



REPORT TO EXECUTIVE

PORTFOLIO AREA: ECONOMIC DEVELOPMENT & ENTERPRISE

Date of Meeting: **23RD APRIL 2007**

Public

Key Decision: No

Recorded in Forward Plan:

Yes

Inside Policy Framework

Title: **AN ECONOMIC STRATEGY FOR CARLISLE IN ITS REGION**

Report of:

Report reference: **DS.40/07**

Summary:

This report summarises consultees' comments on the Economic Strategy so far and sets out the process for finalising the Strategy to the point where it is adopted by the Carlisle Partnership. It asks for the Executive's comments on the draft and on the process from now on.

Recommendations:

- (a) That the Executive notes the observations made on the draft Economic Strategy to date and make comment on the attached draft.
- (b) That the process for developing the Strategy up to its presentation to the Carlisle Partnership is noted.

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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

1.0 **BACKGROUND AND PURPOSE OF THE REPORT**

- 1.1 On behalf of the Carlisle Partnership, the City Council has commissioned SQW Ltd to prepare an Economic Strategy for Carlisle. The work is being funded by NWDA as part of the Carlisle Renaissance Year 1 programme. The Strategy is one of the three pillars of Carlisle Renaissance [the other two being the Development Framework and Movement Strategy].
- 1.2 The Strategy is being steered by the Economy and Enterprise Priority Group of the Carlisle Partnership under the chairmanship of Mr Nick Johns. It is project managed by an officer group with representation from the City and County Councils, NWDA, and the Centre for Regional Economic Development [CRED] at UCLAN.
- 1.3 The consultant's work is now drawing to a close. A draft Strategy and Action Plan has been prepared and is attached to this report. This was considered at a Stakeholders' meeting on 28th February and by a joint Community and Infrastructure O&S workshop on 1st March.
- 1.4 This report summarises consultees' comments on the works so far and sets out the process for finalising the Strategy to the point where it is adopted by the Carlisle Partnership. It asks for the Executive's comments on the draft and on the process from now on.

2.0 **THE CURRENT DRAFT STRATEGY.**

- 2.1 The impression from consultation so far is that current draft provides a solid foundation for the Strategy, based on a vision for Carlisle that has three elements. By 2032 the draft strategy proposes that Carlisle should have achieved:-

- ***levels of prosperity per head that match or exceed that for England***
- ***measurable economic improvements in Carlisle's most deprived communities***
- ***a lower carbon economy and reduced carbon emissions per head***

Each element of the vision has measurable performance indicators and targets that could be adopted by the Carlisle Partnership and lower level indicators [such as earnings data] that will help monitor progress.

2.2 Below the vision there is a framework for action with three themes.

- **People** – securing the skills to drive a 21st century economy
- **Place** – making Carlisle an attractive and environmentally sustainable place
- **Connections** – ensuring that Carlisle is well connected to markets and opportunities

2.3 Each theme has sets of associated priority actions. These are listed on pages 9 and 10 of the draft and are set out in more detail in an Action Plan in section 4. The Action Plan includes over 60 initiatives to be delivered by a variety of organisations. About 20 of these actions are new. Others are existing or on-going actions that contribute to, or underpin the vision for economic prosperity. The consultant's criteria for the inclusion of an initiative in the Action Plan was that the action:-

- Must make a **substantial contribution** to achievement of the relevant strategic priority
- Must be a '**thing to do**', rather than an aspiration
- Must **focus on change**, rather than describing 'business as usual'

3.0 COMMENT ON THE CURRENT DRAFT

3.1 So far the current draft has been considered by a Stakeholder meeting comprising around 40 representatives of partner agencies and businesses, by an Overview & Scrutiny workshop and by the Rural Support Group.

3.2 The Carlisle Partnership Economy and Enterprise Priority Group that is steering the Strategy has agreed the attached draft for purposes of Stakeholder consultation but has not yet met to receive the final version.

3.3 Part of the purpose of the Stakeholder workshop was to get a feel for how the actions in the Strategy should be prioritised and to identify any gaps in the Action Plan. A straw poll during the workshop suggested that the most important actions for that particular audience were:- the Movement Strategy, the University of Cumbria and the Performing Arts Centre. In general the Stakeholders were supportive of the draft and made extensive comments on the proposed actions - which are currently being evaluated by the Consultants.

3.4 Following the Stakeholder meeting and consideration by the Steering Group it was agreed the final draft version of the Strategy will include additional work, including:

- A plain English summary
- Revisions to the draft action plan in the light of workshop feedback
- Development of outline project descriptions (1-2 pages) with the relevant lead organisations
- A view on the indicative five-year costs
- Delivery and monitoring arrangement recommendations

3.5 The Overview and Scrutiny workshop on 1st March made the following points in relation to the current draft:

- The vision was too vague and not ambitious enough – more hard-edged targets needed
- Not enough emphasis on the deprived wards
- Lack of clarity about the City Council's role in relation to the Strategy
- Not enough information on time-scales and costs in the Action Plan
- Need to recognise the impact of an ageing population and the opportunities arising from the 'grey pound'

3.6 The Rural Support Group, which includes members of the Carlisle Partnership Executive with rural interests, has made the following points on the current draft. The Group suggests the economic strategy should include more emphasis on:

- Support for Service Centres (to include measures to address implications of proposed Lochinvar school closure, Longtown MTI succession, development of economic programmes for Brampton and Dalston)
- Measures to promote Rural Enterprise (especially in relation to the delivery of business training, social enterprise/enterprise development in young people and the availability of business information geared to rural business following the 'regionalisation' of Business Link]
- Measures to tackle worklessness and skills development (with specific queries about how measures are to be rolled out to rural areas, links with rural youth provision and scope to target areas of need, especially in relation to Longtown)

- Improving access to Services (to include measures to achieve the target of ensuring no ward falls within the bottom 10% nationally on any domain of the IMD)

3.7 The consultants are aware of the above comments and it is expected that where possible these points will be taken into account in the production of the final draft version of the Strategy.

4.0 OUTSTANDING WORK ARISING FROM THE CURRENT DRAFT

4.1 Three additional pieces of work are being done to test the draft and to aid discussions with partner agencies. The first is:-

- A Rural Proofing process for the Action Plan to identify where actions and projects should have a rural delivery dimension
- A similar process looking at impact on the most deprived wards.
- An evaluation of the Strategy against the Cumbria Sustainability Framework

4.2 The first two actions above will not result in geographically focussed programmes but it should enable a more constructive discussion with partners agencies on how the various themes within the Strategy are to be delivered and where targeting is desirable. The Sustainability Framework will be used to assess whether the Strategy has a positive or negative impact on sustainability under the following headings; - communities, environment, natural resources, economy.

5.0 DELIVERY AND IMPLEMENTATION ISSUES – SHORT-TERM

5.1 The mechanisms for the long-term implementation and delivery of the Economic Strategy alongside the Development Framework and Movement Strategy are to be the subject of further discussion among partner agencies. Any formal structures or delivery vehicles will take time to put into place, but in the short term – leading to the development of a programme for 2008-09 – it is hoped that the Carlisle Partnership Economic Development and Enterprise Priority Group will continue to provide a steering role. However, this has yet to be discussed with the Group. In addition there are a number of other fora involving partner agencies that are involved in delivery of Carlisle Renaissance Year 1 programme projects. These include the Carlisle Employment Partnership, the Carlisle Cultural Heritage Group, an emerging enterprise and business support group and a Tourism Executive Group. The intention, where appropriate, is to work with these groups to assess

priorities within the Action Plan and to develop a programme for 2008-09. Further work will also be needed on those on-going actions – such as the review of secondary education – to establish how the process will contribute to economic strategy objectives and how this contribution will be monitored.

- 5.2 Also outstanding is clarification of the role that the City and County Councils will play in the delivery of the Strategy, and the process for securing the commitment of both Councils to the Strategy. The process used for the Development Framework will be used as a model. The intention is that by the time the Economic Strategy is presented to the Carlisle Partnership for adoption, implementation roles and responsibilities will have been clarified among the partners.

6.0 NEXT STEPS

- 6.1 The next phase of the development of the Strategy includes:

- Finalising the content and concluding the consultant's work as set out in para 3.4 above
- Carrying out the tasks on geographical impact and on sustainability in para 3.8 above
- Carrying out further work on the Action Plan with partner agencies to develop the programme for 2008/09
- Securing the commitment of the City and County Councils to the Strategy.

- 6.2 It is expected that the above will take at least three months – with the expectation that the final version of the Strategy will be presented to the Carlisle Partnership for adoption in July.

7.0 CONSULTATION

- 7.1 Consultation to Date.
None

- 7.2 Consultation proposed.
Carlisle Partnership Economy and Enterprise Priority Group

8.0 RECOMMENDATIONS

- 8.1 That the Executive notes the observations made on the draft Economic Strategy to date and make comment on the attached draft
- 8.2 That the process for developing the Strategy up to its presentation to the Carlisle Partnership is noted.

9.0 REASONS FOR RECOMMENDATIONS

- 9.1 To enable the progress to be made on the Strategy.

10.0 IMPLICATIONS

- Staffing/Resources – to be determined
- Financial – to be determined
- Legal –
- Corporate –
- Risk Management –
- Equality Issues –
- Environmental –
- Crime and Disorder –
- Impact on Customers –

Carlisle Renaissance

Economic Strategy and Action Plan

Draft: 22 February 2007

Carlisle
renaissance



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Approved by:	David Mack-Smith	Date:	22/02/07
	Associate Director		

1: Introduction

- 1.1 Carlisle stakeholders are currently in the process of developing an economic strategy and action plan for the district, with the assistance of SQW.
- 1.2 An analysis of the Carlisle economy's Strengths, Weaknesses, Opportunities and Threats (SWOTs) was reviewed at a workshop in November 2006, and finalised in December 2006.
- 1.3 In the light of the findings of the SWOT analysis, and following consultations with a number of key stakeholders, a proposed vision and strategic framework was developed by SQW, and reviewed at a workshop in January 2007.
- 1.4 This document is a draft of the final output from this strategy development exercise: the economic strategy and action plan. It presents an amended version of the **vision** and of the key **strategic priorities**, in the light of feedback from the January workshop, and from subsequent stakeholder review comments. Under each of the strategic priorities, specific **actions** are now proposed, together the rationale for undertaking each action, and the proposed lead partner organisations.
- 1.5 The document is structured as follows:
 - section 2 outlines a revised vision statement – the intended outcome over the 25 year time period covered by the strategy
 - section 3 discusses the various options considered for a strategic framework, presents our proposed top-level framework, and the key priorities within each of its three themes: People, Place and Connections
 - section 4 presents the proposed actions under each of the strategic priorities
 - section 5 discusses the delivery arrangements for the strategy and action plan
 - section 6 presents a monitoring framework, by which Carlisle's economic progress should be reviewed.
- 1.6 There are two annexes:
 - Annex A presents indicative cost estimates associated with major parts of the action plan over the next five years
 - Annex B contains outline project descriptions for the actions against which there are no supporting strategies/delivery plans already in place.
- 1.7 For the purposes of this document, "Carlisle" should be taken to refer to the whole district (i.e. rural as well as urban areas).
- 1.8 At this stage, this draft document should be viewed as being 'work in progress'. It will be reviewed by stakeholders at a workshop on 28th February 2007, and we would welcome

review comments before, during and after that event. The intention is to finalise this strategy and action plan by the end of March.

2: Vision

Existing relevant vision statements

- 2.1 The vision for Carlisle's economy needs to be put into the context of other vision statements from relevant strategies at regional, sub-regional and district levels.
- 2.2 The vision for the North West, as expressed in the new **Regional Economic Strategy** (RES), is as follows:

A dynamic, sustainable international economy which competes on the basis of knowledge, advanced technology and an excellent quality of life for all where:

- 1. Productivity and Enterprise levels are high, in a low carbon economy, driven by innovation, leadership excellence and high skills.*
- 2. Manchester and Liverpool are vibrant European Cities and, with Preston, are key drivers of city-regional growth.*
- 3. Growth opportunities around Crewe, Chester, Warrington, Lancaster and Carlisle are fully developed.*
- 4. Key Growth Assets are fully utilised (Priority Sectors, the Higher Education and Science Base, Ports/Airports, Strategic Regional Sites, the Natural Environment especially The Lake District, and the Rural Economy).*
- 5. The economies of East Lancashire, Blackpool, Barrow and West Cumbria are regenerated.*
- 6. Employment rates are high and concentrations of low employment are eliminated.*

- 2.3 The longer term ambitions (2026 or earlier) expressed in the RES include closing the GVA/head gap with the England average.
- 2.4 The **Cumbria Vision Strategic Plan** 2006-2016 has the following long term objectives:

From 2006-2016 Cumbria Vision will seek to:

- 1. Grow Cumbria's GVA to match the North West average*
- 2. Improve average earnings to match the North West level*
- 3. Reduce worklessness to the North West average level*

- 2.5 In Carlisle itself, the current (2002) version of the Community Plan (City Vision) sets out the following 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.

- 2.6 More recently (2005), **the Carlisle Renaissance prospectus** defined a ten year vision for the city:

Carlisle will be a vital and attractive place that drives Cumbria's economic, physical and social renaissance.

The Centre of Carlisle will be a catalyst for economic growth with clusters of higher 'value added' employment stimulated by an expanded and enhanced education infrastructure and the development of vibrant high quality mixed use areas.

It will be recognised as one of the most significant tourist destinations within the UK, based on its rich heritage, a diverse and rejuvenated cultural offer and the proximity of stunning rural landscapes. It will be a beautiful City with quality public spaces and a townscape that sensitively blends contemporary architecture with the historic environment.

Gateways into and movement around the Centre will be improved and Carlisle will be renowned for its beautiful green spaces alongside the rivers Eden and Petteril combined with a bustling and active river frontage along the Caldew on the edge of the City Centre.

Investment within target communities will ensure that they have the capacity to benefit from the transformation of Carlisle and connect with the new opportunities that an urban renaissance will deliver.

Proposed vision

- 2.7 Our brief is for Carlisle's economic strategy to take a long term view – looking out over the next 25 years. The world will doubtless be very different in the year 2032 – there will have been at least as much change as there has been in the 25 years since 1982 (the year in which the Falklands War was fought, Prince William was born, and Yuri Andropov succeeded Leonid Brezhnev as leader of the Soviet Union).
- 2.8 We cannot – and should not try to – predict the future with certainty. However, we can articulate, discuss and agree, in broad terms, where we would want Carlisle's economy to be in 25 years' time.
- 2.9 Our proposed vision for Carlisle's economic strategy is as follows:

Carlisle will have a dynamic, inclusive and environmentally sustainable economy, which competes internationally on the basis of knowledge, advanced technology and an excellent quality of life for all.

The city will be a magnet for business investment, students and visitors, and will thrive in its role as the centre for the sub-region and environs.

The revitalised rural economy will offer high quality employment opportunities within vibrant local communities.

By 2032, Carlisle will have:

- *a level of economic prosperity per head which matches or exceeds that for England*
- *substantially lower levels of economic deprivation, especially in its most deprived communities*
- *a relatively low carbon economy, having substantially reduced total carbon emissions per head.*

- 2.10 This will be a very challenging vision to achieve. Carlisle's current position in each of the three measurable indicators for the vision is as follows:

- Using East Cumbria as a proxy (the lowest geographic unit at which GVA statistics are available), GVA per capita in 2004 was at 98% of the North West average, but only 84% of the England average. We note though that East Cumbria's GVA per capita stood at 97% of the England average back in 1995.
- According to the Index of Multiple Deprivation (IMD) 2004, two of Carlisle's 22 wards are in the 10% most deprived English wards by the overall measure, and seven wards appear in the 20% most deprived by either or both of the income and employment measures.
- According to estimates for 2004 recently released by DEFRA, Carlisle is currently just in the top quartile of English local authority (NUTS4) areas for total CO₂

emissions per capita, with the 86th highest emissions per resident, out of 354. Within the total, Carlisle ranked 66th for industrial and commercial emissions per capita, 172nd for domestic emissions, and 98th for road transport emissions.

- 2.11 The vision will demand substantial growth in higher value-added economic activity, increased engagement of currently excluded communities, and a shift towards low-emission technologies and consumption patterns. This will necessitate substantial public and private sector investments: in raising skills levels, enhancing the attractiveness of Carlisle as a place to live, work, study and visit, and increasing the extent to which Carlisle-based businesses compete in wider markets.
- 2.12 The following section outlines the strategic framework for achieving this vision.

3: Strategic framework

Options

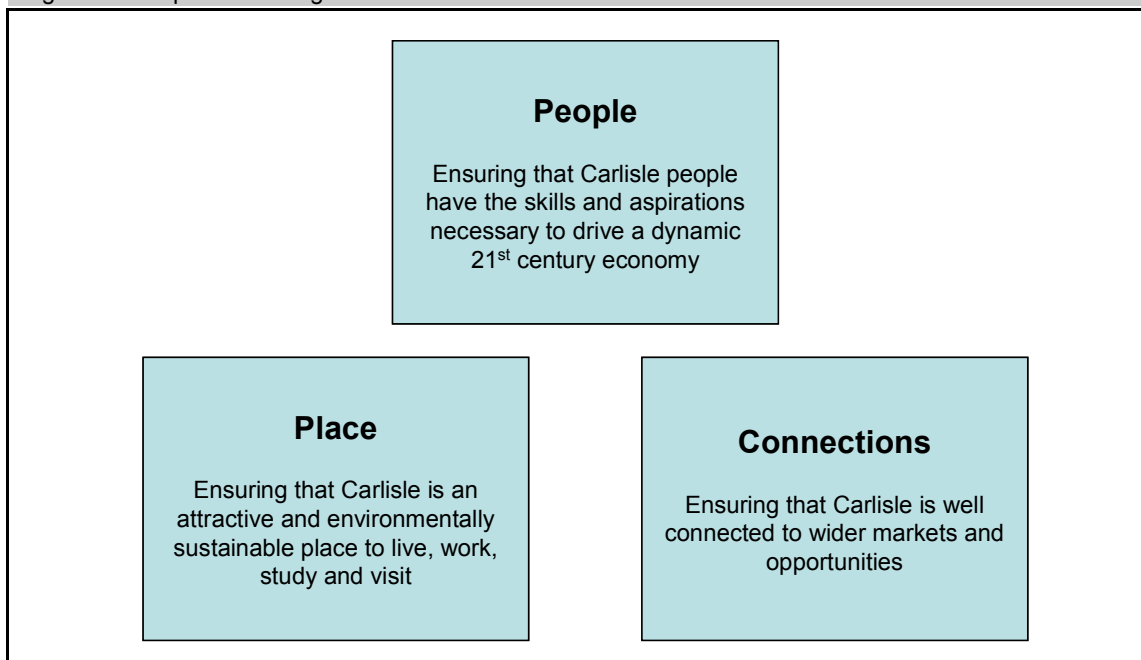
- 3.1 There are many different potential frameworks for an economic strategy and action plan. Some examples of the dimensions, around which a framework could be built, include:
- geography (e.g. urban Carlisle North, urban Carlisle South, rural Carlisle)
 - sector type (e.g. expanding, adjusting, shrinking sectors)
 - sector of the economy (e.g. food & drink; business and professional services; digital & creative; advanced manufacturing; tourism and retail etc; public sector; voluntary sector)
 - levels of risk associated with intervention (e.g. high, medium, low)
 - various cross-cutting themes (e.g. environmental sustainability, leadership, innovation, ICT, image)
 - the themes of the RES (business, skills & education, people & jobs, infrastructure, quality of life)
 - the sectoral priorities of the Cumbria Vision strategic plan (knowledge industries and enterprise support; nuclear opportunities; infrastructure, transport and housing; land, agriculture and food; tourism, image and the environment; cultural and creative industries; education and skills).
- 3.2 We suggest that the framework for Carlisle's economic strategy and action plan should:
- reflect Carlisle's specific needs (addressing its particular weaknesses and threats, and building on its strengths and opportunities)
 - emphasise areas which can be directly or indirectly addressed by Carlisle stakeholders, rather than factors over which they have no control
 - have sufficiently wide scope to incorporate the wide variety of factors that influence the development of the district's economy
 - be robust to inevitable change over the 25 year time horizon for the strategy, rather than simply reflecting 'of the moment' policies, terminology, sectors and initiatives
 - avoid being over-complicated: it should be simple enough to be easily understood and remembered by a wide group of stakeholders.

Top-level strategic framework

3.3 Given the above discussion, and in the light of the SWOT analysis and our consultations with key stakeholders, the agreed top-level framework for Carlisle's economic strategy has the following three themes, as illustrated in Figure 3 -1:

- people
- place
- connections.

Figure 3 -1 Top-level strategic framework



Source: SQW

- 3.4 In our SWOT analysis and in our consultations, issues around the aspirations and skills of Carlisle **people** came out very strongly as a major priority area for action and investment. This theme is wide-ranging, in that it encompasses the skills and aspirations of current and future employees, entrepreneurs, business owners and managers, and public sector leaders.
- 3.5 Very closely linked with the people theme is the need to ensure that Carlisle is an attractive and environmentally sustainable **place** to live, work, study and visit. This would include, for example, the availability of suitable housing, business premises, public realm, transport infrastructure, and tourism and leisure facilities.
- 3.6 Finally, in our SWOT analysis, the issue of Carlisle's actual and/or perceived remoteness from major markets and centres of population emerged as a key concern, contributing to the district's economic under-performance relative to the regional and national averages. It is a fundamental factor limiting, for example, the district's ability to retain and attract talent, businesses' ability/willingness to compete in markets outside Carlisle and Cumbria, and the addressable tourism market. The third proposed theme is therefore concerned with **connections**. It must be stressed, however, that this does *not* simply refer to physical transport to/from Carlisle. Rather, it considers Carlisle's connectedness in a wide sense: incorporating

electronic connectivity, networks of business contacts, connections with other sources of skills/labour, and awareness of the Carlisle offer amongst potential investors and visitors, as well as the road, rail and air links to/from the district.

- 3.7 Note that we are deliberately not proposing a separate ‘business’ theme. As businesses are the primary generator of employment opportunities and wealth, the three proposed themes - of people, place and connections - are designed, collectively, to address the fundamental requirements and challenges of current and future businesses, and to create the conditions for sustainable private sector investment in Carlisle.
- 3.8 The following sub-sections outline the key priorities under each of the three themes of this strategic framework.

People

- A1: Provide Carlisle’s children with excellent primary and secondary school education
- A2: Develop the skills of Carlisle’s workforce through high quality and accessible learning opportunities in further education and workplace-based learning
- A3: Tackle the challenges of disengagement, worklessness and low aspirations
- A4: Retain and attract talented people through the establishment and growth of a successful University of Cumbria
- A5: Ensure that people moving to Carlisle (whether from elsewhere in the UK or from abroad) find it easy to integrate into the district’s society and economy
- A6: Encourage and support entrepreneurial activity
- A7: Provide business owners and managers with high quality information, advice and skills development opportunities
- A8: Build the capacity of elected representatives and other local leaders to provide strong, effective and co-ordinated leadership in Carlisle’s economic development

Place

- B1: Protect the city and district from the risk of flooding
- B2: Agree the way forward for the physical regeneration of Carlisle’s urban area
- B3: Ensure that businesses of all sizes and sectors have a choice of employment sites and premises, appropriate to their needs, through sustainable development
- B4: Create a purpose-built high quality city-centre headquarters for the University of Cumbria
- B5: Provide clean, safe and attractive public realm

- B6: Develop vibrant city-centre leisure and culture environments and infrastructure
- B7: Address housing shortages through sustainable development
- B8: Improve accessibility and visitor experience at the district's major heritage and environmental attractions

Connections

- C1: Link Carlisle's people and visitors better to services, employment and leisure opportunities, through improved (and less polluting) movement around, into and out of the district
- C2: Exploit the opportunities offered by digital connectivity
- C3: Strengthen links between Carlisle businesses and the wider business and higher education community
- C4: Sell Carlisle: Create greater awareness of Carlisle's distinctive offer, amongst potential investors, potential new residents and visitors beyond Cumbria

4: Action plan

Introduction

- 4.1 This section presents the action plan for delivering the strategy described above.
- 4.2 It proposes a total of 65 actions against the 20 strategic priorities. Whilst the timeframe for the strategy is 25 years, the focus of the action plan is on what needs to be done over the next five years, recognising that the action plan should be subject to regular review and updates (e.g. every three years).
- 4.3 For each proposed action we articulate the rationale for why it is a necessary part of the economic strategy and action plan – how it will contribute to the achievement of the Vision. We also indicate the proposed *lead* partners for delivery of the action, noting that most of these actions will require close collaboration between these lead partners and a variety of other delivery partners. Where an action is already in hand, we indicate the relevant strategies/plans through which it will be delivered.
- 4.4 In developing this action plan, there is a difficult balance to be struck. It must be sufficiently wide-ranging to capture the variety of factors that influence the future growth, inclusiveness and sustainability of Carlisle’s economy. But it will be the Community Plan that provides the overall ‘plan of plans’ for Carlisle; this economic strategy and action plan needs to be firmly focused on the economic aspects of that plan, rather than attempting to address every aspect of community life.
- 4.5 The criteria for an action to be included in this plan are as follows:
- it must make a **substantial contribution** to the achievement of the relevant strategic priority (and thereby to the delivery of the Vision)
 - it must be a ‘**thing to do**’, rather than an aspiration or intended outcome
 - it must **focus on change**, rather than describing ‘business as usual’ activity (though we recognise, of course, that there are very many mainstream public services that must continue to be delivered effectively, in order to avoid jeopardising Carlisle’s economic growth).

People

A1: Provide Carlisle's children with excellent primary and secondary school education

Action	Rationale	Lead	Strategy/plan through which action will be delivered
A1.1 Implement the proposed re-structuring of Carlisle secondary schools, including the creation of an Academy by 2009	Carlisle's future economic growth will be dependent on a motivated, well-educated workforce. However, there is a growing surplus of places in Carlisle's secondary schools, and too many pupils are not receiving a sufficiently high standard of education (three schools put into 'special measures' in recent years). The proposed re-structuring is designed to rationalise school places and raise attainment levels.	Cumbria CC	Cumbria School Organisation Review
A1.2 Carry out a fundamental review of Carlisle's primary schools provision, as part the wider Cumbria review process	Primary education lays critical foundations for pupils' future aspirations and attainment. With falling numbers of school-age children there are opportunities to raise standards in Carlisle's primary education by re-organising the supply, to provide better continuity of education, greater organisational and educational flexibility and more efficient use of financial resources.	Cumbria CC	Cumbria School Organisation Review
A1.3 Provide integrated education, care and other support services for Carlisle's young children and their families (starting in the most deprived communities), through the roll-out of Sure Start Children's Centres [a Children's Centre in every community by 2010]	Later outcomes are strongly influenced by the quality of care a child receives in its early years. Sure Start brings together childcare, early education, health and family support services for families with children under 5 years old. It aims to promote the physical, intellectual and social development of babies and young children so that they can flourish at home and when they get to school.	Cumbria CC	Sure Start Children's Centres programme

A2: Develop the skills of Carlisle's workforce through high quality and accessible learning opportunities in further education and workplace-based learning

Action	Rationale	Lead	Strategy/plan through which action will be delivered
<p>A2.1 Minimise barriers to transition between education levels, including through:</p> <ul style="list-style-type: none"> the creation of a Learning Village, including the implementation of a 14-19 centre at Carlisle College, as part of the wider re-structuring of city secondary schools [operational by 2010] assessing the feasibility of increasing the opportunities for multiple intakes p.a. for non-vocational courses at Carlisle College [increased intakes by 2009] 	<p>There are various barriers to progression between one form of education and another (e.g. from secondary school to further education), that can deter Carlisle's young people from increasing their skills levels, when (in a low unemployment economy) it is relatively easy to access paid low-skilled employment. Some of these barriers can be addressed, to make it easier for people to continue in education or training. For example:</p> <ul style="list-style-type: none"> The proposed 14-19 centre should enhance links between Carlisle College and local schools, and create critical mass for 'low demand' A levels across pupils from several schools. Increasing the intakes per annum should help to make non-vocational courses more accessible at Carlisle College. 	<p>LSC Cumbria CC Carlisle College</p>	<p>Cumbria School Organisation Review Carlisle 14-19 Area Partnership Strategy See outline project description in Annex B ?</p>
<p>A2.2 Exploit the capital investment in Carlisle College to raise FE participation and attainment levels</p>	<p>The improved facilities resulting from the redevelopment of the Carlisle College campus should help to attract and retain learners and teaching staff.</p>	<p>Carlisle College</p>	<p>LSC Cumbria Annual Plan Carlisle College Strategic Plan</p>
<p>A2.3 Develop, promote and deliver high quality training for Carlisle employees, including through Train to Gain, and including:</p> <ul style="list-style-type: none"> ITQ Business Improvement Techniques (B-IT) Skills for Tourism, Construction, Retail and Logistics sectors 	<p>Skills shortages constrain the growth of certain parts of the economy, and greater investment in training will help Carlisle's businesses increase productivity and improve their competitiveness.</p>	<p>LSC Sector Skills Councils</p>	<p>LSC Cumbria Annual Plan SSC Strategies and Action Plans</p>

A3: Tackle the challenges of disengagement, worklessness and low aspirations

Action	Rationale	Lead	Strategy/plan through which action will be delivered
A3.1 Promote increased participation in sport amongst young people, throughout Carlisle	Sport can be an important mechanism for engaging young people, helping to raise self esteem and to promote personal development. This contributes towards developing a more motivated workforce, with higher aspirations.	Cumbria Sports Partnership	Cumbria Sports Partnership Strategic Framework See outline project description in Annex B ?
A3.2 Develop, promote and deliver a wide range of community-based learning opportunities, especially in deprived areas of Carlisle	Community-based learning helps to lower the barriers to engagement in learning, as it reduces the need to travel, and offers a more informal environment.	Learning providers Jobcentre Plus	Jobcentre Plus Business Plan See outline project description in Annex B ?
A3.3 Promote and deliver Skills for Life training to people of working age with no qualifications	In common with other areas, Carlisle has a proportion of the workforce which has problems in basic literacy and numeracy. This acts as a barrier to employment and/or to progression into better-paid jobs.	LSC	LSC Cumbria Annual Plan
A3.4 Engage with young people already in low-value employment, encouraging them to undertake training and skills development	Too many of Carlisle's young people are in jobs which currently provide no training at all. Providing opportunities for training and skills development will assist these people to move on into more highly skilled employment with better long term prospects.	Connexions LSC	Connexions Cumbria 2010 Strategy LSC Cumbria Annual Plan
A3.5 Support Incapacity Benefit claimants back into the labour market, including through the delivery of Pathways to Work support	People claiming Incapacity Benefit constitute a substantial proportion of the 'workless' population. Some IB claimants have the potential to return to employment, given appropriate support.	Jobcentre Plus Cumbria CC Carlisle Employment Partnership	Jobcentre Plus Business Plan
A3.6 Provide motivational and vocational training and job placement opportunities for people in Carlisle's deprived areas, to assist them to access employment	Parts of Carlisle suffer from severe economic deprivation, which has been exacerbated by redundancies such as those at Cavaghan and Gray. Special focus is required here, to ensure that more	Carlisle Employment Partnership Carlisle Housing	Carlisle Renaissance Year 1 Plan See outline project

Action	Rationale	Lead	Strategy/plan through which action will be delivered
opportunities	people in these communities can participate in, and contribute towards, Carlisle's economic growth.	Association	description in Annex B ?

A4: Retain and attract talented people through the establishment and growth of a successful University of Cumbria

Action	Rationale	Lead	Strategy/plan through which action will be delivered
A4.1 Establish the University of Cumbria, through the merger of Cumbria Institute of the Arts and St Martin's College, plus the Cumbrian campuses of UCLAN [by August 2007]	The current limited HE provision in Carlisle and Cumbria leads to a net outflow of talented young people, and constrains the development of higher value-add sectors of the economy. The formal establishment of the University of Cumbria is a vital first step in addressing this issue.	St Martin's College Cumbria Institute of the Arts	Harris Report Northwest Regional Economic Strategy
A4.2 Increase the student base and broaden the portfolio of courses available at the University of Cumbria	The extent to which the University contributes to increasing the supply of skilled people to Carlisle's economy will largely be determined by its success in increasing student numbers and broadening the course portfolio	University of Cumbria	University of Cumbria Strategic and Business Plans
A4.3 Use the University of Cumbria's distributed learning network model to maximise take-up of HE and FE in Carlisle	The distributed learning network model is designed to enhance the ability of individuals and businesses in Cumbria to contribute to an enterprising knowledge based economy, through the development of a collaborative network of providers offering progression routes into HE	University of Cumbria Carlisle College	University of Cumbria Distributed Learning Network Strategy and Business Plan University of Cumbria Strategic and Business Plans

A5: Ensure that people moving to Carlisle (whether from elsewhere in the UK or from abroad) find it easy to integrate into the district's society and economy

Action	Rationale	Lead	Strategy/plan through which action will be delivered
A5.1 Establish and promote an information and advisory service targeted at people new to Carlisle, and those considering moving to Carlisle. Service to include advice on housing, health, education, employment and leisure opportunities [by 2008]	<p>Carlisle has seen a significant influx of workers from Poland and other countries in recent years. Whilst many are in relatively low-paid employment, they are generally highly motivated workers, and some are highly qualified. These new residents have the potential to make a substantial contribution to Carlisle's economy. Making it easier for these people to integrate into the district's society and economy will help to ensure that their contribution is maximised.</p> <p>Similarly, people moving to Carlisle from elsewhere in the UK (including business owners, potential entrepreneurs and retirees) have an important economic contribution to make. Carlisle needs to position itself as a place that welcomes new residents.</p>	Carlisle CC Invest In Cumbria	See outline project description in Annex B

A6: Encourage and support entrepreneurial activity

Action	Rationale	Lead	Strategy/plan through which action will be delivered
A6.1 Ensure that the new Business Link leads to increased take-up of high quality information, diagnosis and brokerage services to pre-starts and start-up businesses in Carlisle	The new Business Link is designed to reduce the proliferation of publicly-funded business support services, and ensure easy access to coherent public and private sector business and skills support.	Business Link	Business Link North West Business Plan
A6.2 Ensure that there is high quality local business support for potential entrepreneurs, including support tailored to those in deprived communities	Business Link will point clients towards the appropriate sources (private and public sector) of advice, and the availability of accessible face-to-face support is especially important for potential entrepreneurs. There	Cumbria Chamber of Commerce and Industry	See outline project description in Annex B

Action	Rationale	Lead	Strategy/plan through which action will be delivered
	are particular skills/approaches required for such support in deprived communities, to be effective.	Carlisle CC	
A6.3 Promote entrepreneurship as a career option, and raise awareness of the achievements of successful local entrepreneurs	While Carlisle has performed well in recent years in terms of VAT registrations, it needs to continue to foster an enterprising culture. This can be helped by raising the awareness of the achievements of successful local entrepreneurs, through local media etc.	Carlisle CC Young Enterprise North West Cumbria Chamber of Commerce and Industry Enterprise Insight	See outline project description in Annex B
A6.4 Develop and launch a business planning competition for University of Cumbria students [first competition launched in September 2008]	University-based business planning competitions have proved elsewhere to be effective means of 'flushing out' latent entrepreneurial talent, and raising awareness of entrepreneurship as a career option. All participants benefit from the process – not just the eventual winner.	University of Cumbria	See outline project description in Annex B

A7: Provide business owners and managers with high quality information, advice and skills development opportunities

Action	Rationale	Lead	Strategy/plan through which action will be delivered
A7.1 Ensure that the new Business Link leads to increased take-up of high quality information, diagnosis and brokerage services to established businesses in Carlisle	The new Business Link is designed to reduce the proliferation of publicly-funded business support services, and ensure easy access to coherent public and private sector business and skills support.	Business Link	Business Link North West Business Plan
A7.2 Create a more joined-up network of local enterprise, innovation and skills support providers (including the enterprise support function at University of Cumbria), with strong links to Business Link and	As well as private sector providers, there are currently various local publicly-funded sources of enterprise, innovation and skills support. There is an opportunity to share best practice, and reduce confusion amongst	Cumbria Chamber of Commerce and Industry Carlisle CC	See outline project description in Annex B

Action	Rationale	Lead	Strategy/plan through which action will be delivered
specialist support providers [launched by April 2008]	potential clients, by creating a network of the various providers, with clear links to the new Business Link.		
A7.3 Improve the availability and take-up of advice to businesses on reducing carbon emissions	Business activity is, of course, a major source of carbon emissions. Existing sources of advice are available in the form of the Cumbria Business Environment Network and Defra's BREW programme. Maximising take-up of such advice will make an important contribution towards Carlisle becoming a relatively low carbon economy.	NWDA Cumbria Business Environment Network	Climate Change Action Plan for England's North West See outline project description in Annex B
A7.4 Ensure the availability of appropriate leadership and management skills development opportunities for Carlisle business leaders and managers	There are particular skills development needs for Carlisle's business leaders in order to help them address challenges such as increasingly global competition, environmental impact and technology change.	NWDA	North West Leadership and Management Action Plan
A7.5 Develop and promote management skills development courses at the University of Cumbria	The University of Cumbria has an important part to play in ensuring that Carlisle's business leaders have access to high quality skills development opportunities.	University of Cumbria	University of Cumbria Academic Portfolio Development Plans

A8: Build the capacity of elected representatives and other local leaders to provide strong, effective and co-ordinated leadership in Carlisle's economic development

Action	Rationale	Lead	Strategy/plan through which action will be delivered
A8.1 Establish a City Development Company, to take forward key aspects of this economic strategy [established by April 2008]	Achieving this economic strategy and action plan – including the major physical regeneration proposed by Carlisle Renaissance - will be very challenging, and will require clear, effective and co-ordinated leadership. There is no existing entity with sufficiently wide	Carlisle CC	See outline project description in Annex B

Action	Rationale	Lead	Strategy/plan through which action will be delivered
	<p>participation, powers and resources to provide this.</p> <p>The government's current consultation on City Development Companies highlights the potential for CDCs to be used to effect positive change in city region economies. This is an approach which Carlisle can and should progress, and which need not be dependent on the resolution of the current discussions regarding local authority re-organisation.</p>		
A8.2 Ensure that Carlisle's public sector leads by example in reducing carbon emissions, including through participation in the Carbon Trust's Local Authority Carbon Management programme [LACM Phase 5 starts May 2007]	Public sector activities (including waste management) are a significant source of greenhouse gases. Carlisle's public sector has a responsibility to act as an exemplar in reducing carbon emissions, and this will help to raise the awareness of residents and businesses of the need to reduce their own emissions.	<p>Carlisle CC</p> <p>Cumbria CC</p> <p>Cumbria Strategic Partnership Climate Change Task Group</p>	<p>Carlisle CC's Nottingham Declaration on Climate Change</p> <p>See outline project description in Annex B</p>

Place

B1: Protect the city and district from the risk of flooding

Action	Rationale	Lead	Strategy/plan through which action will be delivered
B1.1 Implement Carlisle's flood alleviation schemes <ul style="list-style-type: none"> River Eden & Petteril Flood Alleviation Scheme [complete by 2008] Caldew and Carlisle City Flood Alleviation Scheme [complete by 2010] 	With weather patterns forecast to become more erratic, avoiding a recurrence of the 2005 floods is critical in protecting residents and in ensuring that the private sector can have confidence in investing in Carlisle.	Environment Agency	River Eden & Petteril Flood Alleviation Scheme Caldew and Carlisle City Flood Alleviation Scheme Carlisle Renaissance Development Framework Carlisle Local Plan/Local Development Framework
B1.2 Implement the proposed major improvements to Carlisle's sewerage network [complete by 2009]	Sewerage network improvements are a key component of the overall flood risk reduction strategy.	United Utilities	
B1.3 Implement the Making Space for Water programme in Carlisle	The government's Making Space for Water programme sets out the overall approach for managing future flooding risk, consisting of 25 separate projects.	Environment Agency	Making Space for Water Delivery Plan (Defra)

B2: Agree the way forward for the physical regeneration of Carlisle's urban area

Action	Rationale	Lead	Strategy/plan through which action will be delivered
B2.1 Agree the Carlisle Renaissance Development Framework, and incorporate changed land use allocations via the Local Plan/Local Development	Much work has been done in creating the Carlisle Renaissance Development Framework. It will be critical to ensure that the momentum created by this is not lost	Carlisle CC	Carlisle Renaissance Development Framework Carlisle Local Plan/Local

Action	Rationale	Lead	Strategy/plan through which action will be delivered
Framework process, by summer 2007	through extended delays in decision-making. Carlisle now needs to move swiftly into the implementation phases.		Development Framework

B3: Ensure that businesses of all sizes and sectors have a choice of employment sites and premises, appropriate to their needs, through sustainable development

Action	Rationale	Lead	Strategy/plan through which action will be delivered
B3.1 Bring forward development proposals for city-centre office and retail developments, through the implementation of the Carlisle Renaissance Development Framework (e.g. the proposed Rickergate and Caldew Riverside transformational schemes)	There is currently a lack of high quality city centre office space, and this is constraining the growth of higher value-add knowledge economy businesses in Carlisle (many of which would prefer city centre location to an out-of-town business park).	Carlisle CC	Carlisle Renaissance Development Framework Carlisle Local Plan/Local Development Framework
B3.2 Develop a modern, purpose built Innovation Centre/Enterprise Centre on Caldew Riverside (as proposed in the Carlisle Renaissance Development Framework) [complete by 2010]	The current Carlisle Enterprise Centre is not well suited to the needs and aspirations of dynamic knowledge economy businesses. A modern purpose built Innovation Centre/Enterprise Centre would help to nurture young high growth businesses, and serve as a powerful statement of Carlisle's intent to change into a higher value-add economy.	Carlisle CC	Carlisle Renaissance Development Framework Carlisle Local Plan/Local Development Framework See outline project description in Annex B
B3.3 Realise the opportunities presented by Regional Spatial Strategy recognition of Carlisle as a regionally significant centre for development, including: <ul style="list-style-type: none"> ongoing monitoring of any gaps in the provision of employment sites/premises extension to the Regional Investment Site at 	The Regional Spatial Strategy has recognised Carlisle as a regionally significant centre for development, including identifying Kingmoor Park as a Regional Investment Site. It will be important for Carlisle to ensure that this opportunity is seized, and firmly to establish Carlisle as an attractive location for private sector investment, in order to generate employment	Carlisle CC Kingmoor Park Properties Ltd WA Developments	Carlisle Local Plan/Local Development Framework See outline project description in Annex B ?

Action	Rationale	Lead	Strategy/plan through which action will be delivered
<p>Kingmoor Park [by 2012]</p> <ul style="list-style-type: none"> employment sites at Morton [by 2010] sustainable airport-related development at Carlisle airport [by 2009] scoping opportunities in Carlisle South for brownfield reclamation 	<p>opportunities and economic growth.</p> <p>A number of major employment land/premises proposals are currently being progressed through the planning system.</p>		
B3.4 Maximise the contribution made towards Carlisle's economic development by Carlisle CC-owned property assets, including industrial estates, workshops and the current Enterprise Centre	Carlisle CC owns a number of important property assets, including industrial estates, workshops and the current Enterprise Centre. These are not necessarily being used to best effect in furthering Carlisle's economic development at present, and there is potential for such assets to play a role in financing parts of the Carlisle Renaissance programme.	Carlisle CC	Carlisle CC Asset Review

B4: Create a purpose-built high quality city-centre headquarters for the University of Cumbria

Action	Rationale	Lead	Strategy/plan through which action will be delivered
B4.1 Confirm the location of the new headquarters for the University of Cumbria [by 2009]	The decision regarding the location of the University's new headquarters is not straightforward. However, in building on the momentum developed by the establishment of the University, it will be important to ensure that this decision happens within a reasonable timeframe.	University of Cumbria	<p>University of Cumbria Strategic Plan</p> <p>Carlisle Renaissance Development Framework</p> <p>Carlisle Local Plan/Local Development Framework</p>
B4.2 Design and develop a distinctive, high quality and environmentally friendly headquarters building for	The fact that Carlisle will host the headquarters of the new University of Cumbria presents a one-off	University of Cumbria	University of Cumbria Strategic Plan

Action	Rationale	Lead	Strategy/plan through which action will be delivered
the University of Cumbria [complete by 2011]	<p>opportunity for a high quality physical development to provide appropriate and attractive accommodation/facilities for the University's growing numbers of staff/students.</p> <p>This could also serve as a powerful visual statement of Carlisle's intent to be a learning city – in promotional materials the image of this building should comfortably sit alongside those of the Castle, the Cathedral, and the new Innovation Centre/Enterprise Centre as a visual short-hand for Carlisle's distinctive mix of a rich heritage and a dynamic economy.</p>		<p>Carlisle Renaissance Development Framework</p> <p>Carlisle Local Plan/Local Development Framework</p>

B5: Provide clean, safe and attractive public realm

Action	Rationale	Lead	Strategy/plan through which action will be delivered
B5.1 Transform public realm in Carlisle's urban core through implementation of the agreed Carlisle Renaissance Development Framework (including, for example, the Three Squares Concept, and public realm improvements along the city's gateways) [design briefs by end 2007; implementation by 2009]	Parts of Carlisle's public realm currently let the city down, in terms of the image presented to residents and visitors. Carlisle Renaissance presents opportunities to implement substantial improvements to the public realm, which will make the city a more attractive place to live, work and study (and this will help to attract/retain the higher-skilled people needed for Carlisle's move towards a higher value-add economy).	Carlisle CC Cumbria CC	<p>Carlisle Renaissance Development Framework</p> <p>Carlisle Local Plan/Local Development Framework</p>
B5.2 Implement targeted public realm improvements in Longtown by 2008	Longtown is a relatively deprived part of rural Carlisle. The town's attractiveness as a location for private sector investment (creating employment opportunities for local residents) would be enhanced by targeted improvements in the public realm.	Longtown MTI	Longtown MTI plan

B6: Develop vibrant city-centre leisure and culture environments and infrastructure

Action	Rationale	Lead	Strategy/plan through which action will be delivered
B6.1 Support the further strengthening and broadening of Carlisle's 'evening economy' offer, centred around the Botchergate area	Carlisle is in a competition for talent with other parts of the UK. The quality and diversity of the evening economy offer has a significant impact on the propensity of young professionals, for example, to come to – and/or remain in - Carlisle to work.	Carlisle CC	Carlisle Local Plan/Local Development Framework See outline project description in Annex B ?
B6.2 Bring forward proposals for a purpose-built live arts performance centre in Carlisle, of a scale appropriate to the city's role as the sub-regional capital [operational by 2010]	Carlisle currently has a relatively weak cultural offer, despite the fact that it is the sub-regional capital. This puts the district at a disadvantage in its competition for talent, such as young and not-so-young professionals.	Carlisle CC	
B6.3 Ensure that the conditions are put in place to allow future development of a 4/5 star hotel in the city centre, through implementation of the Carlisle Renaissance Development Framework [which proposes a 113,500 sq ft hotel by 2017 in Rickergate]	The city currently lacks a 4/5 star hotel, and this reduces the propensity of business visitors and higher-value tourists to stay overnight in the city. The lack of such a hotel also means that Carlisle cannot currently offer conference facilities of the very high standard that large companies/organisations have come to expect. Once other parts of Carlisle Renaissance are implemented, the eventual development of such a hotel will have an important long term contribution to make in terms of positioning Carlisle as a great place to do business.	Carlisle CC	Carlisle Renaissance Development Framework Carlisle Local Plan/Local Development Framework

B7: Address housing shortages through sustainable development

Action	Rationale	Lead	Strategy/plan through which action will be delivered
B7.1 Bring forward proposals for sustainable city-centre residential developments, through the	There is a limited choice at present of city-centre residential accommodation, and this can deter people	Carlisle CC	Carlisle Renaissance

Action	Rationale	Lead	Strategy/plan through which action will be delivered
implementation of the Carlisle Renaissance Development Framework (e.g. at Rickergate)	who would prefer to be based in a buzzing city-centre rather than in the suburbs or rural areas of Carlisle (which, for some, would involve longer travel times into work).		Development Framework Carlisle Local Plan/Local Development Framework
B7.2 Support improved provision of affordable housing in urban and rural areas, in the light of recent and forthcoming developments (e.g. inward migration; increased student numbers), so that everyone can find a suitable home that they can afford	Sharp rises in property prices, inward migration and forthcoming increases in student numbers combine to lead to a shortage of affordable housing in both urban and rural areas. As well as contributing to increased homelessness, this can lead to young people leaving their communities and/or the district, and this will constrain Carlisle's economic growth and the sustainability of communities.	Carlisle CC Cumbria Housing Strategy Group Housing Associations/Registered Social Landlords	Carlisle Housing Strategy Cumbria Housing Strategy
B7.3 Ensure that housing market assessments include consideration of the availability of higher-end housing in the district, and ensure that this does not present a barrier to local businesses' recruitment of senior executives	There are some anecdotal accounts of businesses finding it difficult to recruit senior managers to Carlisle due to a lack of executive housing. The situation needs to be monitored through housing market assessments, to trigger appropriate action if there is hard evidence of this occurring on a material scale.	Carlisle CC	Housing Market Assessments See outline project description in Annex B ?

B8: Improve accessibility and visitor experience at the district's major heritage and environmental attractions

Action	Rationale	Lead	Strategy/plan through which action will be delivered
B8.1 Reduce the severance of Carlisle Castle from the city centre, through traffic management/calming and an at-grade crossing across Castle Way at Tullie House [timescales]	Carlisle Castle is an impressive heritage asset, which is currently under-utilised as a tourist attraction. Part of the problem stems from the physical severance from the city centre created by Castle Way, which makes it more difficult/less attractive for visitors to reach the Castle.	Cumbria CC	Carlisle Renaissance Development Framework Carlisle Local Plan/Local Development Framework

Action	Rationale	Lead	Strategy/plan through which action will be delivered
<p>B8.2 Improve the interpretation of Carlisle's heritage offer, including:</p> <ul style="list-style-type: none"> the establishment of a Heritage Trail through the city by 2009 improved linkages between Carlisle city and the Hadrian's Wall World Heritage Site, including better interpretation along the Carlisle section of the Wall 	<p>Carlisle has a rich heritage, but this is not well communicated to visitors (or residents) at present. Improved interpretation and signage will help to make more of the city's tourism potential.</p>	<p>Carlisle CC Hadrian's Wall Heritage Ltd</p>	<p>Carlisle Renaissance Development Framework Carlisle Tourism Priority Plan Carlisle Historic Core Strategy</p>
<p>B8.3 Design and develop a more exciting and attractive experience for visitors to Carlisle Castle</p>	<p>While the Castle's structure is impressive, the current visitor experience within the grounds and buildings is not up to the standard that visitors (including local residents) can have at attractions of a similar nature elsewhere. If Carlisle Castle is to reverse the decline in visitor numbers, and attract repeat visits, a more compelling and exciting visitor experience will be essential.</p>	<p>English Heritage</p>	<p>Carlisle Historic Core Strategy</p>

Connections

C1: Link Carlisle's people and visitors better to services, employment and leisure opportunities, through improved (and less polluting) movement around, into and out of the district

Action	Rationale	Lead	Strategy/plan through which action will be delivered
<p>C1.1 Develop the detailed actions recommended in the Carlisle Renaissance Movement Strategy:</p> <ul style="list-style-type: none"> • Pedestrian routing study [implementation 2008-2017] • Cycle network strategy [initial signage in 2007, implementation 2008-2017] • Bus routing strategy – linked to proposals around a new bus hub • Park-and-ride plan and programme [implementation 2008-2010] • Car parking plan and programme, linked to the park-and-ride and bus routing studies [implementation 2008-2010] • Traffic management and calming plan and programme [implementation 2008-2017] • Development contributions strategy [within the Planning Gain Supplementary Planning Document, by June 2007] • South Western relief route options study [incremental implementation 2008-2022] 	<p>Carlisle suffers from congestion, which makes the city a less attractive place to live and work, and which contributes to carbon emissions.</p> <p>The Carlisle Renaissance Movement Strategy sets out a series of strategies/initiatives intended to improve movement around the city, while helping to reduce traffic-related carbon emissions.</p>	Cumbria CC	Carlisle Renaissance Movement Strategy
C1.2 Deliver the Carlisle Northern Development Road	Through-traffic contributes to congestion in the city centre. The CNDR will help to alleviate this, and will	Cumbria CC	Cumbria Local Transport

Action	Rationale	Lead	Strategy/plan through which action will be delivered
[funding approval by March 2007; open by ?]	also help residents in the south of the city access employment opportunities at Kingmoor Park.		Plan
C1.3 Lobby Network Rail and train operators to improve service and rolling stock on the rail links between Carlisle and West Cumbria	<p>With a substantial minority of Carlisle's workforce commuting in from West Cumbria, improved train service and rolling stock should help to make the train a more attractive option than the car for these commuters, thereby helping to alleviate congestion in Carlisle.</p> <p>This will also help Carlisle residents to access employment opportunities in West Cumbria, and will also assist Carlisle businesses in working with clients/suppliers/partners in West Cumbria (e.g. around nuclear de-commissioning).</p>	<p>Cumbria CC</p> <p>Carlisle Area Transport Advisory Group</p> <p>West Cumbria Strategic Forum</p>	See outline project description in Annex B ?
C1.4 Lobby Network Rail and train operators to improve service and rolling stock on the rail links between Carlisle and Newcastle	As Newcastle is the nearest major city (with the nearest major passenger airport), the links that Carlisle has with the city are particularly important for Carlisle businesses, visitors and residents.	Carlisle Area Transport Advisory Group	See outline project description in Annex B ?
C1.5 Continue to engage with DfT, SRA, Network Rail and train operators to ensure best possible service, speed, maintenance and upgrade of West Coast Mainline	The West Coast Mainline upgrade has already led to substantial reductions in journey times, to the benefit of Carlisle residents, visitors and businesses. Further improvements will help to enhance Carlisle's connectivity with London, Manchester, Birmingham and Glasgow, thereby reducing the disadvantages faced by Carlisle businesses of (actual or perceived) remoteness from major markets.	West Coast 250	
C1.6 Progress environmentally-sensitive development of Carlisle Airport for passenger and freight air services [construction of replacement runway by ?, subject to Environmental Impact Assessment]	Development of Carlisle Airport for passenger services will further reduce perceptions of remoteness. This will assist Carlisle businesses in accessing markets beyond Cumbria and the UK, and will add to the attractions of Carlisle as a visitor destination, and as a location for	<p>Carlisle Airport/WA Developments</p> <p>Carlisle CC</p>	WA Developments' strategy/plans for Carlisle Airport

Action	Rationale	Lead	Strategy/plan through which action will be delivered
	inward investment.		

C2: Exploit the opportunities offered by digital connectivity

Action	Rationale	Lead	Strategy/plan through which action will be delivered
C2.1 Promote the exploitation of ICT by Carlisle businesses, to access customers, suppliers, staff and partners beyond Carlisle, Cumbria and the UK	Business use of ICT has a profound impact on productivity – accounting for more than 40% of the UK's productivity growth in the late 1990s, for example. However, there is an information-related market failure regarding SME awareness as to how best to exploit ICT. There is a case for publicly-funded support to help address this need.	Cumbria DDN	Cumbria DDN Business Plan See outline project description in Annex B
C2.2 Develop a programme to accelerate the growth of Carlisle's household internet penetration, including: <ul style="list-style-type: none"> Exploring the potential for offering free/low cost refurbished computer equipment to households in deprived communities (linked to community learning programmes) Exploiting the network of community-based ICT centres (e.g. libraries) to help raise ICT skills/confidence levels 	In an age when familiarity with ICT is fast becoming a pre-requisite for accessing many employment opportunities, there is a strong case for intervening to tackle digital exclusion in deprived communities. With upgrades to Vista likely to result in many of the wealthier households buying new computers, there is an opportunity to ensure that redundant computers get refurbished and used, rather than thrown away.	Carlisle CC	See outline project description in Annex B
C2.3 Encourage Carlisle's hotels, transport hubs and conference venues to offer free broadband connectivity to visitors, as a USP for Carlisle	There are already numerous WiFi hotspots around Carlisle, including many of the district's hotels. Whilst the costs of providing such a service are minimal, not all will be offering <i>free</i> broadband to their guests. There is the potential to create and promote a USP for	Carlisle CC	See outline project description in Annex B

Action	Rationale	Lead	Strategy/plan through which action will be delivered
	Carlisle by encouraging all hotels, transport hubs and conference venues to offer free broadband connectivity.		

C3: Strengthen links between Carlisle businesses and the wider business and higher education community

Action	Rationale	Lead	Strategy/plan through which action will be delivered
C3.1 Create and promote networking opportunities for Carlisle businesses	Better networking – including networking with businesses based outside Carlisle and Cumbria - opens up commercial opportunities for Carlisle businesses.	Cumbria Chamber of Commerce and Industry	
C3.2 Encourage increased Carlisle participation in outward and inward UKTI trade missions	Too few Carlisle businesses export their goods and services overseas. In an increasingly global economy, it is vital to ensure that Carlisle companies become more outward-looking, and that they are introduced to opportunities for competing in international markets.	Cumbria Chamber of Commerce and Industry	See outline project description in Annex B ?
C3.3 Broker linkages, where appropriate, between Carlisle businesses, university research departments (e.g. at Glasgow, Edinburgh, Manchester, Newcastle) and other research establishments	Carlisle does not have an established research base, and is relatively distant from cities which have research strengths. In certain markets, access to knowledge and expertise at HEIs and other research institutions can be an important differentiating factor.	NWDA	
C3.4 Raise awareness of available sources of public funding for businesses (e.g. the North West Equity Fund, DTI grants for R&D etc.)	There are various sources of public funding for businesses. Carlisle businesses need to be aware of these opportunities, and to be able to access them as appropriate.	Cumbria Chamber of Commerce and Industry	See outline project description in Annex B ?

Action	Rationale	Lead	Strategy/plan through which action will be delivered
C3.5 Promote better linkages between Carlisle businesses and potential equity investors, via the Techinvest network	Techinvest is the NWDA's independent advisory and introduction service for businesses and investors. Growing Carlisle businesses need to be aware of the opportunities for business angel funding via this network, and to be able to access them as appropriate.	Cumbria Chamber of Commerce and Industry	See outline project description in Annex B ?

C4: Sell Carlisle: Create greater awareness of Carlisle's distinctive offer, amongst potential investors, potential new residents and visitors beyond Cumbria

Action	Rationale	Lead	Strategy/plan through which action will be delivered
C4.1 Develop a compelling visitor brand and promotion strategy, building on Carlisle's distinct heritage as a frontier city	Too few people outside Carlisle are aware of its distinctive heritage and environmental attractions. A compelling visitor brand and a comprehensive promotion strategy are essential steps towards addressing this.	Carlisle CC	Carlisle Tourism Priority Plan
C4.2 As key aspects of Carlisle's tourism offer improve (e.g. actions B5.1, B6.2, B8.1, B8.2, B8.3, C1.6, C2.3), invest increasing resources to promoting Carlisle as a visitor destination	Relatively small amounts are currently spent in promoting Carlisle to potential visitors. Ongoing and future improvements in the 'product' will need to be matched by substantial increases in the resources allocated to promotion, if Carlisle is to realise its economic potential as a visitor destination.	Carlisle CC	Carlisle Tourism Priority Plan See outline project description in Annex B
C4.3 As the implementation of Carlisle Renaissance progresses, maximise PR opportunities in regional and national media for raising Carlisle's profile as a 'city rediscovered'	As Carlisle Renaissance develops, there will be many 'good news' stories regarding the city's regeneration after the 2005 floods. Some of these will be newsworthy at regional and national levels. It will be important to ensure that these opportunities for improving perceptions of Carlisle are fully exploited.	Carlisle CC	See outline project description in Annex B

5: Delivery arrangements

Context

- 5.1 Our proposed economic strategy and action plan for Carlisle is deliberately wide-ranging. Successful delivery will require leadership, partnership and resources. The table below illustrates the range of delivery and funding partners that will need to be engaged in this process.

Table 5-1 Examples of delivery and funding partners

Theme	Delivery partners include:	Funding partners include:
People	Maintained schools	Private sector
	Independent schools	Cumbria County Council
	Carlisle College	LSC
	University of Cumbria	HEFCE
	Housing Associations	NWDA
	Connexions	EU
	Jobcentre Plus	Carlisle City Council
	Cumbria Chamber of Commerce & Industry	Cumbria Vision
	Business Link	
	Private sector training providers	
	Young Enterprise North West	
	Voluntary sector organisations	
Place	Environment Agency	Private sector
	Private sector developers	DEFRA
	Carlisle City Council	HEFCE
	Housing Associations	NWDA
	Cumbria County Council	English Partnerships
	English Heritage	EU
	Retail and leisure sector operators	
Connections	Network Rail	Private sector
	Train operators	Department for Transport
	Stagecoach	NWDA
	Highways Agency	Cumbria Digital Development Network
	Cumbria County Council	DTI
	Carlisle Airport	EU
	Airline operators	
	Private sector telcos and ISPs	
	Business Link	
	Cumbria Chamber of Commerce & Industry	
	Cumbria Tourism	
	UKTI	

Source: SQW

- 5.2 In terms of delivery, the ownership of many aspects of the action plan is clear and self-standing. However, some aspects would benefit from a more integrated approach.
- 5.3 Following the launch of the Local Government White Paper¹ in October 2006, the Government is now consulting² on proposals for the establishment of city-wide or city-region wide “City Development Companies” (CDCs) to drive forward economic development and regeneration in their areas. These special purpose vehicles would be chaired by - and involve significant representation from - the private sector, alongside the local authority, regional development agency and other relevant partners.
- 5.4 It is anticipated that CDCs would sit alongside the Local Strategic Partnership (which sets the broad agenda at the local level through the Community Strategy), and would take responsibility for the delivery of aspects of the Community Strategy, particularly those within the remit of the economic development and enterprise priority group of an LSP.
- 5.5 The activities of a CDC should be suited to the specific requirements of the area but it could for example co-ordinate:
- economic masterplanning
 - the delivery of support services to business
 - promotion, marketing and branding
 - local authority planning across administrative boundaries.
- 5.6 In any or all these roles the CDC would act to improve the public sector co-ordination of economic development within the city or city region, on behalf of the LSP, the local authority, the regional development agency and other relevant partners.
- 5.7 The current proposals suggest that CDCs would be funded from a range of partners, including the local authority, with a commitment to support the company over the longer term. Generally they are expected to be established as companies limited by guarantee with non-profit distributing objectives, with clear lines of democratic accountability but the freedom to deliver away from day to day political involvement.
- 5.8 The Government recognises that in many areas CDCs may take time to evolve, particularly in those areas where there is no history of the use of special purpose vehicles and projects for economic development and regeneration. It also identifies the potential of Local Asset Backed Vehicles (LABVs) that combine locally owned public sector assets with equity from institutional investors to deliver physical regeneration. Note also that legislation already exists to establish Business Improvement Districts (BIDs) for discrete geographical areas, such as town centres, which can lever-in private sector investment to deliver regeneration benefits.

¹ *Strong and Prosperous Communities – the Local Government White Paper*, Department for Communities and Local Government, October 2006, <http://www.communities.gov.uk/index.asp?id=1137789>

² *The Role of City Development Companies in English Cities and City-Regions*, Department for Communities and Local Government, December 2006, <http://www.communities.gov.uk/index.asp?id=1505178>

Scope of the proposed City Development Company

5.9 [NBSQW to be completed].

Next steps for delivery

5.10 [NBSQW to be completed].

6: Monitoring framework

Key performance indicators

- 6.1 To monitor overall progress towards the vision, we propose the following indicators, targets and ambitions:

Table 6-1 Proposed vision-level indicators

Indicator	Latest position	Proposed 2012 target	Proposed 2032 ambition
GVA per capita (E. Cumbria proxy)	84% of England average	87% of England average	100% of England average
Number of wards in England's most deprived 20%, for either or both of the IMD's income and employment measures	7	5	0
Carbon dioxide emissions per head (rank out of 354 English local authority areas)	86 th	>100 th	>265 th

Sources: ONS, Carlisle City Council, DEFRA, SQW

- 6.2 We also propose the following set of supporting indicators, to help monitor progress in Carlisle's economic development:

Table 6-2 Proposed supporting indicators

Indicator	Latest position	Proposed 2012 target	Proposed 2032 ambition
Median weekly full-time earnings	92% of North West average	94% of North West average	100% of North West average
VAT registrations per 10,000 working age population (WAP)	94% of England average	97% of England average	100% of England average
% of 15 year olds achieving 5 A*-C grades at GCSE	96% of England average	98% of England average	>100% of England average
% of WAP with NVQ4+	90% of North West average	92% of North West average	100% of North West average
% WAP with NVQ3+	82% of North West average	86% of North West average	100% of North West average

Sources: ONS, DfES, SQW

Monitoring process

- 6.3 [\[NBSQW to be completed\]](#)

Annex A: Indicative costs

A.1 [NBSQW to be completed]

Annex B: Outline project descriptions

B.1 [NBSQW to be completed]