of Wi-Fi
- Lobbying for maintenance and improvement of existing rail infrastructure and services including engaging in the debate around HS2 and the northern Hub to ensure that Carlisle benefits from and is not disadvantaged by any future plans, and aiming for a stop in Carlisle
- Ensuring coordination of public transport and provision of appropriate parking, in particular to facilitate access to work and training and support the visitor and retail economies
- Enhancing and developing key employments sites at M6 junctions 42, 43 and 44 and within the city, paying particular attention to city centre office space, broadband, road and transport infrastructure
- Protecting and developing the vitality of our city centre through ensuring appropriate office space, residential, retail and cultural offers
- Considering the opportunities through e.g. City Deal, Enterprise Zones, Business Rate Retention, CIF, RGF, ERDF, etc.
- Ensuring we make the most of Carlisle's cultural assets and heritage, and seek to enhance these
- Exploit opportunities for linkages with the Port of Workington
- Take advantage of rail freight opportunities in Carlisle
- Undertake a study to address knowledge gaps with regard to city centre office space, employment sites, which can then be considered along with the Retail Study to determine further actions needed

Priority 4 – Environment

Using Carlisle's environment as a key economic asset

Carlisle environment offers significant potential for growth across a range of sectors – and protecting and continuing to enhance that environment is vital to the success of many of our businesses.

Key actions in delivering this are:

- Working with partners to encourage and facilitate use of low carbon and renewables to support sustainability and growth of Carlisle's businesses through opportunities to reduce costs, increase competiveness and grow, and supporting business in understanding and exploiting these, while balancing this against protection of the natural environment

- Utilising the Cumbria, Lake District and Hadrian's Wall brands more effectively in selling products and services such as higher added value agri-products, leisure and hospitality, and food & drink, and supporting businesses to do so
- Working with partners to exploit the significant opportunities offered by expanding the appeal of Carlisle as a tourism and leisure destination and place to live and work, nationally and internationally, and enhancing the attraction of Carlisle for recruitment to support industry – encouraging collaboration between public and private sector to fund promotion of Carlisle county to businesses, visitors and potential employees and promoting the quality of life that is on offer to new and relocating businesses
- Continuing investment in the improvement of public realm and visitor infrastructure
- Working with partners to exploit low carbon and renewables opportunities and develop supply chain opportunities for business in the low carbon and renewables sector, building on our highly skilled manufacturing base