



A4

REPORT TO EXECUTIVE

PORTFOLIO AREA: PROMOTING CARLISLE

Date of Meeting 18th September 2001

Agenda Item No

Public

Delegated: No

Key Decision: Yes

Recorded in Forward Plan: Yes

Title: Carlisle City Vision Document, implementation & mainstreaming
Report of: Town Clerk & Chief Executive
Report reference: TC199/01

Summary:

The City Vision process, begun in October 2000, has now reached the end of the first phase with the final drafting of the City Vision document. This document is attached at Annex A for members of the Executive to consider prior to its submission to full Council on October 30th 2001.

An outline of how the City Vision could be delivered, both internally and externally, is also included for the Executive to review and consider endorsing.

Recommendation

The Executive is asked to:

- ◆ Recommend the City Vision Document to Full Council (submission on 30/10/01)
- ◆ Agree accountable lead officers for the City Vision themes
- ◆ Consider the implications of increased support to the identified primary partnerships
- ◆ Consider partnership mapping in order to provide a baseline for both portfolios holders and the City Vision
- ◆ Note the impacts of City Vision on new and existing policies and strategies
- ◆ Consider the allocation of a £12,000 budget to manage City Vision at a strategic level

Contact Officer Lorna Dobson, Policy Officer
Ext 7125

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

BACKGROUND INFORMATION AND OPTIONS

- 1.0 The City Vision process, begun in October 2000 is reaching the conclusion of its first phase – identifying the vision and priorities for the development of Carlisle over the ten years.
- 1.1 As officers will recall, the Vision is the culmination of a comprehensive consultation programme and is an expression of what organisations, partnerships and the wider community defined as their priorities for Carlisle.
- 1.2 The draft City Vision document was the subject of discussion at the first City Vision Conference in June 2001. This conference marked the beginning of a two-month consultation period where partners, chief officers and service unit heads, could submit views on any amendments or refocusing of the Vision. The Vision document has also been publicised internally via one of the staff briefings and was made available to the public via the Council Website.
- 1.3 The City Vision document is attached at Annex A for members to consider prior to full Council on 30th October 2001. The design is yet to be finalised but will essentially be as attached, with additional images.
- 1.4 At the time of writing it is envisaged that the document will be circulated to all partners for them to endorse around the 14th September in order for it to go through each partners' decision making process before the 30th October. Partners will also be asked to provide their organisation's logo for inclusion in the document.
- 1.5 The launch of Carlisle City Vision is due to take place in November and further details of this will be circulated as soon as possible.

CONSULTATION

- 2.0 Members will recall that over the last nine months the partnership has undertaken a wide-ranging consultation process to shape the Vision.
- 2.1 Partner organisations, young people, the elderly, councillors, small businesses, industrialists, and ethnic minorities are just some the groups that have contributed their views and priorities to the Vision for Carlisle. The process has also involved using existing consultation, such as priorities of the Citizens' Panel expressed in 1998, and those from developing strategies, i.e the Rural Strategy.
- 2.2 In particular, members have been given a number of opportunities to contribute to and focus the City Vision as it progressed through the old committee system as well as at the City Vision Councillor's Event in January 2001 and the Member's Management Conference in Spring 2001.

STAFFING/RESOURCES COMMENTS

- 3 The City Vision document provides a picture of where we want to be. How we get there will involve not only a fundamental review of our own strategies and work planning but also of partnership working in the district. The Vision will not be implemented simply by isolated action planning. Its success depends upon it being imbedded in our partners plans and strategies as well as our own. This is clearly going to take time and will only become really effective as the partnership matures and has tangible success.
- 3.1 At this stage we can identify three ways in which the Council can support this process and also support this new Council Executive in identifying the way forward:
- ◆ Name a lead council officer for each theme
 - ◆ For this lead council officer to co-ordinate support for the relevant primary partnership(s)
 - ◆ Review partnership working in the district by theme.
 - ◆ Review how our existing strategies and policies contribute to the Vision

Taking these in turn:

Name a lead Officer for each theme

- 3.2 In terms of mainstreaming the City Vision, it is important that we assign the themes to a Lead Officer. This does not mean that they would have full responsibility for delivering this theme, merely that they would have ownership for monitoring progress on behalf of the Council and working with the relevant internal units and external partnerships and partners to progress action.

- 3.3 One recommendation for allocating responsibilities would be:

Communities:	Head of Community Support
Economic Prosperity:	Head of Economic Development
Health & Well-being:	Head of Housing Provision
Infrastructure, Environment & Transport:	Director of DEAD (Overall)
Environment:	<i>Head of Environmental Health</i>
Transport & Infrastructure:	<i>Head of Design</i>
Celebrating Carlisle:	Head of Communications

3.4 These officers would also have an important role in mainstreaming City Vision by assisting the relevant portfolio holder in using the City Vision priorities as the framework for their respective work programmes.

Lead council officer to co-ordinate support for the relevant primary partnership(s)

3.5 The partnership has identified, at this stage, a number of primary partnerships that will take responsibility for the themes:

Communities:	Area based partnerships
Economic Prosperity:	Economy Forum
Health & Well-being:	Carlisle Health Group
Infrastructure, Environment & Transport:	Environment Forum Carlisle Joint Transport Committee
Celebrating Carlisle:	City Marketing Forum Cultural Forum

3.5 As before, this does not mean these partnerships will be responsible delivering on all the relevant actions. However, they will be responsible for driving progress, bringing together organisations that can contribute to achieving priorities and identifying the projects and initiatives that are required to make the Vision a reality.

3.6 These partnerships are at varying degrees of readiness to take on this role. Capacity building will be required in some cases if all these partnerships are to be effective in their respective roles. This in turn will require significant support from the City Council and it is proposed that this would be co-ordinated by the lead officers identified in item 3.3. This is in line with the Council's role of Community Leader as defined in the Local Government Act 2000.

Review partnership working by City Vision theme

- 3.7 At the beginning of the City Vision process a partnership mapping exercise was undertaken to assess the extent and nature of partnership working in the area.
- 3.8 This gave a complicated picture of partnerships in the district and helped to shape the membership of the City Vision partnership but lacked detail on the remit, objectives and membership of partnerships.
- 3.9 To effectively respond to the priorities detailed in the Vision document there needs to be an analysis of how these issues are currently tackled, and as a result, identify the gaps.
- 3.10 A comprehensive partnership mapping exercise for each theme would also provide a useful starting point for portfolio holders to establish what current activity takes place that contributes to their area of responsibility and again, identify the gaps that need to be addressed.
- 3.11 The University of Northumbria's Centre for Regional Economic Development has done similar exercises in West Cumbria and with County Council and is interested in supporting this proposal.

Review how our existing strategies and policies contribute to the Vision

- 3.12 Ultimately, the City Vision will require us to re-evaluate our existing policies and strategies to ensure they effectively contribute the Vision priorities.
- 3.13 Likewise new strategic documents will need to demonstrate how they contribute to the delivery of City Vision. Indeed, if a strategy does not support the City Vision process the Council will need to be able justify why it needs it at all.

4. FINANCIAL COMMENTS

The co-ordination of the City Vision process by the Council at a strategic level does have some associated costs and a year into the process we can be clearer on what these entail. Members are requested to consider allocating a budget for 2002/2003 to cover:

- ◆ Annual City Vision Conference
- ◆ Quarterly Newsletters
- ◆ Displays
- ◆ Action Planning Documentation

This is assessed as amounting to approximately £12,000.

5. LEGAL COMMENTS

Not applicable

6. CORPORATE COMMENT

The Council's corporate objectives will need to be reviewed in the light of the City Vision priorities.

7. RECOMMENDATIONS:

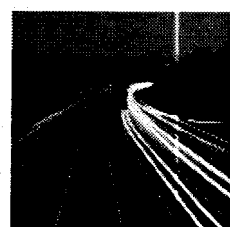
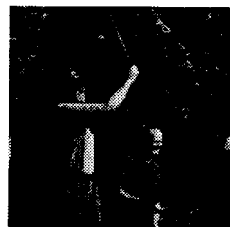
The Executive is asked to:

- ◆ Recommend the City Vision Document to Full Council (submission on 30/10/01)
- ◆ Agree accountable lead officers for the City Vision themes
- ◆ Consider the implications of increased support to the identified primary partnerships
- ◆ Support the investigation of partnership mapping in order to provide a baseline for both portfolios holders and the City Vision
- ◆ Note the impacts of City Vision on new and existing policies and strategies
- ◆ Consider the allocation of a £12,000 budget to manage City Vision at a strategic level



CARLISLE CITY VISION

2000





Map of Carlisle District





THE VISION

Carlisle is an attractive, vibrant and historic city, which is well placed to advance as a regional centre.

OUR VISION IS TO ENSURE A HIGH QUALITY OF LIFE FOR ALL IN BOTH OUR URBAN AND RURAL COMMUNITIES.

To do this we will build on the best of our heritage, support our communities and develop a diverse sustainable economy in an active, safe and inviting city.





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DELIVERING THE VISION IN PARTNERSHIP

WELCOME TO CARLISLE'S FUTURE AS YOU SEE IT. A VISION OF WHERE WE WANT CARLISLE TO BE IN 2011.

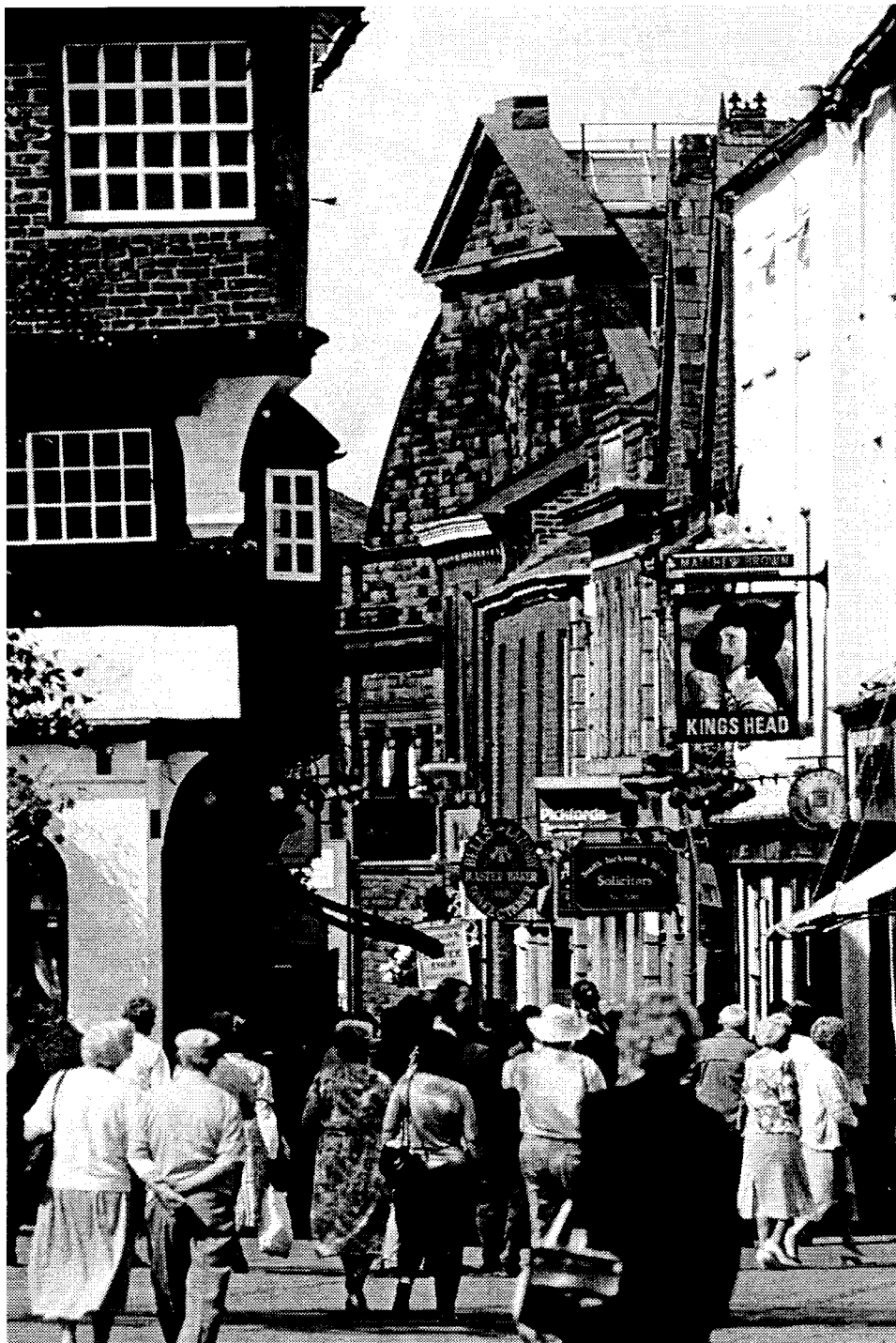
In October 2000, the Carlisle City Vision Partnership came together to identify a vision of a future Carlisle which everyone could share. By everyone we mean not only the partners who come from the business community, public organisations, voluntary and community groups. People from all walks of life, and from all backgrounds, have taken part in shaping Carlisle's future.

SO WHY DO WE NEED A VISION? AND IS THIS JUST ANOTHER DOCUMENT?

No, this isn't just another document. It will be the city's route map for the next ten years. It is just the beginning of a process which will make sure that we're all working towards the same goals, tackling the big issues, and making the most of Carlisle's resources by working in partnership. It will be a point of reference for everything we do in Carlisle. This Vision will ensure that we make the most of what we already have, build on our previous successes and look forward to a brighter future. Making the Vision real will not be easy. It is going to take all of us working together to make it happen and this document is just the very start of the process. But by working together with the same aim - making Carlisle a great place to live, visit and invest in - we can achieve so much more.

Councillor Mike Mitchelson
Leader
Carlisle City Council
October 2001





CARLISLE IN 2010

We cannot predict the future. However, we can plan for a range of possibilities by using our knowledge of the recent past. It is important that any plan for the future is flexible enough to accommodate the unexpected. In fact, the crisis caused by foot and mouth disease in 2001 is a real and practical example of the impact the unforeseen can have.

There is a wealth of information available on local people, our economy, health and social conditions. By taking this into account in our planning we will help to ensure that the City Vision is achieved.

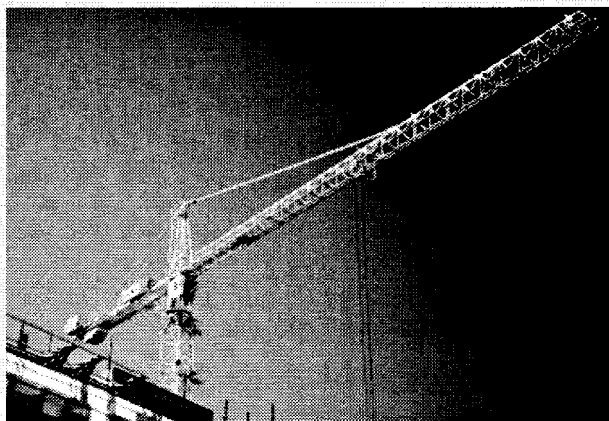


SO WHAT ARE SOME OF THE ISSUES WHICH WILL FACE US IN THE FUTURE?

The Office of National Statistics forecasts that the population of Carlisle is expected to grow over the next ten years by less than 2.5%. However the number of households is expected to grow by 7% reflecting a reduction in average household size and an increase in the number of single person households.

In line with national trends there is a shift in population from the urban parts of Carlisle into the rural areas.

The percentage of older people in Carlisle is above the national average and is predicted to grow significantly over the next decade.



Unemployment levels in the Carlisle area have been consistently just below the national and regional levels. However, there are pockets of unemployment, social disadvantage and multiple deprivation, in both the urban and rural areas, which are significantly worse than the rest of Carlisle.

Access to the Internet, and its vast store of information, is growing rapidly and 75% of homes are expected to have Internet access by 2008.

Patterns of employment are changing and jobs in manufacturing and agriculture are declining while the numbers employed in retailing, services and tourism are growing.

All these trends have helped to shape the Vision.





YOUR VIEWS, YOUR VISION

The City Vision needs to be a shared vision. So we have asked as many people with an interest in the future of Carlisle how they want it to look in 2011. This document is the result of that process.





Young people, disabled people, elderly people, industrialists, rural communities, parish councils, small businesses, councillors, people from ethnic minorities and many others have all had their say through either focus groups, surveys, meetings or representation on the City Vision partnership.

A representative sample of the community at large, called the Carlisle Citizens Panel, was asked for their priorities for Carlisle as early as 1998. The same questions were also asked of the City Vision partnership in October 2000. By comparing the feedback from both surveys the partnership were able to identify five themes:

- Communities
- Economic Prosperity
- Health and Well-being
- Infrastructure, Environment and Transport
- Celebrating Carlisle

Each theme has a set of specific priorities for action. These priorities, and the detail behind the theme, were those which had broad agreement during consultation.

The priorities were then reviewed and debated at the first City Vision Conference held in June

2001. For those who had already contributed to it, it was an opportunity to check that the Vision met their expectations. For others it gave them a chance to shape the Vision and have their say in the future of Carlisle.

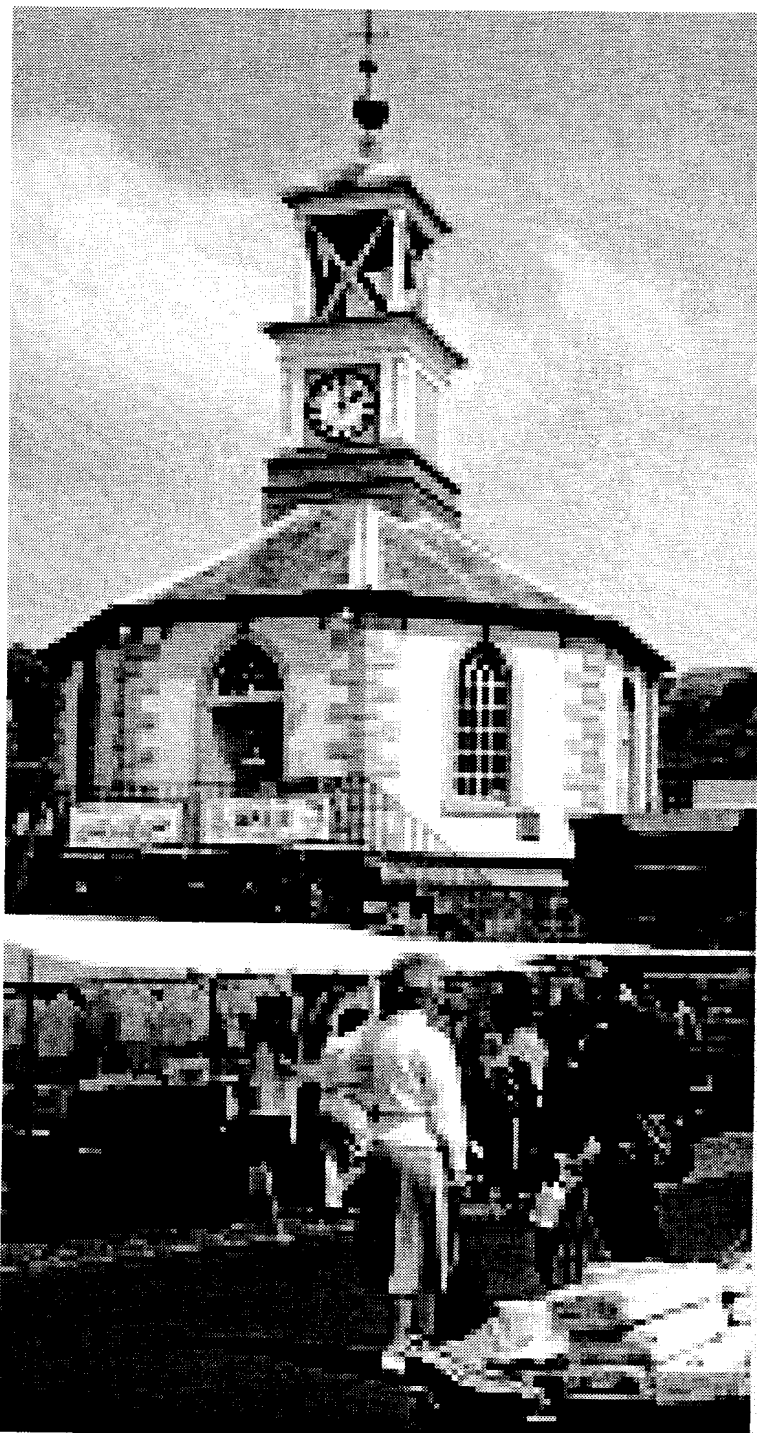
For each theme, conference delegates identified the priorities they wanted to tackle first, or suggested that some priorities be amalgamated. Out of this emerged key priorities or projects that should be focused upon in the short term. These have been termed 'keystones'.

This is very much just the start of City Vision. The challenge of delivering it starts now. Partners will now look at how to make the Vision a reality and detailed action planning will be needed to reflect the aspirations set out in this document.

VISION IN FOCUS: YOUR PRIORITIES

The five themes of Carlisle City Vision each have a number of priorities that describe what Carlisle should have, how it should look and what should be happening by 2011.





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COMMUNITIES

A safe, clean, attractive place to live where people feel included and their needs recognised.

That is how you described your vision for living in Carlisle in 2011.

City Vision is all about communities having their say in their future but it doesn't stop here. This partnership is committed to communities being empowered and effectively involved in making decisions that affects their lives.

With increasingly busy lives and growing demands on our time you also want to be able to access services as you need them, which may often be after conventional office hours.

YOUR VISION IS TO:

Have Powerful, Positive Communities

KEYSTONE: To ensure we effectively act upon the views of the people of Carlisle, involve our communities more actively in decision making in the city area and improve voter turn out at elections.



- Ensure that Carlisle is a safe, clean and attractive place to live
- Ensure the community has access to information and services 24 hours a day easily, promptly and at a local level
- Have a city where all people have equal access to goods, services and opportunities
- Ensure all children have a good start in life
- Ensure that local government services are capable of being delivered electronically by 2005

Have a sense of belonging

- Ensure that all our citizens, whether from the urban or rural areas, are proud to be a part of the City of Carlisle
- Have a strong community network which encourages all residents to participate and contribute to their communities
- Have a clear voice for young people via their own council
- Support education in citizenship for young people

Reduce crime

- Respond to crime and the fear of crime promptly and continue to make our communities safer
- Ensure all new buildings are fully accessible for all and involve users in the planning stages, especially disabled users.



MEASURING PROGRESS

Powerful, positive communities

- Percentage of respondents satisfied with their neighbourhood as a place to live
- Percentage of people who felt involved in decision making in the City

Sense of belonging

- Percentage of respondents who felt they were part of the City of Carlisle

Reduce Crime

- Number of recorded crimes per 1,000 population



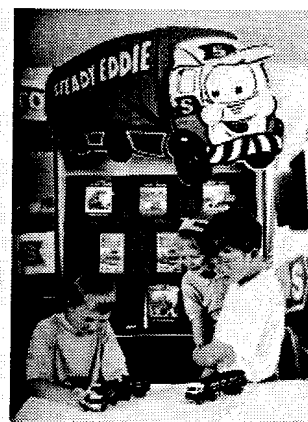
ECONOMIC PROSPERITY

A strong, diverse and vibrant economy is vital for the future success of our rural and urban areas. Encouraging innovation, nurturing new businesses and supporting existing traditional industries are fundamental elements of a sustainable economy.

And you didn't stop there.



You also asked us to look at improving the range of job opportunities on offer for young people leaving higher and further education. Retaining skills, knowledge and expertise in the City area is crucial if we are to also retain and encourage investment.



YOUR VISION IS TO:

Diversifying and modernising the local economy

KEYSTONE: Have a diverse, mixed economy which embraces new technologies and a vibrant rural economy which nurtures and supports the best of traditional industries whilst encouraging new ventures and opportunities.

- Have an innovation centre to incubate new knowledge based industries
- Have access to broad band (ICT) services in Carlisle
- Support the needs of business by arranging pay as you go access to ICT band width

Retain skills in the area

- Have a diverse range of job opportunities, and equal access to them, for all sections of our community



- Have closer links between education and businesses to ensure a match between skills and job opportunities
- Ensure that educational establishments work closely with businesses to provide employees with skills to match job opportunities

Support new and existing businesses

- Have a comprehensive small business support network which meets the needs of both those who have businesses and those who are trying to establish one
- Improve access to business assistance via a comprehensive, reliable, unbiased central point of information on local, UK and European grants, business support, training and development issues.
- And for this venture to proactively target potential investors, providing tailor made relocation packages which press the right buttons with these organisations
- Support the airport as a key economic driver and encourage its development a centre for industry and communications
- Continue to develop existing industrial estates and make them more attractive to tenants and investors
- Encourage and support local supplier networks which allow local communities to buy local produce and goods easily and affordably

- Have in place local planning guidance which balance the needs of strategic planning and the environment with those of the business community
- Promote cultural activities to business and visitors, one of the outcomes being the attraction of inward investment and new people to the City

MEASURING PROGRESS

Diversifying and modernising the local economy

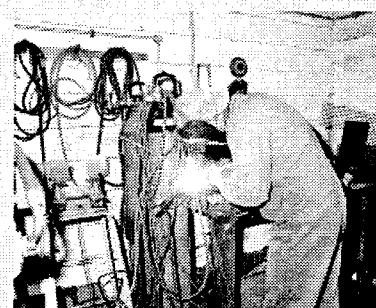
- Use of ICT in business
- Proportion of the workforce employed in growth sectors (as defined in the NWRDA Strategy)

Retain skills

- Proportion of the population with higher education level qualifications (first degree)
- Percentage of local College leavers who find jobs locally

Support new and existing businesses

- Proportion of the population in self employment
- Number of new business starts
- Perceptions of business support infrastructure



HEALTH AND WELL-BEING

Health and Well-being-the two are dependent on each other. Good diet, healthy lifestyles, and regular exercise all contribute to us enjoying a good quality of life. And having health care which is there when you need it, where you need it, suits our busy, modern lifestyles and makes us all more confident.



But of course that is not the whole story.

Each individual's well-being is dependent on the health of Carlisle and so every element of the Vision will impact on how good you feel living here.

YOUR VISION IS TO:

Reduce health inequalities

KEYSTONE: Ensure health improvement, reducing health inequalities and improving health care focused at a local level wherever possible; Ensure that health information and advice is easily accessible and of a high standard.

In Particular we will focus on tackling:

- Infant mortality
- Life expectancy
- Child poverty
- Smoking
- Teenage and healthy pregnancy

Promote healthy living and lifestyles

- Exploit and promote the potential to order fresh, healthy food from community organisations



- Support action to prevent drug misuse and promote drug rehabilitation
- Combat the causes, and effect, of poverty on the health of our communities
- Support and expand the Farmers Markets
- Encourage healthier lifestyles, via partnership health, fitness and sports programmes for all
- Support independent living for elderly residents and other vulnerable sections of the community wherever possible

Access to leisure, sports and culture

- Ensure all residents have access to leisure, sports and cultural opportunities

MEASURING PROGRESS

Reduce health inequalities

- Standardised mortality ratios
- Access to Key Services (see Infrastructure theme)
- Gap in mortality between manual groups and the population as a whole (for children under one year)

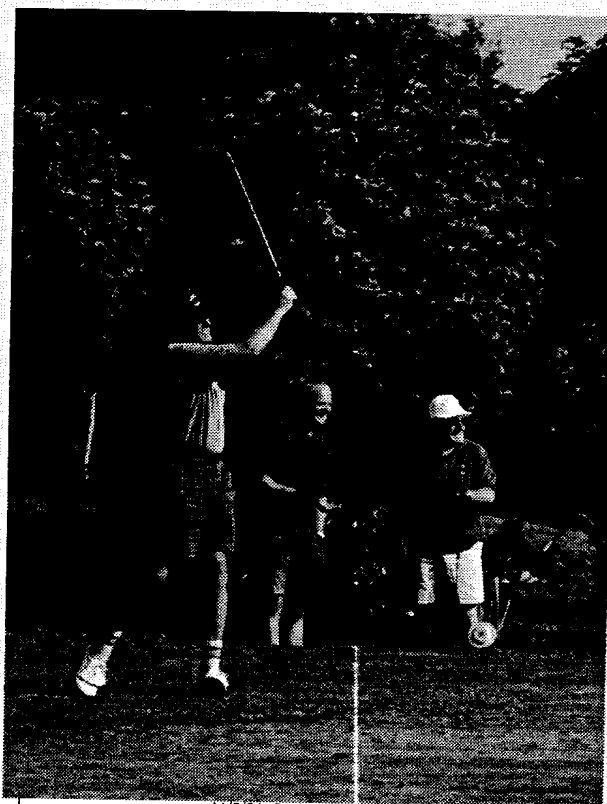


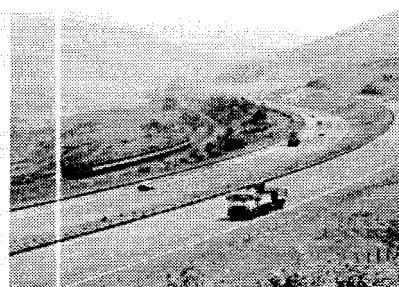
Healthy living and lifestyles

- Position in DTLR index of deprivation
- Percentage participating in leisure, sports and fitness activities primarily as a method of exercising

Access to leisure, sports and culture

- Percentage of population who feel it is easy to access leisure, sports and fitness facilities, if they want to
- Percentage of population who feel it is easy to access cultural activities, if they want to

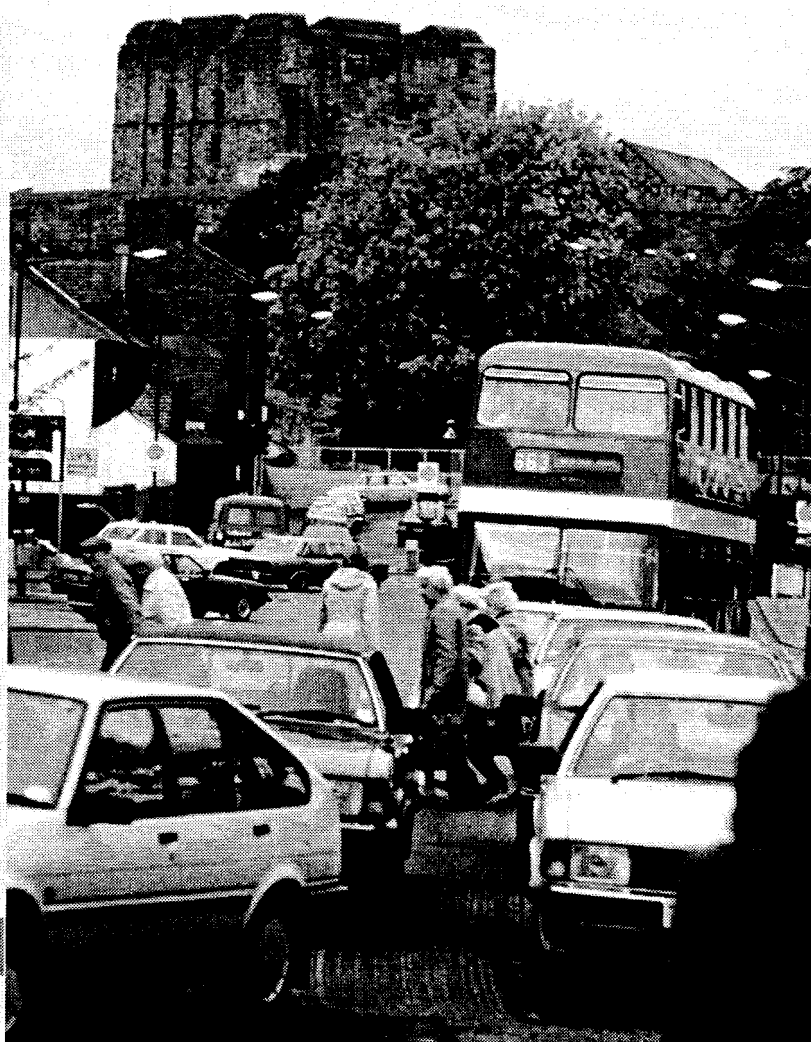




As with all things, this theme is about achieving a balance

Providing an effective transport system, modern road and rail network and improving access in an around out city has to be balanced against the need to protect and enhance our environment, reduce wasted resources, and having a sustainable planning policy for our area.

A sustainable future demands that we maintain this balance.





INFRASTRUCTURE, ENVIRONMENT AND TRANSPORT

YOUR VISION IS TO:

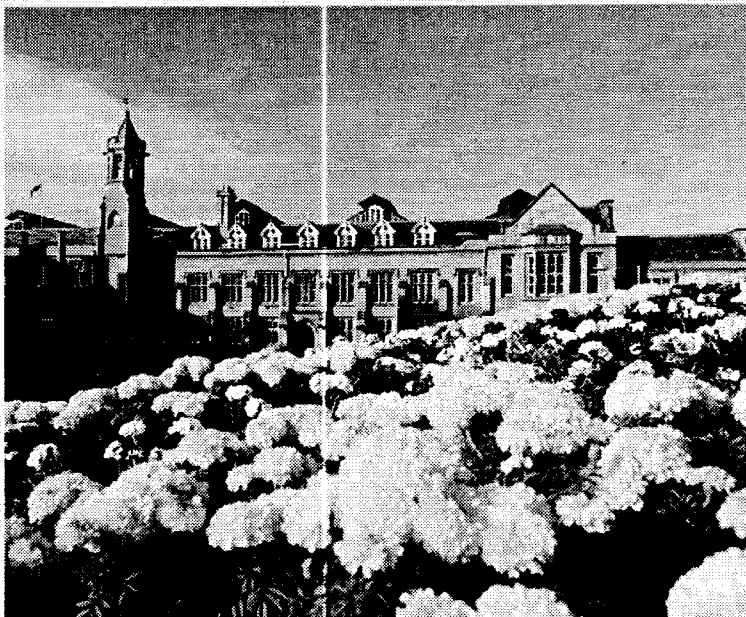
Have an integrated transport system

KEYSTONE: Have a safe public transport system for all - whether young, old, disabled, or from a rural community - which is affordable, reliable, easily accessible, frequent and an attractive option. This will require a fully integrated transport system which balances the needs of both our urban and rural communities.

- Ensure there is affordable and accessible city centre parking for those citizens who have no viable alternative and investigate the possibility of a Park & Ride scheme.

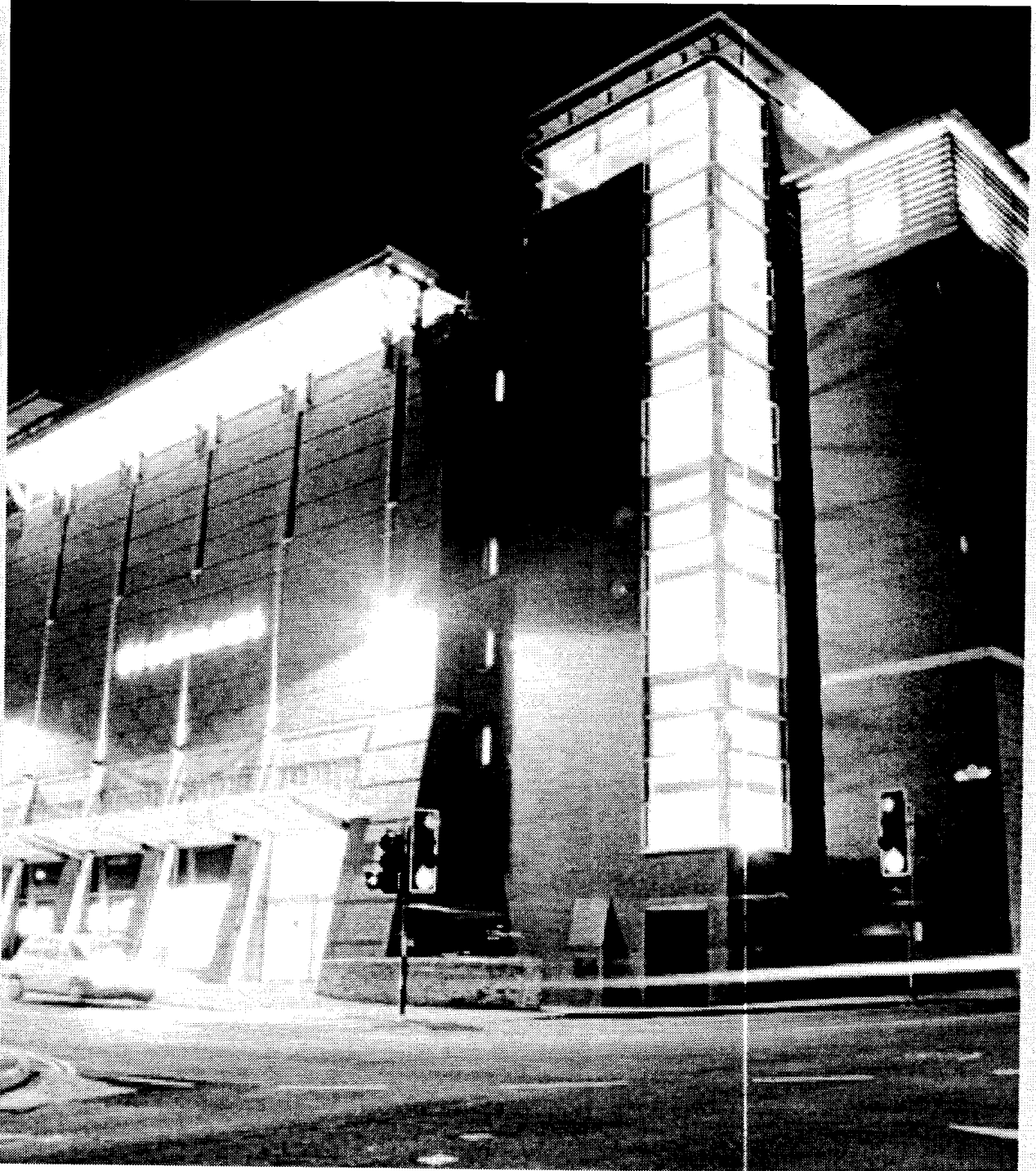
Access in and around the city

- Constantly review the areas strategic transport links and infrastructure as a key priority to the long term prosperity and vibrancy of the City area
- Promote a sustainable environment
- Have planning guidelines in place which are both economically and environmentally sustainable



- Be rigorous in protecting and enhancing the variety of nature within our local environment
- Be part of a City which can be proud of its effective use of resources and consequent lack of waste
- Have significantly limited pollution produced by our everyday actions and so reduced damage to our environment





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MEASURING PROGRESS

A transport system that meets our needs

How easy is it for you to get to the following using your usual form of transport?

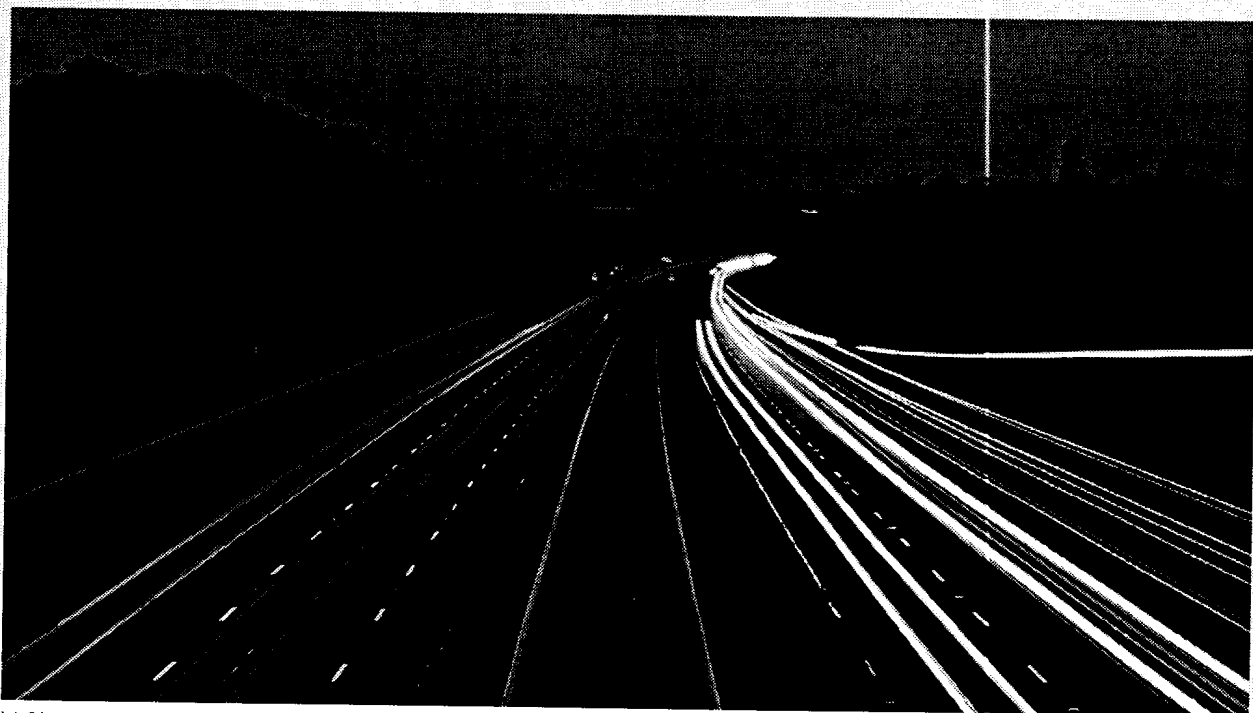
- Corner shop
- Medium to large supermarket
- Post Office
- Doctor
- Local hospital
- Public transport facility
- Recycling facility
- Leisure facilities (library, museum, art gallery, theatre, sport centre etc)

Access in and around the city

- Percentage of respondents who feel that the local infrastructure meets their needs (by business sector, potential investors, community at large)

Sustainable environment

- Biodiversity: Length of hedgerows planted, restored or lost
- Levels of Carbon Dioxide emissions
- Percentage household waste recycled and composted





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CELEBRATING CARLISLE

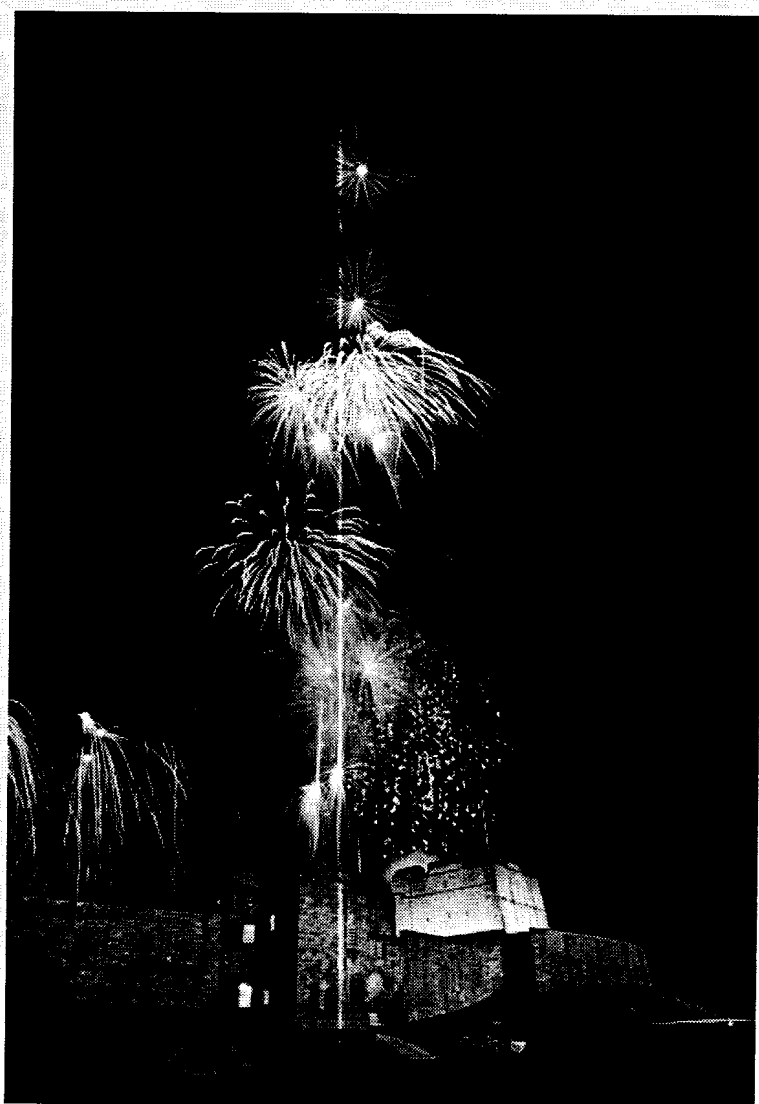
WE CAN BE JUSTLY PROUD OF OUR HERITAGE SPANNING TWO THOUSAND YEARS

Our important strategic position, enviable mix of urban and rural geography, and our community's innate sense of belonging to the area all combine to create a powerful sense of identity for Carlisle. However we are perhaps not always as successful in telling others about ourselves. The need to put Carlisle on the map was mentioned on a number of occasions when we asked you about your priorities for the city. Celebrating Carlisle therefore recognises the uniqueness of our area and looks to strengthen and raise our profile nationally and internationally.



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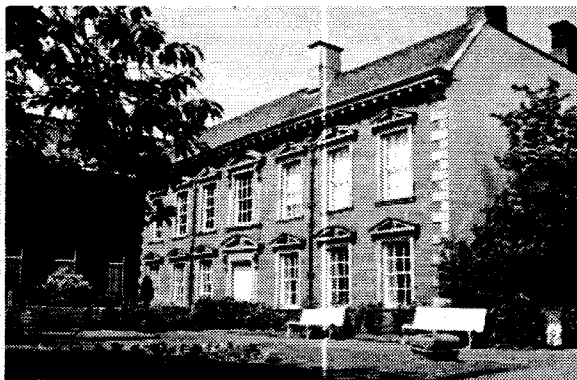
YOUR VISION IS TO: Improve Carlisle's image

KEYSTONE: Carlisle needs to have one strong, clear identity which is properly communicated and consistent across all sectors: tourism, inward investment, cultural sector and so on. Carlisle's rich inheritance and culture needs to be central to its external identity.

- Make sure the gateways to the city centre enhance Carlisle's image

Exploit our heritage and natural surroundings

- Have a vibrant river frontage on, for example, the Eden, Caldew, Petteril and Esk rivers which provides entertainment and leisure facilities
- Encourage continued investment in our museums and ensure they are able to provide a relevant and comprehensive profile of Carlisle's past, present and potential future
- Celebrate Carlisle via a variety of civic events
- Have Facilities of a excellent standard
- Have a football club of which we can be proud!
- Investigate the creation of a University of Carlisle
- Have excellent, high class hotel and conference facilities
- Have a dedicated, regional theatre and arts facility in Carlisle



MEASURING PROGRESS

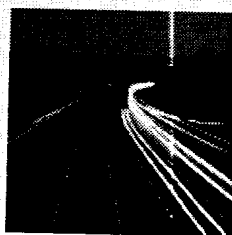
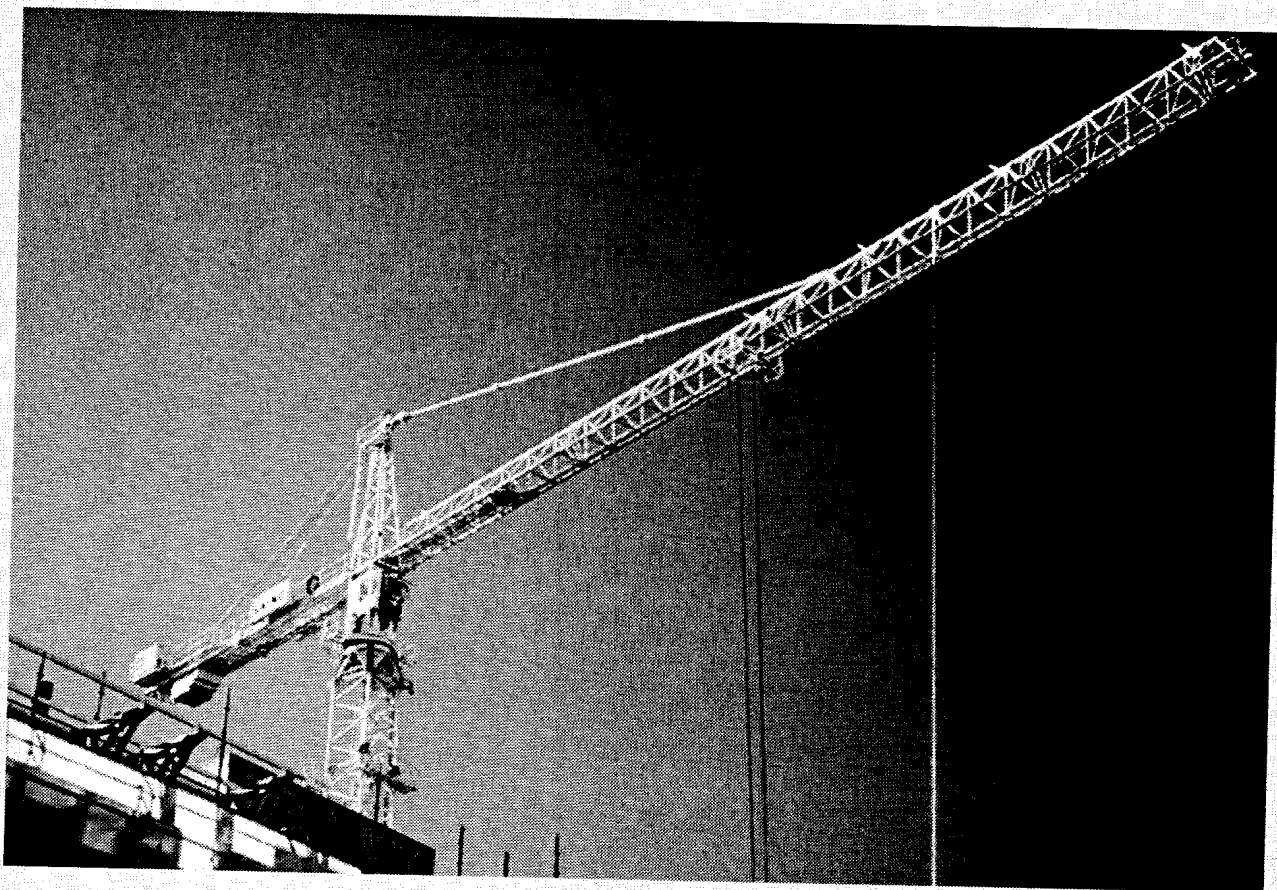
Improve Carlisle's image

- Establish a representative, multi -agency partnership identifying and progressing a clear image for Carlisle
- Percentage of tourists who intend to return to Carlisle in future

Exploit our heritage and natural surroundings:

- Level of investment in river frontage in the Carlisle area for entertainment and Leisure purposes
- Level of investment in Museums and Cultural Sector
- Revenue generated into Carlisle Conference Group (CCG) Venues through the CCG office
- By November 2002 investigate the creation of:
 - University of Carlisle
 - Dedicated theatre and arts facility







MAKING THE VISION A REALITY

SO HOW ARE WE GOING TO MAKE SURE THAT THESE PRIORITIES ARE ACTED UPON?

The partnership's role is to promote the City Vision and ensure that it is taken into account in all plans, strategies and initiatives that take place in Carlisle. In particular, the City Council, as the community leader, a role defined by national government, will do everything in its power to deliver the Vision through its own activities and strategies and will ensure those who work with it do the same.

We can measure how well this is happening by regularly monitoring the Quality of Life indicators that appear under each theme. These will provide a **broad** indicator of how well we are doing to achieve the Vision.

WHAT NEXT?

A partner organisation or a partnership in the Carlisle district will drive each City Vision priority and they will be able to decide the best way to measure progress in achieving that priority. How each City Vision priority will be delivered, and how progress will be measured, will then appear in partner's individual plans and strategies. This information will also be drawn together in twice yearly monitoring reports and also by the partnership monitoring our progress in delivering the Vision and reporting back to the wider community.





COMMITTED TO CARLISLE

The City Vision Partnership is committed to delivering the Vision for Carlisle and will do so by:

- encouraging innovation
- involving local people in the delivery of their Vision
- making the best use of skills and resources
- pulling together for the benefit of Carlisle
- leading Carlisle with integrity, honesty and openness
- supporting a competitive Carlisle
- improving inter-agency communication and co-operation
- increasing the capacity of Carlisle to react to opportunities
- learning from others

These principles will feature in everything we do as a partnership and as individual organisations and delivery partnerships.

LOGOS
OF PARTNERS





TO FIND OUT MORE...

Communities: (01228) 817352

Economic Prosperity: (01228) 817120

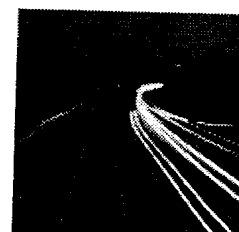
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