



REPORT TO EXECUTIVE

PORTFOLIO AREA: Economic Development and Enterprise

Date of Meeting: **19th November 2007**

Public/Private* **Public**

Key Decision: **Yes** Recorded in Forward Plan: **Yes**

Inside Policy Framework

Title: Growing Carlisle – An Economic Strategy for the Carlisle City Region. A report on the consultation process to date

Report of: DIRECTOR OF DEVELOPMENT SERVICES
DIRECTOR OF CARLISLE RENAISSANCE

Report reference: DS.111/07

Summary:

The consultation period for the draft Economic Strategy closed on 13th November. This report [drafted before the formal end of the closure period] gives an indication of the issues arising from the Overview and Scrutiny Committees' consideration of the draft and the process for the adoption of the Strategy and the development of the Action Plan.

Recommendations:

1. That the report be noted.
2. That the Executive considers ways in which Members might be involved in the next stages of the Strategy.

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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. BACKGROUND INFORMATION AND OPTIONS

1.1 The Consultation Process

The draft Economic Strategy produced by the Economy and Enterprise Priority Group of the Carlisle Partnership was approved for circulation as a consultation draft at the Carlisle Partnership Executive meeting on 4th October. The formal consultation period of 6 weeks ended on 13th November.

The consultation process has a number of strands as follows:

- Consideration and scrutiny of the draft by City and County Council committees
- Circulation of around 200 copies to members of the Carlisle Partnership Forum and to people who attended the stakeholder events organised by SQW
- Publicity in the local press and publication of the Strategy on the Council's web site
- Invitations to around 30 local business leaders from different sectors of the local economy to one to one meetings
- Discussion of the Strategy at business liaison meetings at Kingstown, Rosehill and Durranhill Estates [scheduled for w/b 12th Nov.]
- Discussions with individual agencies on different aspects of the Strategy [on-going]

The product of the consultation will be reported to the Priority Group and a sub-group will discuss amendments to the document early in December before the submission of a final draft to the full meeting of the Group in mid December. This meeting is expected to sign off the document as a final draft before submission to the Carlisle Partnership Executive. Once the draft has been agreed by the Partnership Executive, the Strategy will be available for formal consideration by the City Council.

1.2 **The Strategy and the Action Plan**

The draft Strategy has been circulated with a draft Action Plan that is currently 'work in progress' and which was included in the consultation to give no more than an indication of the actions that could flow from the Strategy.

It is the main document [the Strategy] that will provide the framework for future decisions and a direction of travel for Carlisle's growth and future development. It was this that was intended to be the main focus of the consultation. The Strategy, not the Action Plan is what will be submitted for adoption early in 2008.

There is much more work to be done to develop the Action Plan and to identify resource requirements and delivery arrangements. It is at this stage that it will be necessary to clarify the City Council's role in delivering the Strategy. A separate process will be needed to oversee the development of the action plan. This has yet to be mapped out in detail but will need to be discussed with partner agencies including the County Council.

1.3 **Key Issues Arising from Overview and Scrutiny**

The detailed observations of the Overview and Scrutiny Committees on the content of the Strategy will be reported to the Economic Development and Enterprise Priority Group and taken into account in the review of the draft in December. Members of the Executive can also see these details in the minutes of the Committees circulated with this report.

However, a number of process and governance issues arose during the Overview and Scrutiny Committees' deliberations. These will have a bearing on the management of the Strategy from this point and need to be taken into account in determining the how the process is mapped out from the City Council's point of view. The main issues were:

- The need for more consideration on how Overview and Scrutiny Committees can be involved in the development of the Strategy Action Plan
- The need for officers to present the different elements of the Strategy in a way that enables the Overview and Scrutiny Committees to focus more easily on the aspects that are the direct concern of individual committees

- While welcoming the private sector role in the process it was felt that there was a need for more clarity on the role and terms of reference of the Carlisle Partnership Priority Groups and for balance between public and private sector representation on these groups
- The need for clarity on the City Council's role in the governance arrangements for the delivery of the Strategy.

The situation on the last point is fluid. Work on the option of a special purpose vehicle is not yet concluded and the proposals for the reform of economic development delivery arrangements county-wide are still at an preliminary stage.

For these reasons it will not be possible to make an early response to the Overview and Scrutiny concerns. However, on the other points it should be possible to address these concerns as part of the planning process for the development of the Action Plan.

2. CONSULTATION

- 2.1 Consultation to Date.
As set out in paragraph 1.1 above
- 2.2 Consultation proposed.
Consultation on the Action Plan is to be agreed

3. RECOMMENDATIONS

- 1. That the report be noted.
- 2. That the Executive considers ways in which Members might be involved in the next stages of the Strategy.

4. REASONS FOR RECOMMENDATIONS

To enable progress to be made in the development of the Strategy and Action Plan

5. IMPLICATIONS

- Staffing/Resources – None
- Financial – Resource implications arising from the Strategy to be considered as part of the development of the Action Plan
- Legal –

- Corporate – Alignment with Community and Corporate Plans has been discussed.
- Risk Management – To be included within individual project proposals
- Equality and Disability – The Strategy is being assessed and a report prepared for inclusion in the final draft
- Environmental – None
- Crime and Disorder – None
- Impact on Customers –



GROWING CARLISLE –

**AN ECONOMIC STRATEGY FOR THE CARLISLE CITY
REGION**

Consultation Draft: 5th October 2007

(This copy supersedes all previous copies)

**Produced on behalf of the Carlisle Partnership by the
Economic Development & Enterprise Priority Group**

GROWING CARLISLE –

AN ECONOMIC STRATEGY FOR THE CARLISLE CITY REGION

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GROWING CARLISLE – AN ECONOMIC STRATEGY FOR THE CARLISLE CITY REGION

FOREWORD

Like people, towns and cities periodically need to take stock of their economic circumstances and to think how the future is to be shaped and how their prospects will be improved.

This Strategy is about how we shape Carlisle's future, how we decide what needs to be done to enable and encourage a successful local economy and how we enhance its role as a regional City.

The intention is to be bold, ambitious and confident about Carlisle's prospects. Accordingly, the Strategy is based on the opportunities arising from significant population growth over the next 25 years. The presumption is that growth is needed to make Carlisle's economy stronger and to support the range and choice of services and facilities expected in a dynamic, university city.

At this stage, the draft is a statement of intent to generate comment and to gauge public reaction. The Strategy, which is being developed with involvement from the public, private and voluntary sectors represented in the Carlisle Partnership, is the means of securing stakeholder commitment to a vision of Carlisle's future economic development.

At a practical level it draws together all the Carlisle Renaissance initiatives under a single umbrella, linking the Development Framework and Movement Strategy published earlier in 2007 with the aspirations for Carlisle in its region and the economic needs of its various communities. It describes how, collectively, we can capitalise on Carlisle's strengths and opportunities to begin turning a future vision of Carlisle into reality

The Strategy is not about prescribing in detail what Carlisle will be like in 25 years. It offers a direction of travel for Carlisle, as well as a menu of practical interventions in the shorter term, intended to lay the foundations for a more prosperous Carlisle in the future.

***John Nixon & Trevor Hebdon
Joint Chairs
Carlisle Partnership Economic Development & Enterprise Priority Group***

GROWING CARLISLE –

AN ECONOMIC STRATEGY FOR THE CARLISLE CITY REGION

Executive Summary

This Strategy is about strengthening Carlisle's role as a regional City and defining a direction of travel for its future development over the next 25 years. The intention is to be bold, confident and ambitious about Carlisle's prospects.

The starting point for the development of Carlisle is its identification in the Regional Economic Strategy as one of 5 towns and cities in the North-west region having significant growth potential that will benefit both Cumbria, the wider North West and South West Scotland.

By growth, we include not just the forecast population growth to 125,000 by 2029, but also growth in the diversity, quality and choice of services and employment that Carlisle will offer in the future. Growth also means promoting changes that increase Carlisle's contribution to the regional economy and growing Carlisle's status and reputation as a place to live, work, visit, invest, and study.

The Strategy is based on extensive research and consultation undertaken earlier in 2007. A Strengths, Weaknesses, Opportunities and Threats [SWOT] report has been published and key opportunities and challenges have been identified:

Opportunities

- Population growth
- The prospect of significant public & private sector funding
- The establishment of the University of Cumbria HQ in Carlisle
- The development of Carlisle Airport
- The development and growth of key economic and business sectors.
- Scope for the allocation of additional land for housing and employment use

Challenges

- Too great a reliance on low productivity sectors
- Under-representation of business sectors with potential for growth
- Prospect of further job losses through re-structuring, especially in the manufacturing sector
- Poor performance in education, loss of talent, few graduate jobs and low aspirations
- Small population with limited economic potential
- Pockets of deprivation and limited access to rural services and jobs
- Perception of remoteness and local congestion
- Under-exploited tourism potential, no professional theatre and lack of high quality hotel

The Strategy is built around three themes, **‘Place’, ‘People’, and ‘Connections’**. Actions under each of these headings, delivered and supported by a variety of public, private and third sector bodies initially over the next 3-5 years, will help lay the foundations for Carlisle’s future prosperity and growth.

There are 4 strands under the **‘Place’** theme. The first of these, ‘Growing Carlisle’ includes actions that look at the implications of population growth and how we start planning for this future, including land allocations for housing and employment. It also proposes specific actions to bring new employment land into development in the shorter term.

The second strand concentrates on the ‘City Centre’ and has six elements derived from the Carlisle Renaissance Development Framework. These are the transformational development projects in Rickergate and Caldew Riverside, public realm improvements, the historic quarter, performance arts facilities, the City Centre offer and its management, and University of Cumbria investment.

The third strand is about ‘Revitalising Communities’ and focuses on the physical and economic infrastructure needs of specific urban and rural communities. Here, the actions are about encouraging new investment, the availability of employment land and improving the environment for business. Within this strand there are strong links to actions under the ‘People’ theme and these are described below.

The fourth strand within the place theme is about ‘Promoting Carlisle’, with actions for the development of a strong Carlisle tourism brand and the need to develop a clear and credible image for Carlisle as a place to live, invest in and study.

The second theme is about **‘People’** and this has three strands. The first, ‘Reducing Worklessness’, has projects that will help people make changes in their economic circumstances, for example from economic inactivity into employment, or from redundancy into a new job. This strand also includes measures linking capital investment locally with the need for training and includes projects to enable local people access opportunities created by growth. Lastly, it proposes a way to secure multi-agency working and better public/private sector co-operation on labour market initiatives to maximise effectiveness, external funding and the use of local resources.

‘Improve Workforce Skills’ is the second strand and includes projects to promote Skills for Life with employers and unions, projects to develop the workforce skills needed in areas of economic growth and initiatives directed at management development to improve local capacity to deliver change and improved economic performance.

The third strand is about ‘Supporting Business Competitiveness and Innovation in Growth Sectors’. The projects begin with mechanisms for better business engagement and the identification of growth sectors, which will lead to an agreement on the delivery of business support services that meet business’ needs. Continuing from this are proposals to enhance local business support services in specific areas, including support for the incubation of new growth businesses and help to established businesses in managing their carbon footprint. Joint working with the University of Cumbria on business innovation is proposed and the need for an ‘Innovation Centre’ will be evaluated. Work will be done to assess the benefits of a Carlisle Investment Fund and a

project to advise businesses on how ICT might be used to open up new markets is also proposed.

Within the final '**Connections**' theme there are 7 strands, beginning with the support for the private sector investment being made at 'Carlisle Airport'. This section makes the links between the Economic Strategy and the Carlisle Renaissance Movement Strategy and the investment programme set out in the Local Transport Plan. Initiatives include proposals for the enhancement of 'Carlisle's Rail Gateway' with improvements to the station and its environs. It also identifies lobbying work on 'Regional Roads' in addition to the construction of the Carlisle Northern Development Route which is now due to begin in 2008.

The strand on 'Public Transport' sees proposals to improve the integration of economic development and transport objectives and to improve the efficiency of traffic movement within Carlisle, including the completion of a Parking Strategy.

Proposals for 'Local Roads' include feasibility work on improved traffic flow on Caldew Bridge and localised improvements along the South-west Inner Corridor to remove traffic from the City Centre. Within the strand on 'Walking and Cycling' the focus is on the city centre, including improvements to Lowther Street, walking routes from the centre to residential areas and off-road cycle and walking routes using the City's riversides and green corridors.

The final strand in the Connections theme is 'ICT Connectivity', which proposes a planning obligation to require developers to include high specification ICT infrastructure into new developments and promotional work to ensure that ICT providers upgrade their infrastructure as Carlisle grows.

A chapter describing the '**Benefits and Outcomes**' arising from the Strategy will be completed once the schedule of projects is finalised, following the consultation period.

The chapter on '**Delivering the Strategy**' sets out the work that is ongoing to determine if a special purpose company is needed to take the Strategy forward. This recognises that no one organisation can deliver such a wide agenda and that leadership will be required from a wide range of organisations if progress is to be made. A task and finish group has been formed to define how a delivery body could work and is due to report at the end of 2007. A decision to establish a special purpose company [if this is the recommendation], will take time to implement but will not detract from work by partners to make progress where necessary in the short-term, although the pace will be governed by existing decision making processes.

GROWING CARLISLE –

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1 THE VISION FOR CARLISLE

- 1.1 In 25 years time visitors and residents should be able to describe Carlisle in the following terms:

“Carlisle is Cumbria’s dynamic and successful University City, creating growth opportunities in a sustainable environment with skilled people and international connections in a stunning location.”

- 1.2 The changes needed to realise this vision are based on the themes of place, people and connections.

Place

Our aims are to grow the population of Carlisle, revitalise the City Centre and deprived urban and rural communities and to promote Carlisle as a place to live, visit, study and do business

People

Our intention is to reduce worklessness, improve the skills of the workforce and improve support for business innovation and growth.

Connections

Our aims are to improve access to markets, employment opportunities and services and facilities.

GROWING CARLISLE – AN ECONOMIC STRATEGY FOR THE CARLISLE CITY REGION

2 INTRODUCTION

2.1 The Purpose of the Strategy

- 2.1.1 This Strategy is about securing stakeholder commitment to a vision of Carlisle's future economic development. It describes the aspirations for Carlisle's economic development over the next 25 years, based on its economic strengths and opportunities.
- 2.1.2 It is also about how the threats to Carlisle's future prosperity can be mitigated or eliminated and how the weaknesses that are apparent in the local economy could be addressed.
- 2.1.3 All local economies are influenced greatly by national and international events and decisions and it is impossible to predict in detail how Carlisle's economy will change during that time. Therefore the Strategy cannot prescribe in detail what Carlisle will be like in 25 years time. However, change, for good or ill, is inevitable. Private, public and voluntary sectors are aware that in order for Carlisle to remain successful and competitive for both people and businesses, we must plan for change. The opportunity exists to make those plans ambitious and far-reaching.
- 2.1.4 At a practical level the Strategy draws together all Carlisle Renaissance initiatives under a single umbrella, linking the Development Framework and Movement Strategy with the aspirations for Carlisle in its region and the economic needs of its various communities.
- 2.1.5 The Strategy has several specific functions. These are:
- To set out a direction of travel for the economic development of Carlisle in its region over the next 25 years.
 - To provide a strategic framework to guide public and private investment and policy decisions affecting the future economic development of Carlisle.
 - To identify priorities for public sector interventions that enable economic development to take place, or address deprivation.
 - To set out a programme of specific actions that address the priorities, are fundable and contribute to defined economic outcomes.

- To achieve agreement on the economic vision for Carlisle from local, sub-regional, and regional stakeholders and commitment to a programme of work.

2.2 Ownership of the Draft Strategy

- 2.2.1 The Economic Strategy is 'owned' by the Carlisle Partnership.¹ The Strategy is being steered by the Economic Development & Enterprise Priority Group², one of 4 groups set up by the Partnership to take forward local joint working on key areas of public sector policy.³ This group is chaired by the private sector and has a majority membership of local business leaders. It was established in late 2006.
- 2.2.2 The Strategy has gone through several phases. In October 2006 SQW Ltd was appointed by the City Council on behalf of the Carlisle Partnership to develop the Strategy and ran three successful consultation workshops. These were:
- November '06 - Stakeholder workshop on the strengths, weaknesses, opportunities and threats facing Carlisle's economy
 - January '07 – Stakeholder workshop on a draft vision and strategic framework
 - February '07 – Stakeholder workshop on a revised strategic framework and draft action plan.
- 2.2.3 In May 2007 a draft Strategy was produced by SQW at which point a team drawn from the City and County Councils and NWDA, supported by Prof. Frank Peck from CRED⁴ at the University of Cumbria took over its development with partners and stakeholders.
- 2.2.4 The Strategy continues to be steered by the Economic Development & Enterprise Priority Group of the Carlisle Partnership. It meets monthly and is expected to endorse the final draft in December 2007.

¹ The Carlisle Partnership is the name given to the Local Strategic Partnership for Carlisle. Its membership is drawn from representatives from public, private and voluntary sector organisations in the Carlisle area

² See Appendix 1 for the membership of the Group

³ The other Priority Groups are Children & Young People; Healthy Communities & Older People; Safer, Stronger Communities

⁴ CRED - Centre for Regional Economic Development

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3 THE CONSULTATION PROCESS

3.1 Consultation as part of the Strategy Process

The success of this strategy will depend not only on the acceptance of its ideas and actions, but also on how widely it is 'owned' and adopted by the various bodies and organisations that can influence its implementation. The essential discussions that will go on during the consultation period are critical to the evolution of the Strategy and are intended to develop the relationships between stakeholders to ensure that the Strategy adds value to existing actions and plugs gaps where necessary.

There are also a number of important actions and initiatives that will influence the economy of Carlisle that are not in the Strategy – such as the Schools Review. The Strategy cannot and should not duplicate such programmes but it does provide the opportunity during consultation to understand how the various strands of public intervention and investment - both committed and planned - could be integrated to achieve broader economic goals.

3.2 Consultation and Comment – How to Respond

- 3.2.1 A consultation will take place from October 4th to November 13th to allow the views of the public and stakeholder bodies to be collected by the Carlisle Partnership Support Team.
- 3.2.2 An electronic version document will be issued to stakeholders, (all attendees at workshops, Carlisle Partnership priority groups and forum members, public sector partners, Chamber of Commerce, affinity group members) and will be posted on the internet (www.carlisle.gov.uk) with hardcopy available on request for direct Public comment. Responses will be collated by the Partnership Support Team and should be sent via e-mail to EconomicPlan@carlisle.gov.uk where possible.
- 3.1.3 During this period further discussions will be held with key people in partner agencies and there will also be formal consultations with the Committees and Boards of key stakeholders including the City and County Councils and Cumbria Vision.

3.3 What Happens After the Consultation Period

- 3.3.1 Following the consultation process in October and November, the Strategy will be shaped into its final form in December, taking into account the views of

the public and stakeholder bodies. In addition the Strategy will be subjected to:

- Sustainability appraisal
- Growth sector appraisal
- Improvements to presentation

3.4 Adoption, Action & Funding Plans

- 3.4.1 A final draft for adoption will be available on 7th December. It will then be submitted to the City and County Councils and to other Key Stakeholder bodies for formal adoption in January and February 2008. Project development will be on going with the intention that Action and Funding Plans will be completed by April 2008.

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4 CHALLENGES AND OPPORTUNITIES

4.1 A Brief Pen Picture of Carlisle in its Region

- 4.1.1 Carlisle is defined in many ways by its place on the map and its setting at the centre of a beautiful but sparsely populated rural area. Carlisle is located near the Scottish Border at the northern tip of Cumbria in the North-west Region, with Newcastle as its nearest large neighbour, some 60 miles to the east. This makes it unusual as one of England's relatively few free-standing small cities outside the immediate economic influence of a major conurbation.
- 4.1.2 The City of Carlisle [the District Council area] includes an extensive and attractive rural area of around 100 sq. km that stretches from the Solway AONB⁵ in the west to the Pennines AONB in the east where the City also borders the Northumberland National Park. The Lake District National Park and the Eden Valley lie immediately to the south and to the north is the Scottish Border at Gretna. Hadrian's Wall, a World Heritage site and major tourist attraction, bisects the district. Brampton, Longtown and Dalston are the main rural service centres.
- 4.1.3 Carlisle itself is a Cathedral City with 2000 years of heritage. It is also a market town, major shopping centre, transport interchange on the M6 and West Coast Main Line, an employment & service centre for Cumbria and South West Scotland and, with the creation of the University of Cumbria in 2007, a University City.
- 4.1.4 The statistics that describe Carlisle are set out in the 'SWOT' report compiled by SQW⁶ and the summary strengths, weaknesses, opportunities and threats tables are reproduced in Appendix 4. Describing Carlisle's economic performance and characteristics from a few statistics is inevitably selective, but the information boxes below describe highlight key points under each of the Strategy's three themes:

⁵ AONB = Area of Outstanding Natural Beauty

⁶ Available on the Carlisle City Council web-site at

http://www.carlisle.gov.uk/carlislecc/pdf/Carlisle_SWOT_analysis-Final_report_221206.pdf

4.1.5 Place

Population

Carlisle's forecast population growth from 105,000 to 125,000 by 2029 is accompanied by smaller, but significant forecast increases for adjoining areas [Tynedale, Allerdale & Eden] which, when combined, will add an estimated additional 37,000 people to Carlisle's hinterland by 2029. In Dumfries and Galloway to the north a small decline in population is forecast over the period 2004-2024.

Geography

29% of Carlisle's population is rural and of these one third live in wards defined as sparse or super-sparse. Retail catchment is estimated at just under 400,000. Carlisle has one of Cumbria's two Regional Strategic Employment sites at Kingmoor Park. Tourism business is valued at £120 million with 2.4 million visitors in 2006.

4.1.6 People

Work and Deprivation

Unemployment has traditionally been below national and regional levels and % of the population on incapacity benefit is at around the average for England [7.9%]. There was strong growth in employment levels '98 – '04. Levels of economic activity, at 81% of the working age population, are above average.

Six wards in urban Carlisle are within the most deprived 20% of wards in England in the Index of Multiple Deprivation.

Education and Skills

Carlisle lags significantly behind both the N.W. and England in the % of the working age population with qualifications at NVQ3 and 4. Levels of GCSE attainment are below the national average, while performance at A level varies among Carlisle's 8 secondary schools from well below to significantly above the national average. Carlisle has the lowest proportion of young people aged 16 entering education and training in Cumbria. Major investment of up to £30 million in secondary schools provision and up to £32 million by the newly established University of Cumbria is expected.

Business and the Local Economy

The economy is diverse and relatively stable but is characterised by high employment and low wages and does not have great strengths in the higher value sectors. Key sectors are food production, retail, transport and services. Tourism is also an important generator of employment and revenue. Forecasts to 2020 suggest that existing service sectors where most people are employed, plus other potential higher value growth sectors such as communications and professional services, will expand. A smaller set of sectors, including some manufacturing, is expected to adjust, shedding some employment while maintaining investment and productivity, and a still smaller group is expected to contract overall. There has been growth in VAT registrations since 2000, with the highest net changes in relatively high productivity sectors.

4.1.7 Connections

Infrastructure

Owners Stobart Air Ltd are planning a £25 million investment in Carlisle Airport, scheduled for completion in 2009. The fastest train service to London takes 3hr 13 minutes, Glasgow and Edinburgh are approx 1hr 15 minutes. The £150 million Carlisle Northern Development route linking the M6 at J44 to the A595 is due to begin construction in 2008. Carlisle telephone exchanges are fully enabled for broadband, and cable infrastructure is in place.

Perception of Carlisle

Research shows that there is a general lack of awareness among prospective visitors about what the City offers - Carlisle's image is unclear and that the perception of its remoteness and small size is a deterrent to investors

4.2 Opportunities

4.2.1 Carlisle is at a crossroads in its development. The opportunity to promote a step change in Carlisle's economy over the coming years has never been so promising. The policy framework at regional level in the Regional Economic Strategy and the Regional Spatial Strategy supports this change. The forecast of increased population growth, the encouragement of the NWDA and Government, the prospect of enhanced levels of public sector investment in Carlisle and the level of interest from private sector investors create the circumstances to support a fresh look at how Carlisle could develop.

4.2.2 While its economic performance over the past two decades has been relatively stable, it is clear that this is not enough and that 'no change' will mean decline in real terms.

4.2.3 The opportunities for Carlisle are:

- Population growth
- The prospect of significant public sector funding
- The establishment of the University of Cumbria HQ in Carlisle
- The development of Carlisle Airport
- The development and growth of key economic and business sectors
- Scope for the allocation of additional land for housing and employment use

4.2.4 The traditional strength of Carlisle's economy has been in its diversity, which means that Carlisle is not dependent on one sector for growth. With the increase in population, new jobs will be needed and a key driver for the strategy will be to ensure that where there are opportunities for growth, this is enabled. In general terms this will be by ensuring the economic infrastructure is in place and that local conditions are favourable to encourage investment. A priority must be to ensure that there is a good choice and overall supply of land for employment use. New land allocations must not only meet the needs of a wide variety of existing businesses, but also exploit Carlisle's advantages

in terms of its motorway location and be attractive to new investors seeking to participate in Carlisle's future growth.

- 4.2.5 In terms of the specific sectors the opportunity will be to build on Carlisle's existing strengths and to encourage the development of other sectors [especially those with higher productivity] where there appears to be potential for growth – for example, linked to the development of Carlisle Airport. The scope for promoting Carlisle for inward investment will be increased as plans mature including the transformational schemes in the City Centre, the development of the airport and the University of Cumbria.

4.3 Key Challenges for Carlisle

- 4.3.1 In recent years Carlisle has gone through a number of crises, - foot and mouth disease in 2001, disastrous flooding in 2005 and a spate of redundancies in the manufacturing sector. The Carlisle economy has weathered these setbacks, unemployment has remained below the regional and national averages, flood prevention measures are being put in place and business confidence is strong. However, from the statistics above, it is clear there are a number of underlying problems that need to be addressed if Carlisle is to remain a competitive business location:

- Too great a reliance on low productivity sectors
- Under-representation of business sectors with potential for growth
- Prospect of further job losses through re-structuring, especially in the manufacturing sector
- Poor performance in education, loss of talent, few graduate jobs and low aspirations
- Small population with limited economic potential
- Pockets of deprivation and limited access to rural services and jobs
- Perception of remoteness and local congestion
- Under-exploited tourism potential, no professional theatre and lack of high quality hotel

- 4.3.2 The County of Cumbria is also facing a range of economic challenges that arise partly from its geography and history and partly from the many external factors that have had a negative impact over the past two decades. These issues, and the measures being put in place to tackle them, are set out in the Cumbria Sub Regional Action Plan⁷. There are similar issues relating to economic performance north of the Border. The South of Scotland Competitiveness Plan⁸ identifies the need for cross border co-operation on economic development and comments constructively on the influence of Carlisle and other urban centres on the south of Scotland economy.

⁷ Cumbria Sub Regional Action Plan 2008-2011 published by Cumbria Vision

⁸ South of Scotland Competitiveness Plan 2007-13 pub. South of Scotland Alliance 2006

4.3.3 Carlisle - as the largest centre of employment in Cumbria - has a key role to play to support the regeneration of the wider Cumbrian economy and - as recognised in the South of Scotland Plan, its growth and prosperity will also have an effect north of the Border. Part of the challenge facing Carlisle is in responding to this regional role.

4.3.4 The key challenges for Carlisle appear to be:

- Making Carlisle a more attractive place to live, work, study, visit and invest
- Raising education and skill levels
- Raising the economic status of people and communities at risk of economic exclusion
- Eliminating negative perceptions associated with Carlisle's location
- Making Carlisle's transport system work efficiently to support economic development
- Promoting change in the economy to improve productivity, competitiveness, innovation and the creation of higher value jobs
- Promoting economic growth and environmental quality within the constraints imposed by climate change

4.4 Policy Drivers

4.4.1 Growing Carlisle sits within the context of a large number of local, regional and national policy drivers and strategies. The most critical of which are seen as the Regional Economic Strategy, Regional Spatial Strategy, Regional Housing Strategy and Cumbria Vision Sub Regional Economic Plan.

4.4.2 The current North-West Regional Economic Strategy covering the period 2006 to 2009 is the central policy driver for Growing Carlisle. The RES identifies the City alongside Crewe, Chester, Warrington, and Lancaster as an area of significant growth potential. Specific actions in the RES relevant to the City include:

- Action 38. Develop the University of Cumbria and ensure provision of HE opportunities in East Lancashire
- Transformation Action 55. Capitalising on ongoing private investment around Chester, Lancaster and Carlisle to build on the particular opportunities of these cities including the development of a critical mass of knowledge based business.
- Action 115. Deliver sustainable growth through use of the region's heritage environments. The Historic Towns and Cities in England's Northwest study commissioned by the North West Regional Development Agency and English Heritage completed in 2005 defines Carlisle as an under realised medieval masterpiece and sets a vision for the development of Carlisle as a highly attractive heritage City.

- 4.4.3 The realisation of a strategy for 'Growing Carlisle' will contribute strongly to the key drivers for regional growth. (These are; *improve productivity and grow the market, grow the size and capability of the workforce and creating and maintaining the conditions for sustainable growth*). A strong focus on these is essential to closing the North-west's GVA gap with the England average, increasing both job and business creation and improving skill levels.
- 4.4.4 In spatial terms the draft North West Regional Spatial Strategy (RSS) and the Cumbria Sub-regional Spatial Strategy identifies Carlisle as a 'regional City' in the regional spatial hierarchy. Carlisle is identified as a focus for major development with several specific RSS policies and statements relevant to the City:
- Policy W6 – Tourism and the Visitor Economy. Carlisle, Bolton, Birkenhead and Lancaster are identified as destinations with emerging potential for heritage related tourism development where tourism supports and compliments their status as historic towns and cities.
 - Policy CNL1 – Overall Spatial Policy for Cumbria Plans and strategies in Cumbria will: Focus major development within Barrow, Carlisle and West Cumbria (Whitehaven, Workington, Cleator Moor and Maryport);
 - Policy CNL2 – Sub-area Development Priorities for Cumbria. Building on Carlisle City's significant potential to attract development into Cumbria, as set out in the Carlisle Renaissance Prospectus. The City will enhance its role as the sub-regional centre for business, commerce, higher education, shopping, leisure, culture and tourism whilst paying due regard to the historic City Centre
 - Housing will need to be allocated to sustain and enhance the City's economic growth. The potential for higher education facilities linked to the economic and business expansion of Carlisle will need to be encouraged.
 - North Cumbria – provision of sufficient new residential development to support the economic growth and regeneration of Carlisle, while ensuring that the local and affordable housing needs of rural communities can be met elsewhere.
 - Policy W5 – Retail Development. The development of comparison retailing facilities⁹ should be enhanced and encouraged in the City.
- 4.4.5 The development of the City as a sub regional capital beyond its administrative boundaries is a key objective of Growing Carlisle and is fully consistent and supported by the key regional strategies. These consider Carlisle as having significant growth potential that will benefit both the sub-region and the wider North West.
- 4.4.6 In terms of Sub Regional Policy the Cumbria Sub Regional Action Plan developed by Cumbria Vision identifies Carlisle Renaissance as a major spatial and transformational project which can help address the economic challenges faced by the County. Growing Carlisle will contribute strongly to

⁹ Items not purchased on a frequent basis e.g. clothing, footwear, household goods.

the 3 areas of priority and 4 cross cutting themes set out in the Cumbria Sub Regional Action Plan:

- Business, Enterprise and Employment
- Education and Skills
- Infrastructure
- The Rural Economy
- The Natural Environment
- Culture
- Health, Public Sector Services and the Third Sector

4.4.7 Finally, of particular note is emerging government policy outlined in the recent review of sub-national economic development and regeneration setting out the Government's plans to refocus both powers and responsibilities to support its objectives to encourage economic growth and tackle deprivation. Key messages in the review include that:

- Local authorities will have more powers and stronger incentives to improve local prosperity.
- Greater joint working across sub-regions and cities will be encouraged. This has particular relevance to Carlisle where the natural local economy crosses political and geographical boundaries within Cumbria and reaches into South West Scotland and the North East.
- A single integrated regional strategy including the Regional Spatial Strategy will be produced.

4.4.8 The review also reconfirms the role and importance of towns and cities as engines of growth and that the Government will support the development of city development companies. The development of such a vehicle may form an important mechanism to deliver particular elements of Growing Carlisle and is considered further in section 10 covering delivery.

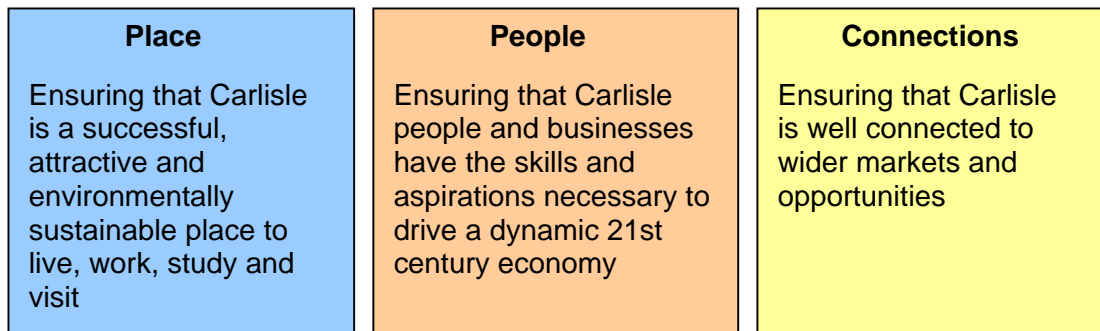
GROWING CARLISLE –

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5 STRATEGIC FRAMEWORK

- 5.1 The three themes of, '**Place**', '**People**' and '**Connections**' arose from the SWOT analysis and the consultations with key stakeholders as the best framework for the economic strategy.

Figure 5.1 Top-level strategic framework



Source: SQW

- 5.2 The first theme is based on 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, the standard of the public realm and tourism and leisure facilities.
- 5.3 In both the SWOT analysis and in the 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.
- 5.4 Finally, in the 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, Carlisle'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 or from Carlisle. Rather, it considers Carlisle's connected-ness in a wide sense: incorporating electronic

connectivity, awareness of the Carlisle offer amongst potential investors and visitors, as well as the road, rail and air links to and from the district.

- 5.5 A separate 'business' theme is not being proposed. As businesses are the primary generator of employment opportunities and wealth, the three proposed themes – of place, people 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.
- 5.6 The challenges and opportunities facing Carlisle must also be seen in the context of the climate change agenda, but a separate theme is not proposed. There are immediate apparent contradictions in promoting 'traditional' economic growth and reducing emissions, and with population growth as a key opportunity for Carlisle this immediately suggests that more people will mean more CO2 over time. This strategy does not set out in detail the measures that will need to be put in place to ensure that the development of Carlisle over the next 25 years does not significantly add to the level of global carbon emissions. It can only confirm that such measures will need to be devised and implemented.
- 5.7 In practice this means putting local policies and programmes in place that acknowledge the need to modernise and enable economic activity in Carlisle but which in themselves promote sustainability and which address the impact on global carbon emissions. This approach will be embedded in the development of individual projects. This document as a whole will be subject to an environmental audit and monitoring.
- 5.8 A summary of the key work-themes under each of the three strategic themes is shown in the tables below.

5.8.1 Place themes

Growing Carlisle	Revitalising the City Centre	Revitalising Communities	Promoting Carlisle
Work-themes	Work-themes	Work-themes	Work-themes
Agreeing growth targets	Improving the Public Realm	Urban area	Tourism promotion
Agreeing housing land allocation and improving housing choice	Transformational projects	Rural area	City promotion
Determining employment land allocations	Historic Quarter		
Bringing brown-field land into development	Culture and Performing Arts Space		
Improving the stock of business premises	University of Cumbria		
	City Centre offer and the evening economy		

5.8.2 People Themes

Reduce Worklessness	Improve Workforce Skills	Business Growth and Innovation
Work -themes	Work-themes	Work-themes
Readiness for work	Skills for Life	Business engagement
	Vocational skills	Enhanced business support services
Employment growth and opportunities	Management and leadership	Knowledge transfer
Service development	Promoting workplace learning	Funding for growth and innovation
		ICT applications.

5.8.3 Connections themes

Access to Markets	Access to Employment and Services	ICT Connectivity
Work-themes	Work-themes	Work-themes
Carlisle Airport	Public transport	
Rail Gateway	Local roads	
Regional roads	Walking and cycling	

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6 PLACE

6.1 Introduction

- 6.1.1 This section of the Strategy is about the future development of Carlisle. The earlier pen picture of Carlisle in Section 4 described a place with high aspirations and the reality of a wide sphere of influence. If City Regions are places that can be defined in terms of their economic 'footprint', over which key economic markets such as labour markets, housing markets and retail markets operate, then Carlisle is the City in a City Region covering north Cumbria, parts of Northumberland and Southern Scotland.
- 6.1.2 Four key themes emerge as priorities within this section on 'Place'. The first theme is about the opportunities that could be created through population growth. The second is about the priorities for the City Centre and Carlisle's ambition to have the quality and range of facilities expected of a regional City.
- 6.1.3 The third strand deals with the economic needs of Carlisle's local urban and rural communities and the fourth is about how the 'Carlisle offer' is promoted and marketed to visitors, investors, prospective and existing residents.

6.2 Growing Carlisle – the Need for Action

- 6.2.1 As a relatively small City, Carlisle has the potential to increase its capacity as a centre for the sub region and a driver for growth. If City Regions are a spatial expression of the way we live our lives, travel to work, education and leisure facilities, visit large retail centres and use major public services, then the remit of the City spreads beyond administrative boundaries. In a rural area like Cumbria, our model of a City Region includes the interaction between the urban and rural areas and the issues of sparsity and distance.
- 6.2.2 In the Regional Economic Strategy [RES] Carlisle is one of 5 identified growth towns. The Draft Regional Spatial Strategy [RSS] recognises the potential and role of Carlisle as a City in its sub region and also identifies it as a location for growth. In particular it recognises:
- Carlisle's potential for sustainable growth that benefits the sub region and the wider North West
 - Carlisle's position as a regional town and City for Cumbria and North Lancashire along with Barrow and Lancaster

- The importance of promoting employment opportunities, identifying a Regional Investment Site at Kingmoor Park and a Knowledge Nuclei Site in Central Carlisle ¹⁰
 - Carlisle as one of 24 centres for expansion of town centre retail facilities
 - The potential for growth as a conference and exhibition destination for business tourists
 - The potential for Airport use
 - Carlisle's role as a key public transport interchange and gateway to the region
 - The importance of the various agreed strategic highway schemes
- 6.2.3 This strengthening of the role of Carlisle, being the major service centre, in need of building up and a focal point for development is a clear recognition by the RSS of the role Carlisle should be playing in the sub region. To realise this, the City needs to grow and to offer new employment opportunities. It needs to be able to retain a skilled workforce and to attract new, economically active residents. In turn, substantial investment is needed to address issues such as a range of good quality and affordable housing, the development of transport, education and training opportunities and health provision. The capacity of the utilities must also be able to support such growth.
- 6.2.4 Housing Market assessments were carried out across Cumbria in 2006 and showed for Carlisle that an additional 72 affordable units per annum were needed in the urban area and 149 in the rural area by 2011. The need is for predominantly larger houses with three or more bedrooms. Most recent developments have been on urban brownfield sites and for flats rather than houses. Furthermore the Local House Condition Survey shows that although Carlisle is meeting government targets there are still 2,700 vulnerable people living in properties that do not meet the 'decent homes' standard.
- 6.2.5 Housing markets are complex and are influenced by social and economic factors outside of the statutory housing and planning systems. As well as a supply of suitable sites, a balanced market is achieved by ensuring that other factors are resolved, such as good quality jobs within the travel to work area, high performing schools, good shopping facilities and a high quality environment. It is therefore crucial to achieve a healthy, sustainable economy. The Carlisle economy and its population must grow to avoid stagnation.

¹⁰ Knowledge nuclei sites focus[ing] on knowledge-based sectors which require specific links to the region's Higher Education Institutions, research and development facilities, existing knowledge-based industries and major hospitals. Close physical proximity is desirable, however, it is the links between knowledge nuclei sites and key knowledge infrastructure that are most important. In some cases those links may be facilitated by ICT. Submitted draft Regional Spatial Strategy for the North West Jan. 2006 Para. 8.4.

- 6.2.6 Alongside this we will see an increased capacity to sustain those facilities that people expect to find in a competitive City in the 21st century. There is the expectation that there will be a wide range of shops, arts and cultural facilities, bars and restaurants to suit all tastes and ages, visitor attractions and a high quality public realm.
- 6.2.7 The forecast for population growth to almost 125,000¹¹ people in Carlisle by 2029 and the potential to sustain even further growth represents both a challenge and an opportunity. The challenge is to develop appropriate plans that will enable that growth to take place in a sustainable and balanced fashion. The opportunity is in the growth of the local market for goods & services and the prospect of attracting people who see business and employment opportunities in Carlisle. Opportunity also lies in the increased capacity to sustain Carlisle as a fully functioning City in its sub region.
- 6.2.8 Although the age profile of the population will be increasingly skewed towards the older age ranges, there are significant increases predicted in the working age cohort over and above the average for England. The following table provides the detail.

Change in the Structure of Population for Carlisle and England projected to 2029¹²

	Carlisle		England	
AGE GROUP	2004	2029	2004	2029
0-14 ('000)	17.4	18.3	9104.8	9210.3
%	16.8%	14.7%	18.2%	16.3%
15-64 ('000)	67.8	75.6	32986.2	34940.7
%	65.5%	60.7%	65.8%	61.9%
+ 65 ('000)	18.4	30.9	8002.3	12305.5
%	17.8%	24.8%	16.0%	21.8%
ALL ('000)	103.5	124.6	50093.1	56456.6

- 6.2.9 There is a strong consensus emerging to be more ambitious and to seek growth over and above the current forecast. There are clear economic advantages arising from a larger population and the scope to grow Carlisle beyond current predictions to a population of 140,000 – 150,000 should be explored. It is an assumption within this Strategy that population growth in Carlisle will be beneficial for Cumbria and the sub-region because it creates the opportunity to develop a more substantial market for services in a regional centre than might otherwise be possible.

6.3 Growing Carlisle – Work Themes

- 6.3.1 The implications of population growth are far-reaching and will require significant commitment in public and private resources over the years. One of the purposes of this Strategy is to establish a consensus on the benefits growth for Carlisle and the region and to identify the strands of work that will arise as a result. Within the context of this document these work strands are:

¹¹ Office of National Statistics [ONS] Population estimate

¹² ONS above via CRED briefing paper to the Economic Development & Enterprise Priority Group of the Carlisle Partnership. August 2007

- i. Agreeing growth targets: Further work needs to be done on the scope to influence population growth, whether there is the prospect of attracting new people over and above the forecast increase, and if so, what population target is realistic and acceptable.
- ii. Agreeing housing land allocations and improving housing choice: This is linked to [I] above and will require Carlisle's future level of housing growth to be set within the context of an evolving regional and local statutory planning process. The location and phasing of new development will be a matter for determination within the local planning process. While there is generally a broad mix of housing types and tenure within the City and its catchment area, planning policies over recent years have resulted in several anomalies within the local market. There has been a virtual moratorium on rural housing development resulting in both a lack of executive type housing in those areas and a rise in prices so as to exclude local people. More recently there has been an influx of urban residential planning applications but with a bias towards apartment schemes. This in turn has led to a lack of capacity within the set housing planning allocations to allow for reasonable numbers of family type housing to come forward in desirable locations.
- iii. Determining new employment land allocations: There is a need to improve the quality, availability and choice of employment development land. While Kingmoor Park will continue to provide the bulk of the development land in the short to medium term, its location at the northern edge of urban Carlisle is not ideal for most of the urban population which is located in south Carlisle. Further development opportunities will arise by the allocation of employment land at Morton, which [if approved] will need to be brought to the market. Further work is needed to establish the opportunities and justification for further employment land allocations, particularly in south Carlisle.
- iv. Bringing brown-field land into development: Carlisle's record in re-using brown-field land for employment purposes has been good, but within the southern half of the City there remain several significant areas of brown-field land [mainly redundant railway land], that could be brought forward as serviced employment land. This would be dependent on adequate access and servicing and arrangements being secured together with any contamination issues being tackled.
- v. Improving the stock of business premises: Within the overall supply of industrial premises in Carlisle of c.1million sq. m., over 80% of this was constructed pre 1980. The stock is generally secondary in nature by type and layout, age, and condition. Vacancy rates are generally low and, while there is no sign of a shortage of second hand premises, choice is limited with Kingmoor Park dominating supply. However, there is a severe shortage of new or modern industrial premises in a range of sizes and locations and there are no major new schemes in the pipeline.

6.4 Growing Carlisle – Summary of Projects [see Annex for detail]

6.4.1 Short term – [1-5 years]

- Complete an Employment Land Review

- Decision on Local Asset Vehicle for City Council non-operational assets
- Implementation of 1 industrial estate regeneration project resulting in provision of new/refurbished premises
- Implementation of capital programme for City Council industrial estates to 2010
- Evaluation of opportunities for bringing brownfield sites to the market and implementation of 1 project
- Evaluate growth scenarios and agree future housing allocations

6.5 Carlisle City Centre – the Need for Action

- 6.5.1 Carlisle's City Centre is generally recognised as an attractive and accessible location for shopping and leisure, with a good retail offer and good pedestrian facilities. It is also an important employment area with almost 18,000¹³ people working in the centre or nearby.
- 6.5.2 However, although the City Centre is seen as successful, there are a number of sets of economic and environmental issues that need to be addressed in order for it to contribute fully to the development of Carlisle as a regional City in the future. These are:
- i. Improving the public realm: The last major renewal of the City Centre street scene was in the 1980s. In comparison with other cities where investment has taken place, it now looks dated. If Carlisle is to move forward as a place it needs to aspire to the highest possible standards in the quality, design and management of its public areas. The extensive pedestrianised areas provide a sound basis for a refreshed City Centre.
 - ii. Expanding the retail offer: Carlisle has a strong retail heart with a good range of both department stores and other retail outlets. This has long been based upon a wide catchment area that offers relatively little competition. The development of The Lanes shopping development very much cemented this position and Carlisle's retail potential is also reflected in the number of retailers currently not represented in the City seeking suitable premises in the centre. Other towns in the catchment area are now driving forward their aspirations to strengthen their respective retail offer. There is need to respond to market demand within the parameters of the planning policy to identify opportunities for the further expansion of the City Centre retail offer.
 - iii. Developing the potential of the Historic Quarter: Carlisle's distinctiveness derives from its culture and its long history – and its expression in important buildings in the centre of Carlisle such as the Carlisle Cathedral and Carlisle Castle. These cultural assets also have an economic value that is currently not sufficiently acknowledged.

¹³ Figure for Castle Ward from SQW SWOT Analysis page 17 using ABI data

Realising the economic potential of Carlisle's historic assets will involve overcoming physical barriers, such as the severance of the castle from the City Centre by the inner ring road. It will also mean putting measures in place that will increase economic activity and improve the awareness and experience of the area, as part of an overall drive to make a major improvement in Carlisle's status as a visitor destination.

- iv. Limited evening and night-time economy: The current concentration around Botchergate is only one expression of the potential for developing the evening economy in Carlisle. Other types of evening offer are weak and the vitality of the centre is diminished by the lack of activity after 6.pm. The social interaction that occurs as part of the evening economy is often a key attraction of City living and its relative absence in Carlisle reduces its appeal as a place to live and work.
- v. No performing arts facility: This is linked to [iv] above and should be seen as a key element in developing Carlisle's external profile as a place with an attractive range of cultural, social and economic opportunities. If Carlisle's aspirations as a regional centre and University City are to be realised, this is a gap in Carlisle's offer that needs to be filled.
- vi. No 4* City Centre hotel and limited conference facilities: If Carlisle is to achieve a step change in its business and leisure tourism profile it needs the quality and range of facilities expected of a Regional City.
- vii. A limited City Centre office market with little prospect of investment at current rental levels. Much of the City Centre's office space will not meet the future needs of businesses and there is the risk of a long-term haemorrhage of jobs and economic activity to newer facilities in out of town locations.

6.6 City Centre – Work Themes

- 6.6.1 The first theme will be the implementation of public realm improvements in the City Centre
- 6.6.2 The second theme will focus on the delivery of the transformational development projects for Rickergate and Caldew Riverside
- 6.6.3 The third area of work will be in the Historic Quarter where the proposals arising from the Historic Core Study will form the basis of a programme of projects
- 6.6.4 Exploration of the opportunities available to develop a performing arts facility will comprise the fourth work strand
- 6.6.5 The fifth strand will be to work with the private sector to enhance the vitality, performance, attractiveness and customer offer of the City Centre, including the development of the evening economy
- 6.6.6 The sixth strand is to work with the University of Cumbria on their Estates Strategy to ensure the maximum community benefit from the investment planned in central Carlisle

6.7 City Centre – Summary of Projects

6.7.1 Short-term - 1-5 years

- Evaluate the potential of a Business Improvement District for the City Centre with private sector partners
- Creation of Urban Design Guide, Public Realm Strategy and Public Art Strategy as Supplementary Planning Documents
- Improvements to Castle Street including improved signage and interpretation
- Links to Castle from City Centre improved
- Implementation of at least 2 major Public Realm Improvement Projects at either:
 - Court Square & Englishgate
 - Market Cross & Greenmarket
 - Historic Quarter
- Completion of technical studies and development brief created for both Rickergate and Caldew Riverside / Citadel areas
- Development partner identified and detailed development scheme worked up for the Rickergate area. To include substantial additional retail floor space and provision of a 4* hotel offer
- Development scheme worked up for Caldew Riverside taking into account any Tesco food store development and improved links to City Centre
- Improved gateway car parking and pedestrian links to main shopping core
- Improved signage and interpretation throughout City Centre but particularly within the Historic Quarter
- Agreement on location of theatre / arts centre and funding package identified
- Agree locations of buildings to meet estates strategy of University of Cumbria including provision of new headquarters building, business school, Student Union building and student accommodation
- Future of Woolworths Block agreed with view to redevelopment for mixed use comprising retail and commercial offices
- Central Plaza Hotel brought back into use

6.8 Revitalising Communities – Need for Action

- 6.8.1 The benefits of a growing Carlisle economy will probably be most visible in the City Centre where major physical change and renewal has traditionally been focussed. However the Strategy recognises that other parts of Carlisle,

including the more deprived urban neighbourhoods and the rural area, including the rural service centres of Longtown and Brampton, need particular attention.

- 6.8.2 There are complex issues that affect the economic prosperity of these local urban and rural communities – not all of which can be addressed by this Strategy. The Strategy focuses on a number of common themes that are significant issues in these areas: - access to jobs, worklessness, training and skills, and enterprise. These thematic projects outlined in the Strategy are deliberately not geographically focussed with lines drawn around particular communities.
- 6.8.3 While there are obvious concentrations of deprivation, there are also pockets of need in many of Carlisle's neighbourhoods – urban and rural. Where interventions are targeted at individuals, eligibility will be based on people's circumstances, not on address. However, these initiatives will also recognise the necessity of targeted local delivery in key urban and rural communities and individual projects will be 'proofed' to ensure there are as few barriers as possible to participation.

Urban Carlisle

- 6.8.4 The need for intervention is greatest in the southern part of urban Carlisle, where the wards with the most serious levels of economic disadvantage are to be found and where there has been relatively little recent public investment in economic infrastructure. Six wards, Upperby, Botcherby, Morton, Castle, Harraby and Currock are among England 20% most deprived, and two of the above, Upperby and Botcherby are among the 10% most deprived according to the overall Index of Multiple Deprivation [IMD].
- 6.8.5 The physical characteristics of the area show a mix of opportunities including good access to the M6, a number of development projects in the pipeline and the potential for additional development land adjacent to the successful Rosehill Estate [subject to the outcome of the Local Plan Public Inquiry]. There is also dereliction and poor general amenity and issues over the future use of the North Cumbria Technology College premises.

Rural Carlisle

- 6.8.6 Carlisle's rural population is increasing at a rate greater than urban Carlisle. It is expected that this trend will continue and highlights the need to support sustainable rural economies particularly when allied with the changing demographic profile of rural areas, resulting from the loss of young adults, a result of unaffordable house prices and the lack of employment opportunities.
- 6.8.7 The non-urban and sparse areas of Carlisle District rank above all Cumbrian Districts in the average score of overall indices of multiple deprivation (IMD). The two main rural service centres, Brampton and Longtown, include 4 wards within their catchment area that rank in the top 10% IMD 2004 for access to services. Longtown and Rockcliffe Ward is in the lowest 20% IMD scores, nation-wide, for education and skills. Additionally, the regional Rural Delivery Framework has highlighted Longtown as a priority need area. With continuing threats to a sustainable rural economy the need to support the ability of local service centres to meet these challenges is paramount.

- 6.8.8 Government policy and the emergent Local Area Agreement places significant emphasis upon the development of stronger more inclusive communities. Recent experience from the success of the Longtown MTI has also shown that a strong Community Development Trust can make significant impact on economic regeneration of a wide rural area. Development of this model will enable local communities to identify their local economic challenges and determine sustainable local solutions.

6.9 Revitalising Communities - Work Themes

Urban Carlisle

- 6.9.1 The thematic approach taken in writing this Economic Strategy has enabled us to identify potential projects and key needs for action across the whole of the district. The three themes of Place, People and Connections all contain cross cutting elements and activities, which will have a positive impact upon the economic growth of the district as whole and will play their part in revitalising the most deprived areas of urban Carlisle. There is recognition, however that the very nature of some of the interventions developed within the strategy, are aimed at the most deprived communities and within those communities at the hardest to reach client groups. This approach will ensure that we don't exclude any individual from accessing any of the activities on offer but by definition we will be able to deliver targeted activities specifically to the south and west of the City.
- 6.9.2 The challenges to improve the local economic infrastructure for south Carlisle include:
- (i) Attracting investment and business to the area including enhancing the vitality of local service centres
 - (ii) Upgrading the stock of available development land and business premises
 - (iii) Improving and enabling access to jobs in the City Centre and in north Carlisle
 - (iv) Securing training and employment benefits for local people from development proposals in the area.

Rural Carlisle

- 6.9.3 The geographical focus will be the service centres of Longtown and Brampton. Each has its own specific problems and opportunities, but there are also issues in common. The Strategy promotes a joint approach to the delivery of projects for the two centres where this is practical. The challenges are:
- (i) Enhancing role of service centres including streetscape, transport, parking, signage and promotion/marketing
 - (ii) Support local delivery points for district-wide projects e.g. business support, workforce development and worklessness

- (iii) Tourism development – network/cluster development
- (iv) Action to ensure engagement of businesses and workless people in wider Renaissance projects
- (v) Ensuring sufficient provision of employment land and premises
- (vi) Encouraging the role of local delivery mechanisms/trusts

6.10 Revitalising Communities - Summary of Projects

6.10.1 South Carlisle; short-term 1-5 years

- Focus on brown-field land development and industrial estate regeneration to deliver 2 schemes [see 6.4.1 above]
- Local employment and training schemes in place linked to local development proposals when implemented [see 'People' theme]
- Evaluation of, and decision on, economic opportunities linked to North Cumbria Technology College site
- Projects to enhance environment of local shopping areas being implemented
- Local delivery of projects related to worklessness, skills and business support [see 'People' theme]
- Investment opportunities in Carlisle South promoted
- Accessibility Action Plan [urban Carlisle] prepared and implemented [see 'Connections' theme]

6.10.2 Rural Carlisle; short term 1-5 years

- Pilot project to improve access to services in Longtown and Brampton implemented
- Opportunities arising from Community Asset transfers explored and acted upon where appropriate
- Local delivery of projects related to worklessness, skills and business support [see 'People' theme]
- Tourism & tourism business support programmes in place linked to expansion of Hadrian's Wall visitor offer
- Accessibility Action Plan [rural Carlisle] prepared and implemented [see 'Connections' theme]
- Evaluation of need for workshop premises in Longtown and Brampton

- Functional improvements to support Longtown's and Brampton's roles as rural service centres identified and one project in each centre implemented [car parking etc]

6.10 Promoting Carlisle – Need for Action

- 6.10.1 Carlisle has the potential to be a very successful visitor destination with a really good tourism offer. Revenue and performance associated with tourism has been steadily growing. Too many people, however, are still unaware of Carlisle's substantial heritage, attractions and its high quality environment. There has been under investment in the promotion and marketing of the City to potential visitors. Carlisle is therefore very much an emerging visitor destination. Its image now needs to be significantly enhanced in this respect, and quickly. There is an urgent need to develop a compelling tourism consumer brand and comprehensive marketing strategy to remedy the existing lack of awareness. This in turn will generate significant additional visitor income, and attract investment for the necessary improvements that are required to the City's tourism product. In the modern day competitive tourism world a good quality visitor experience is fundamental to a successful destination. So too is a universally recognised, well marketed consumer brand, which creates the initial awareness of that destination in the first place.
- 6.10.2 There is no doubt that if Carlisle is to grow, that will only be successfully achieved if a positive public image of the City, and the opportunities arising from growth, are communicated effectively to prospective investors, businesses, new residents and students in a sustained campaign over a period of time. Moreover, the people of Carlisle need to believe in the City's future and what it could aspire to become. A credible, imaginative and persuasive local brand that has local roots and is 'owned' by local stakeholders needs to be developed. An attractive image must be created that captures both Carlisle's current appeal and its potential, developed to encapsulate a dynamic 'feel good factor' and to reflect the quality of life enjoyed in the Carlisle area.

6.11 Carlisle – Work Themes

The challenges are:

- (i) To secure agreement on the development of a Carlisle Tourism Brand
- (ii) To secure resources for the sustained promotion of Carlisle as a visitor destination
- (iii) To develop a clear and credible image for Carlisle as a place to invest, live and study

6.12 Promoting Carlisle – Summary of Projects

Short –term [1-5] years]

- Work commissioned on Carlisle branding with steering by appropriate stakeholder group and marketing programme in place
- Information and marketing strategy in place to promote the Carlisle offer in terms of investment, business and lifestyle opportunities

- Evaluation of Carlisle's participation in NWDA regional visitor economy development pilots.

GROWING CARLISLE –

AN ECONOMIC STRATEGY FOR THE CARLISLE CITY REGION

7 PEOPLE

7.1 Introduction

- 7.1.1 This section demonstrates how individuals and organisations will contribute to and benefit from the economic success of growing Carlisle. It sets out how we will raise aspirations and improve the opportunities for all of Carlisle's residents. Barriers to accessing learning and support will be reduced and Carlisle's businesses will be able to obtain the high quality support they need to grow.
- 7.1.2 Three key themes emerge as priorities within this 'People' section. The first theme is about reducing worklessness which includes developing opportunities for participation in work and training. The second deals with improving workforce skills and ensuring Carlisle has the skill base to support economic growth. The third is about supporting business innovation and growth and includes innovative ways to develop this.
- 7.1.3 The University of Cumbria which launched in August 2007 offers a wide range of benefits for the people of Carlisle across all three themes. The University is keen to work with organisations across the private, public and voluntary/community sectors and be an active partner in the community. It offers excellent opportunities for young people and adults to equip themselves with the qualifications and skills needed to secure sustainable employment. It has a key role to play in promoting innovation and facilitating knowledge transfer to support business growth and will act as a catalyst enabling businesses to access research and development activity. It will help Carlisle retain the graduates it will need to grow existing businesses and encourage new ones to locate here.

7.2 Reducing Worklessness – the Need for Action

- 7.2.1 The SWOT analysis identified relatively high numbers of people in receipt of benefits and an increase in the number of long-term unemployed as issues that must be addressed. Jobcentre Plus and Connexions have already prioritised a number of wards within Carlisle as key areas for intervention. The 'Pathways' programme and the 'Deprived Area Fund' are two of these mainstream areas of provision with other client groups being targeted through the use of co-financing monies to deliver a range of projects.

- 7.2.2 The activities proposed within the economic strategy are intended to address gaps in mainstream provision and to identify new and innovative approaches to increasing the levels of economic activity within the district.
- 7.2.3 If we are going to be successful in moving individuals from benefits and economic inactivity into sustainable long term employment we will have to address the 'Poverty of Aspiration' and reduced levels of self confidence individuals experience in their ability to make these transitions. We will do this by establishing a culture of opportunity and harnessing the momentum of investment and growth achieved through the wider projects within the strategy.
- 7.2.4 Traditionally Carlisle has seen high levels of low paid, seasonal and unsecure employment. This is exacerbated by low skill levels especially in some of the more deprived areas of the district. A priority for the strategy will be to implement a range of projects to equip individuals with relevant training and skills to successfully secure long term sustainable employment. This will lead to people being able to move between employers and sectors in order to access higher paid work.

7.3 Reducing Worklessness – Work Themes

- 7.3.1 Addressing worklessness and growing the available workforce of Carlisle are key to achieving economic growth and attracting new private sector investment to the area. This strategy identifies a range of different approaches to addressing this area of work. The work themes we have identified in tackling worklessness are:
- 7.3.2 Readiness for Work: The first stage of addressing worklessness will be to raise aspirations and self confidence enabling transition from economic inactivity to employment.
- 7.3.3 Gateway to Employment: We will build skilled, working communities increasing opportunity, social mobility and sustainable long-term employment through the provision of targeted vocational training within priority sectors. This work will be complemented by job brokerage activities.
- 7.3.4 Employment Growth & Opportunities: One of the key areas for development is to maximise the employment opportunities created through the physical regeneration, business growth and inward investment within the district, particularly within the most deprived communities.
- 7.3.5 Service Development: In the constantly changing arena of public sector funding and in the context of the Department of Work and Pensions Green Paper 'In work, better off', 2007, we need to create integrated, aligned and well understood services that are highly effective, enabling the City region to attract external investment and resources to address worklessness. In the context of the Green Paper one of the main areas of work within this theme will be the development of both a 'City Employment Strategy' and 'Local Employment Partnerships'.

7.4 Reducing Worklessness – Summary of Projects

7.4.1 Short term – [1 – 5 years]

- Range of community based projects to address aspirations and self confidence enabling transition to employment specifically within priority groups
- ‘Young People’ based projects across all sectors
- Develop the ‘Retail Academy Carlisle’ project
- Redundancy support for both employers and individuals
- Develop a delivery framework to enable local communities to take advantage of the employment opportunities arising from Carlisle Renaissance
- Bespoke recruitment and training projects to maximise on economic growth through inward investment
- Evaluation and identification of external investment and additional resources to address worklessness

7.5 Improve Workforce Skills – The Need for Action

7.5.1 The Leitch Review of Skills published in December 2006 looked at the UK’s long-term skills needs and recommended that the UK commit to becoming a world leader in skills by 2020. The review highlights several areas that have particular relevance for Carlisle:

- (i) 70% of the workforce of 2020 is already over the age of 16 which emphasises the importance of adult learning and especially learning in the workplace.
- (ii) The need to increase skill levels especially at level 3¹⁴ and above. The report recommends that employer investment in level 3 and 4 qualifications in the workplace needs to increase. In Carlisle approximately 70% of the working age population do not have a level 3 or above qualification¹⁵
- (iii) The importance of improving lower level skills up to level 2 including basic literacy and numeracy. In Carlisle 13% of the working age population have no qualifications¹⁶

7.5.2 Low levels of attainment at GCSE (49.1% gained 5 A* to C grades including English and maths in 2006 in the Carlisle district compared with 57.9% in the Cumbria local authority area and 59.2% in England¹⁷) and relatively low levels

¹⁴ Level 2 – equivalent to 5 GCSEs A* – C, Level 3 – equivalent to 2 A levels, Level 4+ – equivalent to graduate qualifications

¹⁵ Source ONS – Annual population survey January to December 2005

¹⁶ Source ONS – as above

¹⁷ Source Department for Children, Schools and Families

of young people continuing in education post 16 with quite high levels entering employment without training means that Carlisle will be poorly equipped to meet the challenges of the knowledge economy of the future.

- 7.5.3 A partnership approach is needed to raising attainment and participation in learning post 16 which includes the schools, Cumbria County Council, Connexions, Aimhigher, Carlisle College and the University of Cumbria. The creation of two academies in Carlisle will also have an important part to play in this.
- 7.5.4 The introduction of 14 – 19 Diplomas which will combine practical and theoretical learning in a range of vocational areas with functional skills in English, maths and ICT will help to engage learners who would benefit from a vocational path. Employers will have a key role to play in developing the Diplomas and it will be important to engage organisations in Carlisle with this. The Diplomas will be available for teaching nationally from 2013 but some vocational areas will be piloted before that. These qualifications will play an important part in encouraging young people to continue in learning post 16.
- 7.5.5 A significant number of young people in Carlisle who have the ability to progress to higher education do not go to university. One explanation for this has been not wanting to leave the area to study. The launch of the University of Cumbria may encourage more of these young people into higher education but for some full-time study is not the most appropriate option. Several local employers offer 'grow your own' schemes which combine a job and training for a professional career e.g. accountancy. This model could be expanded into a wide range of vocational areas and could provide a solution to some of the skills gaps experienced in the City for certain professions.
- 7.5.6 Retaining graduates in Carlisle and encouraging the young people who have moved away to study to return to the area will be critical to growing Carlisle. We need to offer them rewarding graduate-level jobs and to ensure that the actions within the 'Place' section mean that Carlisle is an attractive and vibrant City for them to choose to live and work in.
- 7.5.7 The Cumbria Higher Learning partnership, bringing together the four further education colleges in Cumbria with the University of Cumbria, the University of Lancaster, Open University and University of Central Lancashire, will have a key role to play in offering the level 4 and 5 skills needed for growth in the knowledge economy.

7.6 Improve Workforce Skills – Work Themes

- 7.6.1 Developing the skills of both the future and current workforce in Carlisle will be crucial to overcoming the challenges posed by low attainment, low participation in learning, low aspirations, low wages and insecure and seasonal employment. This section of the strategy seeks to create a highly skilled and adaptable workforce who benefit from the success of growing Carlisle. The work themes which will achieve this are:
- 7.6.2 Skills for Life: Being literate and numerate has been shown to be a key factor in getting and keeping a job. Literacy and numeracy qualifications have an important role in raising workforce skill levels and provide a platform to progress on to further learning. English for Speakers of Other Languages (ESOL) courses also form a key part of the Skills for Life agenda and the

increase in migrant workers in Carlisle means that developing provision for this is vital.

- 7.6.3 Vocational Skills: Ensuring there are progression pathways for people to follow will be key to increasing participation in learning and raising skill levels. Young people starting vocational courses at school will want the opportunity to continue them post 16 at college or through an apprenticeship and then on to higher education. We need to initiate programmes to meet the skills shortages experienced by Carlisle employers and link development of new provision to priority growth sectors. We will develop innovative ways of retaining graduates in Carlisle.
- 7.6.4 Management and Leadership: Building management and leadership capacity within organisations in Carlisle will be key to enabling our vision for the City to be realised. From first line management/supervisory level through to directors and chief executives, we will facilitate the sharing of best practice between organisations.
- 7.6.5 Promoting Workplace Learning: We will raise the profile of learning in the workplace and the benefits it brings and celebrate success for both individuals and organisations.

7.7 Improve Workforce Skills – Summary of Projects

7.7.1 Short term [1 – 5 years]

- Raise the profile of Skills for Life with employers and individuals
- Encourage retention of graduates in Carlisle
- Ensure further and higher education qualifications meet the needs of priority growth sectors
- Develop 'grow your own' programmes offering rewarding jobs with degree level training
- Develop a range of management and leadership programmes
- Establish a Learning Charter and awards programme to reward excellence in workplace learning

7.8 Business Growth and Innovation – The Need for Action

- 7.8.1 There is a need to strengthen the network of public and private business support organisations and develop new models of business engagement. Business support must be demand-led and responsive to the needs of businesses.
- 7.8.2 The development of new markets will have a critical role to play in growing Carlisle's economy. The importance of ICT applications, knowledge transfer and using research and development activity will also be paramount.
- 7.8.3 An enterprise culture must be encouraged which will include support for business incubation in both urban and rural areas. Promoting innovation and sustainable growth will be key elements of this.

- 7.8.4 Whilst it is vital that all businesses have access to the services that they need to grow, the Carlisle Economic Development and Enterprise Group recognises the significance of key growth processes that already impact upon the economy of Carlisle and the benefits of targeting the strategy where there is evidence of future growth in employment and output.
- 7.8.5 In the period since 2000, Carlisle has experienced growth in both population and employment and the strategy seeks to expand on this pattern of change in the future. The rationale for the growth of Carlisle is constructed around the following **growth areas**:
- Building on the positive image of Carlisle as a place to live by attracting and retaining talented individuals in **digital and creative industries** that are capable of generating significant increases in output as well as employment.
 - Enhancing the status of Carlisle in the UK urban hierarchy for the provision of a wider range of private and public sector services (**comparison retailing, speciality retailing, specialist forms of health care, higher education**).
 - Building on existing expertise in business and professional services to increase opportunities for graduates in well-paid employment.
 - Expanding the potential of Carlisle as a **tourist destination** and a provider of **leisure, entertainment and cultural amenities** for residents within the Carlisle City-region.
 - Sustaining existing growth of activity in **transport and logistics** and developing the potential for Carlisle to expand as a distribution centre.
 - Exploiting the potential of **active leisure and sport** to create new businesses, generate employment and attract inward investment.
 - Enabling businesses in **food processing, advanced engineering and materials manufacturing** and **construction** to develop new markets, sustain growth in levels of productivity and continue to provide well-paid employment in the City.

7.9 Business Growth and Innovation – Work Themes

- 7.9.1 This strategy requires a new paradigm for business support. This includes a better interface between local providers and businesses and the development of closer enterprise support networks. Business support is, and will continue to be, primarily a business to business transaction. This is the basis of the Business Support Simplification process and the development of the new Business Link service. The role of the public sector should be to monitor the breadth and depth of provision, promote best practice, and develop creative partnerships between providers and to identify market failure and seek to fill gaps in provision.
- 7.9.2 Business Engagement: the first stage of providing support to key growth sectors is develop the interface between businesses and local support providers, both public and private sector. The aim is to ensure businesses

are able to engage with providers in the most appropriate way so that those providers better understand their current and future needs.

- 7.9.3 Enhanced business support; the outcome of the business engagement work stream will be to ensure that business support, skills/training services are aligned to the changing needs of growth sectors.
- 7.9.4 Knowledge transfer; our aim is to maximise the economic development impact of the University of Cumbria. This will be achieved by fostering close links between the businesses in growth sectors and the higher and further education sector to support innovation by providing access to research and development expertise.
- 7.9.5 Funding growth and innovation; this strategy identifies access to funding and innovation as being key elements of business growth. This work theme is concerned with ensuring businesses have access to impartial advice on sources of growth funds and how to make the best case to access these.
- 7.9.6 ICT Applications; to sustain growth, businesses need to access new markets and reduce operating costs / maximise efficiency. This work theme is concerned with ensuring that businesses in growth sectors have access to impartial advice on how to utilise ICT applications to achieve this.

7.10 Business Growth and Innovation – Summary of Projects

7.10.1 Short term – [1 – 5 years]

- A new model for business engagement and support measures targeted at growth sectors with particular focus on professional services and digital and creative businesses.
- Initiatives underway to support business incubation, environmental management and social enterprises as well as knowledge transfer and business innovation.
- Specific projects in place to promote access to funding support and ICT applications.

GROWING CARLISLE –

AN ECONOMIC STRATEGY FOR THE CARLISLE CITY REGION

8 CONNECTIONS

8.1 Introduction

- 8.1.1 This section makes the links between the Economic Strategy, the Carlisle Renaissance Movement Strategy published earlier in 2007 and the Local Transport Plan (LTP)¹⁸ that sets out the investment programme for transport infrastructure over the next three years. Within north Cumbria, the LTP recognises inadequacies in the existing infrastructure to accommodate current demand and facilitate economic growth.
- 8.1.2 The aspiration for Carlisle to grow beyond the forecast levels of population increase to 125,000 people in 2029 will, if realised, have considerable implications for the infrastructure of Carlisle with very substantial transport and movement challenges to be met.
- 8.1.3 These must be addressed early in the planning process to ensure that land use proposals are closely linked to transport provision. Unless land use and transport planning are effectively integrated at the earliest stages the result will be unsustainable growth and a significant loss of efficiency in the local economy.
- 8.1.4 Growth must be targeted at areas that can be effectively served by public transport, that provide good accessibility to jobs, goods and service on foot and by cycle and will require demand for travel by private car to be suppressed. This approach is consistent with those of the LTP and Carlisle Renaissance.

8.2 Planned Growth – Need for Action

- 8.2.1 If Carlisle City is to grow by the forecast amount, or more, there will be a need to bring forward more quickly proposals for transport and movement into and around the City that create a sustainable travel City.
- 8.2.2 The approach that has been established in the LTP Strategy for Cumbria and through the Carlisle Renaissance Movement Strategy will become critical to enable the projected growth while ensuring that the economy can be

¹⁸ LTP2 Published Cumbria CC Available at <http://www.cumbria.gov.uk/roads-transport/transportplan/ltp2from2006.asp>

sustained and grow, that the public realm, quality of life and public health are improved.

- 8.2.3 The approach is based on reducing car and lorry traffic on roads in the City and enabling more efficient movement of people and goods. The measures proposed to achieve this will require a step change in levels of investment in transport measures both in infrastructure and services, over the growth period and beyond.
- 8.2.4 Proposals will hinge on improving facilities and priority for public transport, cycling and walking, improving the highway network to take traffic away from the City Centre and an approach to development that supports access by non-car modes. The connection between proposed development and its generated travel demands is critical and land use and transport planning must be fully integrated so that transport, travel and movement requirements are minimised and provided for in a sustainable way. Developments and plans will need to show how they will contribute effectively to the sustainable travel City concept.
- 8.2.5 A key stage in achieving this is to develop the projects identified in the Carlisle Renaissance Movement Strategy that supports and is aligned with the LTP Strategy. The first priority proposals have been identified and are now being developed in more detail to properly establish feasibility and viability. The next stage would be to begin implementation of these proposals and commence a second phase of feasibility work on a second tranche of proposals based on the Renaissance outputs and the strategic transport improvements identified in the LTP.

8.3 Distance to Markets – Need for Action

- 8.3.1 Despite Carlisle's position on the M6¹⁹, on the West Coast Main Line and on a key east-west trans-European route²⁰, it is perceived as being geographically isolated and distant from the national and European markets, with long journey times and a limited and sparsely populated local catchment area. This reduces business productivity and competitiveness.
- 8.3.2 Cumbria is the only sub region in England without local access to scheduled air services. Good international communications and better connectivity to the City regions are regularly cited as crucial factors in determining business locations and in particular in attracting inward investment. As the strategic road network becomes more congested and the WCML is forecast to reach capacity by 2016, the need for greater investment in transport infrastructure to provide fast and efficient business and leisure travel will become increasingly important to Carlisle's and Cumbria's economy.
- 8.3.3 The aim to grow Carlisle will only be successfully achieved if there is a corresponding growth in the City Region's economy. One potential driver of future growth could be the current investment proposals by Stobart Air Ltd to modernise and expand facilities at Carlisle Airport. The Government White Paper "Future of Air Transport 2003" recognised the value that air services

¹⁹ The £175 million upgrading of the A74 "Cumberland Gap" to motorway standard is expected to be completed by December 2008 and will relieve the 5.8 mile bottleneck and accident spot between Carlisle and the Scottish Border

²⁰ A69-A75 Tyneside to Stranraer/N. Ireland

could have on assisting economic growth in Carlisle's catchment area and in particular in improving access for high spending inbound tourists.

8.3.4 The current £25 million plans to realign the runway, construct a new terminal and freight distribution centre and upgrade the navigational systems are the pre-requisite to the introduction of passenger and freight services, with the potential to:

- Help transform North Cumbria's image and its popular perception as being peripheral and lacking in modern business infrastructure.
- Increase economic efficiency and competitiveness by reducing wasteful business travel time and assisting re-investment and new inward investment.
- Support the infrastructure investments in the two strategic regional employment sites at Kingmoor Park and Westlakes and through improved connectivity, assist the development plans of the West Cumbria Energy Coast.
- Help drive up GVA through exploiting the "direct relationship between airport capacity and employment and productivity" as identified in the Northern Way Growth Strategy Connectivity Technical Report 2004 and through the opportunities for job creation at the airport itself.

8.3.5 Carlisle is a major railway interchange served by the WCML and four regional rail routes. The current upgrading of the WCML has cleared the route from London – Glasgow for 125 mph running by Pendolino tilting trains, while the completion of the programmed improvements by January 2009 will permit additional reductions in journey times to London of around 3 ½ hours. Continuing investment however is needed to upgrade stations and improvements in capacity to meet future demand from both passengers and freight are required. Service levels also need to be monitored to ensure that choice is maintained and that the needs of the local economy continue to be met.

8.4 Distance to Markets – Work Themes

8.4.1 Air Services. Work with Stobart Air Ltd to secure the upgrading of facilities at Carlisle Airport, including the replacement runway and new terminal facilities by 2009. Ensure that economic opportunities arising from the investment at Carlisle Airport are realised where consistent with local and regional planning policies. Support the development of the market for scheduled services and exploit the Tourism and wider promotional opportunities arising from the development and operation of the Airport.

8.4.2 Rail Services. Maintain close links with and lobby where needed, Network Rail, Train Operating Companies and the DfT²¹ to ensure that Carlisle and Cumbria's needs are recognised and acted upon. Seek to improve amenity, passenger facilities and access arrangements at Carlisle Station as the gateway station to the area.

²¹ DfT = Department for Transport

- 8.4.3 Roads. Work with NWRA²² and GONW²³ to ensure Cumbria's Major Transport Scheme priorities are regional priorities.

8.5 Distance to Markets – Summary of Projects

- Support for developing the market for scheduled air services
- Publication and programme of lobbying based on 'Routes to a prosperous Cumbria' produced by Cumbria CC.
- Promotion of Tourism opportunities arising from the development of Carlisle Airport
- Exploitation the airport as a tool in changing the perception of Carlisle as a location for investment [see 'Place' chapter on Promoting Carlisle].

8.6 Regional Roads and East West links – Need for Action

- 8.6.1 The £143 million investment in the Carlisle Northern Development Route [CNDR], is scheduled to start construction towards the end of 2008. The CNDR will help reduce traffic congestion along Scotland Road into the City Centre. It will maximise the scope for development of Kingmoor Park and improve strategic transport links for West Cumbria, Scotland and the North East by connecting the M6, A69, A74 and A595 without having to pass through Carlisle Centre.
- 8.6.2 The A69 east of Carlisle is single carriageway with limited opportunities for safe overtaking, with the 20% heavy goods vehicle content resulting in road safety and journey reliability problems. A by-pass is required at Warwick Bridge to overcome problems of congestion, road safety and community severance along with upgrading of the A69 single carriageway sections to modern standards. A programme of action by the Highways Agency is planned over the next 10 years and will include investigating actions to create overtaking opportunities, a feasibility study to improve junctions and safety improvements for pedestrians.
- 8.6.3 The A66 East of the M6 is also a key strategic route for North Cumbria and Carlisle. There are long standing aspirations to see the whole length between the M6 and Scotch Corner engineered to dual carriageway standards. Several sections are currently being improved and pressure will be maintained to complete the upgrade.
- 8.6.4 The West Cumbria Spatial Masterplan recognises the need for the Department for Transport to undertake strategic improvements to improve the connectivity along the A595/596 to Carlisle but does not include any specific schemes other than the Parton-Lillyhall 5.1 km two lane dual carriageway which is currently underway.
- 8.6.5 Although there has been some recent upgrading of rolling stock within the sub region, significant levels of investment in local rail services are required. The Cumbrian Coast Line to Barrow is characterised by infrequent services, poor travel times, outdated stations and the need for investment in the railway

²² NWRA = North West Regional Association

²³ GONW = Government Office for the North West

infrastructure to increase speed and improve capacity for both passenger and freight traffic. Similar deficiencies exist on the Tyne Valley and Settle Carlisle lines, with the need for improved timetables with regular frequencies and additional service stops identified at Wetheral and Brampton. Additional rolling stock will be required to improve rail service frequencies.

8.7 Regional Roads & East – West Links - Work Themes & On-Going Projects

- 8.7.1 Maintain close links with the Highways Agency and the DfT to secure improvements to A69.
- 8.7.2 Work with Train Operators and Community Rail Partnerships to improve service levels, capacity, infrastructure and facilities on the rail lines feeding into Carlisle.
- 8.7.3 Implementation of the CNDR

8.8 Localised Congestion – Need for Action

- 8.8.1 Whilst north Cumbria does not generally suffer from congestion on its strategic inter urban routes, journey times on the radial routes into and out of Carlisle are long and unpredictable due to traffic congestion in the morning and afternoon peak periods. As a consequence, bus services within and through the City suffer from unreliability and extended journey times in the morning and afternoon peaks due to limited bus priority measures. Two particular routes Scotland Road/Warwick Road and Wigton Road/London Road exhibit significant degrees of congestion with average vehicle speeds of 11 mph and in some cases 8 mph at peak periods.
- 8.8.2 With over 44,000 vehicles/day accessing Eden Bridge, levels of nitrous oxide on Stanwix Bank have reached levels that require intervention and an Action Plan has been produced. There are also particular problems associated with traffic from the south of the City passing through the centre to reach the west of Carlisle. As well as congestion causing environmental damage and intrusion, it is impacting adversely on business costs and achieving integrated transport provision. Carlisle Renaissance Movement Strategy which is aligned with the Cumbria LTP identifies a number of key interventions to improve congestion and traffic flow. These include improvements to pedestrian and cycle routes and public transport infrastructure between residential areas, the City Centre and employment areas.
- 8.8.3 To support these measures, which are aimed at reducing car dependence and use and improving public health alongside economic vitality, the Strategy identifies a need for South West and South East inner relief routes using existing highway to avoid the City Centre and improve the environment and public realm of the historic and retail core.

8.9 Localised Congestion – Work Themes and on-going projects

- 8.9.1 Improve bus usage, facilities and priority measures
- 8.9.2 Development and implementation of a Parking Strategy

8.10 Access to Services – Need for Action

- 8.10.1 As part of the LTP the County Council has produced an Accessibility Strategy with key stakeholders. This sets out how people will be helped to access services including health, education, workplaces and shops. It requires the Council to work closely with other organisations including District Councils and Cumbria Primary Care Trust to consider the location of services.
- 8.10.2 Accessibility Action Plans²⁴ have been produced for Eden, Barrow and South Copeland. It is planned that during 2008/9 Accessibility Action Plans will be prepared for the urban and rural Carlisle areas.
- 8.10.3 In looking at rural Carlisle account will be taken about how easily people access both Carlisle itself but also the key service centres of Dalston, Brampton and Longtown. Where services are available more locally this means that people do not need to travel. It is important to remember that in some cases people will need to travel to Carlisle for services that are not available more locally.

8.11 Access to Services – Work Themes and On-Going Projects

- 8.11.1 Preparation of urban and rural Accessibility Action Plans in 08/09

8.12 ICT Infrastructure – Need for Action

- 8.12.1 With the completion of Project Access's roll out, the coverage of affordable broadband services in Carlisle is approaching 100% as all BT exchanges have now been enabled. Services are available from local loop unbundlers BSkyB and Tiscali, as well as from BT and the many internet service providers offering services over BT's wholesale products.
- 8.12.2 On the positive side, a June 2007 survey highlighted a continuing increase in take up by Carlisle businesses of broadband with the adoption rate exceeding 60%, which is above the Cumbrian average. However there appears to be a risk that the investment in capacity that will be needed by business in the future may not be forthcoming at Carlisle's current level of visibility in the marketplace. If Carlisle's growth is realised there will be a need to ensure that ICT investment keeps pace.

8.13 ICT Infrastructure – Work Themes

- 8.13.1 Include ICT capacity within evaluation of Carlisle's future infrastructure needs and lobby accordingly. Include requirement to provide ICT infrastructure as a planning obligation.

8.14 Funding for Infrastructure Improvements - Need for Action

- 8.14.1 The existing levels of government funding for transport available to the County and City Councils are not adequate to address the shortcomings in infrastructure and services to meet existing need. This position will be exacerbated by the movement and transport demands generated by the extensive development proposed for Carlisle.

²⁴ See Annex D of the Local Transport Plan

- 8.14.2 To address the above challenges and the increased demands on infrastructure generated by the proposed growth in population will require significant increases in resources. A high level of partnership working and external partner funding will be necessary, as will new levels of developer contributions towards the essential infrastructure.

8.15 Funding - Work Themes and Actions

- 8.15.1 The mechanisms to secure funding from developers will need to be carefully considered so that development and investment is encouraged and the social and environmental benefits are also realised when they are needed and are sustainable over the long term. The planning process will be the vehicle through which this funding will be generated.

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Benefits & Outcomes – To be completed

GROWING CARLISLE -

AN ECONOMIC STRATEGY FOR THE CARLISLE CITY REGION

10 DELIVERING THE STRATEGY

- 10.1 This Economic Strategy is both ambitious and wide-ranging and its delivery will require strong leadership, effective partnership working and targeted resources.
- 10.2 In 2006 the City Council founded the Carlisle Partnership, which brings together nearly 100 organisations from across the public, private, voluntary and community sectors with stake in the success of Carlisle. It is from this partnership that an Economic Development & Enterprise Priority Group was established to develop this Economic Strategy.
- 10.3 The role of this group to date has been to devise this strategy and secure the broad support for it from those organisations that work with and represent different communities of interest in Carlisle and across Cumbria and the Northwest. The challenge now is to organise delivery on a scale that meets the ambitions of the strategy.
- 10.4 An outline action plan for 2008-11 is included as part of this document. It sets out a series of potential projects linked to the various objectives and themes of the strategy and identifies the range of organisations which may be expected to play a role in their delivery. It also includes information about how we will measure and monitor performance in delivering benefits for Carlisle.
- 10.5 Some of the projects in the action plan are based on existing activities and involve their extension or expansion. This includes several interim or pilot projects in areas such as training and business development, which the City Council has been overseeing in the last 12-months. Other projects are entirely new and there are activities proposed where at this stage further work is required to determine how they can be delivered and the resources that may be required.
- 10.6 Clearly no single organisation on its own can deliver the economic change we want to see for Carlisle and different organisations will have different roles to play at different stages in the delivery process. Carlisle is not alone in expressing its ambitions for the future and there are many different examples from across the Country of how to organise delivery, from unincorporated partnerships through to special purpose companies.
- 10.7 The precise structure and nature of each is of course specific to local priorities but all are based on a common recognition of the need to harness leadership skills from across the different sectors of the economy and to

accept a shared responsibility for achieving the desired benefits. The pivotal role of the local authority as community leader is common to all.

- 10.8 The City Council has an established team in-house that is working to progress the City Centre masterplan and aspects of the economic strategy. Earlier this year Carlisle City Council agreed in-principle to the establishment of some form of special purpose company to help take forward the Renaissance agenda.
- 10.9 Two key partners in Carlisle Renaissance, English Partnerships and the Northwest Development Agency, have indicated their support for such an approach and Cumbria Vision has recently announced its intention to review economic development and regeneration delivery structures across the county.
- 10.10 A Task & Finish Group has now been established with the purpose of defining a delivery mechanism that is capable of delivering a step change in the performance of the Carlisle economy based on this ambitious plan for growth.
- 10.11 Its membership is draw from the group that prepared this strategy and it is tasked with determining the remit/work programme, corporate governance and financial and operational management structure of a special purpose company. The group will report its findings to the Carlisle Partnership and key partners at the end of 2007.

APPENDIX 1

Carlisle Partnership Economic Development & Enterprise Priority Working Group

The Carlisle Partnership is comprised of organisations from the public, private, voluntary and community sectors, which all have a stake in improving the quality of life for the residents of Carlisle and the success of the City. 'A Community Plan for Carlisle 2007' was launched in May 2007 and amalgamates the aspirations and intentions of partners and residents into a long-term plan for *"a good place to live, work and visit"*.

The Economic Development & Enterprise Priority Working Group is one of the four Partnership priority groups working on key issues affecting communities in urban and rural Carlisle. Partner members of this group are:

Co-chair : John Nixon Managing Director Carlisle United FC	Co-chair: Trevor Hebdon Chief Executive H&H Group plc
Adrian Adcock²⁵ Economic Development Manager Learning & Skills Council	Andrew Sproat Development Manager North West Development Agency
Catherine Elliot Director of Development Services Carlisle City Council	Cllr Marilyn Bowman Economic Prosperity Portfolio Holder Carlisle City Council – Elected Member
David Beaty Head of Economic Development Carlisle City Council	David Jackson Commercial Director The Lanes Shopping Centre (Cumbria Chamber of Commerce Carlisle Commercial Affinity Group Chair) (City Centre Marketing Group Chair)
Frank Peck Research Director Centre for Regional Economic Development	Ian McNichol Director of Carlisle Renaissance Carlisle City Council
Karen Bassett Director of Research & Creative Enterprise Services, University of Cumbria	Mark Costello Organisational Development Officer Cumbria Council for Voluntary Service
Nick Johns Cumbria Chamber of Commerce Large Employers Affinity Group Chair	Paul Ashley Managing Director Clark Door Ltd
Paul Hicks Chair Carlisle Conference Group	Ralph Howard Corporate Director of Economy, Culture & Environment, Cumbria County Council
Revd Alun Jones Vicar / Urban Officer St. Herbert's Church	Richard Greenwood Chief Executive Cumbria Vision

²⁵ Has agreed to join the Priority Group

Rob Johnston Chief Executive Cumbria Chamber of Commerce and Industry	Robin Brown Chief Executive System Group Ltd
Terry Hall ²⁶ Managing Director CN Group Ltd	Tom Bell Relationship Manager - Cumbria Business Link Northwest
Tom Millar Carlisle Renaissance Programme Manager Carlisle City Council	

²⁶ Has agreed to join the Priority Group

APPENDIX 2

SUSTAINABILITY AUDIT

- TO BE COMPLETED -

APPENDIX 3

BUSINESS	
<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> ❑ Relatively diverse economy, in terms of the spread of sectors and business sizes, providing some inherent stability in the face of industry cycles ❑ Major existing food cluster on which to build ❑ Other important strengths in transport, retail and sub-regional service centre functions ❑ Relatively high recent rates of VAT registrations, combined with low de-registration rates, which results in growing business stock ❑ Relatively high rates of business survival ❑ Establish business networks through the Cumbria Chamber of Commerce and Industry's affinity groups, such as LEAG, the Large Employers' Affinity Group ❑ Substantial voluntary sector activity 	<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ❑ Opportunities for increased business-HE interaction, through the establishment of University of Cumbria, based in Carlisle ❑ Opportunities for obtaining regional support for developing key clusters – both in areas where Carlisle is already strong (the food cluster), and in areas where Carlisle needs to address weaknesses (e.g. digital and creative industries, and business and professional services) ❑ Opportunities associated with addressing climate change, including the reinvigoration of local markets, and opportunities associated with nuclear energy ❑ Opportunities for Carlisle businesses to access markets outside Carlisle/Cumbria/UK, enabled by better use of ICT ❑ Potential for the Cumbria Digital Development Network to bring substantial resources to the exploitation of ICT by Carlisle's businesses ❑ Opportunities for growing tourism-related business ❑ Opportunities for improvements in public sector leadership and productivity, through potential restructuring in response to the Local Government White Paper
<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> ❑ Employment is currently dominated by relatively low productivity sectors ❑ Under-representation of businesses in SIC sections J&K (Financial intermediation; Real estate, renting and business activities), which are the UK's strongest economic growth areas ❑ Lack of research and development base ❑ Relatively low ICT usage amongst businesses ❑ Fragmented enterprise support, with little sharing of best practice between support organisations 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> ❑ Potential shocks to the Carlisle business base, from major employer re-structuring/re-location decisions ❑ Potential further employment reductions in the (relatively high productivity) manufacturing sector ❑ Impact of EU Common Agricultural Policy reforms on Carlisle's agri-food sector (though this could also present opportunities) ❑ Risks associated with the Business Link restructuring, which is built around the North West priority sectors – most of which are not well represented in Carlisle ❑ Risks associated with a potential move to localisation in response to the need to reduce carbon emissions, given Carlisle's relative remoteness from major centres of population Carlisle

SKILLS and EDUCATION

<u>Strengths</u>	<u>Opportunities</u>
<ul style="list-style-type: none"> ❑ Pockets of high performance at certain state schools and independent schools ❑ Improvements in work based learning and vocational skills attainment ❑ Improvements in the level of 'Skills for Life' basic skills provision and success rates 	<ul style="list-style-type: none"> ❑ Potential for enhancing the quality of provision and therefore pupil outcomes from major improvements in Carlisle's secondary education, through the restructuring proposals ❑ Prospect of enhanced participation, scope and quality of FE provision, following the major investment in Carlisle College buildings ❑ Future development of Carlisle Learning Village proposals, including the proposed 14-19 Centre, and engagement of more local businesses in skills and education development ❑ The creation of the University of Cumbria and its wider sub-regional distributed learning network providing local young people improved and expanded HE provision locally and attracting talent from outside the County
<u>Weaknesses</u>	<u>Threats</u>
<ul style="list-style-type: none"> ❑ Three of the eight maintained secondary schools have been put into 'special measures' over the last two years ❑ GCSE attainment levels below national averages ❑ A relatively low proportion of Carlisle 16 year olds continue with education and training. A relatively high proportion of young people are in jobs offering no training ❑ Relatively low levels of higher level skills (NVQ3+ and NVQ4+) in Carlisle's working age population ❑ Many people with higher level qualifications leave the area for education/jobs elsewhere ❑ Limited and fragmented HE provision ❑ Relative lack of graduate employment opportunities in Carlisle ❑ Difficulties in attracting professionals to live and work in Carlisle ❑ Skill shortages in key sectors of the local economy (engineering, technical and construction) 	<ul style="list-style-type: none"> ❑ Changes to regional delivery of Learning and Skills Council may reduce sub-regional influence on future investment ❑ Risk of delays in implementation of Carlisle Renaissance proposals, impacting on future secondary school restructuring ❑ Risks of too many expectations being placed on the University of Cumbria – the new university will take time to become established, and the economic benefits will take time to come through

PEOPLE AND JOBS

<u>Strengths</u>	<u>Opportunities</u>
<ul style="list-style-type: none"> ❑ Relatively diversified local economy, having created new employment opportunities in the face of a decline in manufacturing ❑ Low levels of unemployment and high levels of economic activity ❑ Strong recent population growth, providing an expanding local market for Carlisle businesses 	<ul style="list-style-type: none"> ❑ Potential to attract new migrants from elsewhere in the UK and overseas – of working age, as well as retirees – as people seek a better quality of life for themselves and their families ❑ Carlisle Renaissance offers the prospect of connecting deprived communities better with job opportunities and with the rest of the City ❑ Potential for nuclear decommissioning work in West Cumbria for some Carlisle residents ❑ Opportunities in the employment and training of older workers ❑ Business opportunities associated with the provision of goods and services to increasing numbers of elderly residents ❑ Opportunities to benefit from the contribution of well educated Eastern European inward migrants, and their entrepreneurial potential ❑ An apparent trend towards more high performing schools leavers choosing to stay local (partly to avoid student debt by staying at home during their study)
<u>Weaknesses</u>	<u>Threats</u>
<ul style="list-style-type: none"> ❑ Relatively small total population and local labour market ❑ Limited options for residents to commute to work outwith the Carlisle area (two hours drive or more from the major conurbations of Liverpool, Manchester, Glasgow and Edinburgh) ❑ Relatively old population, with a working age population in decline ❑ Many young people have low aspirations/expectations for their future work life ❑ Pockets of severe multiple deprivation, particularly in Carlisle South ❑ Poor access to services in parts of rural Carlisle 	<ul style="list-style-type: none"> ❑ Potential shocks to the Carlisle labour market, from major employer re-structuring/re-location decisions ❑ Potential further employment reductions in the (relatively high productivity) manufacturing sector ❑ Increasing competition for talent from other areas of the UK ❑ Potential tensions between local residents and inward migrants

INFRASTRUCTURE

<u>Strengths</u>	<u>Opportunities</u>
<ul style="list-style-type: none"> ❑ Carlisle is recognised as a 'regional city' and a centre of 'major development' in the North West region ❑ Good road and rail links in the M6 and the West Coast Main Line ❑ Strong retail and industrial property markets ❑ Healthy levels of housing completions and sales, with a more sustainable pattern of urban and rural development emerging ❑ The Regional Investment Site at Kingmoor Park ❑ Near 100% coverage of affordable broadband (DSL) infrastructure, with local loop unbundlers also offering services from Carlisle exchange 	<ul style="list-style-type: none"> ❑ Opportunities for physical regeneration of the City, and improved movement about the City, through the Carlisle Renaissance proposals ❑ Potential for the Eden & Petteril and Caldew & City Centre flood alleviation schemes to revitalise the waterfront and help achieve urban renaissance ❑ Potential for exploiting the reduced rail journey times (e.g. to London) as a result of the West Coast Mail Line modernisation ❑ Opportunities associated with air freight services at Carlisle Airport, as a result of WA Developments investment, and the potential for passenger services in the future ❑ Potential for significant road transport improvements to/from/around Carlisle, with the current upgrade of the A74 between the M6 and the A74(M), the planned Carlisle Northern Development Route, and proposed improvements for the A595/6 and A69 ❑ Significant potential for future growth in employment premises, with Local Plan employment land allocations providing a total of 172 hectares of urban employment land and 36 hectares of rural employment land from 2001 to 2016, representing a supply of 14 hectares per year overall ❑ Potential re-use of surplus agricultural buildings as employment or affordable housing stock
<u>Weaknesses</u>	<u>Threats</u>
<ul style="list-style-type: none"> ❑ Relative remoteness from major centres of population, leading to long journey times ❑ Much of Carlisle's secondary industrial space is unsuited for modern needs ❑ Limited city centre office market, and a lack of incubation and/or easy-in/easy-out facilities for modern knowledge economy businesses ❑ Take up of employment land has been now, at about half the Structure Plan allocations ❑ Carlisle suffers from through traffic, contributing to localised congestion and public transport delays on radial routes 	<ul style="list-style-type: none"> ❑ Failure to address the legacy of the floods could risk realising the opportunities for an urban renaissance ❑ The shift of demand for industrial property to the north of the City, could make it more difficult for those living in deprived areas of Carlisle South to access employment opportunities ❑ Delays in agreeing the way forward for Carlisle Renaissance proposals could risk the City missing out on the profile and window of opportunity presented by the 2005 floods

<ul style="list-style-type: none"> ❑ Single carriageway on the A69 route to the east ❑ Carlisle currently lacks a passenger airport ❑ Limited rail services to West Cumbria and across the Pennines ❑ Reports of a lack of affordable housing and of executive housing ❑ No cable broadband coverage (i.e. from NTL Telewest), limiting infrastructure-level competition 	
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QUALITY OF LIFE	
<u>Strengths</u>	<u>Opportunities</u>
<ul style="list-style-type: none"> ❑ Strong heritage assets: Castle, Cathedral, western hub of Hadrian's Wall, Tullie House Museum, street plan, market square, Carlisle-Settle railway ❑ Attractive environmental assets: <ul style="list-style-type: none"> • Hadrian's Wall World Heritage Site • High quality waterways • High quality rural landscapes • Talkin Tarn near Brampton • The River Caldew in Dalston is a SSSI and a candidate for Special Area of Conservation ❑ Substantial, clean and modern retail offer in The Lanes and pedestrianised areas of city centre ❑ Successful established events such as Christmas in Carlisle and the continental markets ❑ Recently strengthened evening economy at Botchergate ❑ Significant sporting assets in Carlisle United FC and Carlisle Racecourse ❑ Strengths of rural towns as 'second tier' service centres ❑ Safer Homes Scheme has dramatically reduced domestic burglaries 	<ul style="list-style-type: none"> ❑ Potential to exploit the city's leisure tourism potential, based on strong heritage and environmental assets ❑ Potential to develop Carlisle's business tourism and conference infrastructure/offer ❑ Opportunities to strengthen the retail offer further, through attracting high quality specialist shops to the city centre ❑ Potential for greater vibrancy of the city centre, with increasing numbers of students at University of Cumbria ❑ Potential for joint or partnership destination marketing approaches (e.g. Hadrian's Wall, retail cluster, Carlisle-Settle railway, Gretna) ❑ Opportunities to improve the visual amenity of the City, through development of brownfield land ❑ Longtown, Brampton and Dalston offer service centre functionality, with the potential to develop as the focus for investment in the rural area

QUALITY OF LIFE

Weaknesses

- ❑ Under-exploitation of Carlisle's tourism potential, to date, with relatively limited resources applied to destination marketing, and under-investment in the visitor experience at some of the City's key heritage assets
- ❑ Lack of any four star hotel limits Carlisle's business tourism and higher value leisure tourism potential
- ❑ Insufficient range and quality of restaurants/bars in the city centre
- ❑ Lack of a high quality performing arts venue of a scale appropriate to Carlisle's role as a sub-regional centre
- ❑ The inner ring road acts as a physical barrier to the cultural development of the City
- ❑ Low levels of environmental interpretation and management of public realm (e.g. poor integration of the River Esk with Longtown town centre)
- ❑ Very limited access to services for rural residents
- ❑ High levels of car dependency and low levels of waste recycling

Threats

- ❑ Environmental and quality of life risks associated with climate change
- ❑ Increased competition (Workington, Dumfries, Gretna Outlet Village, Penrith) to Carlisle's status as the area's leading retail centre
- ❑ The limited capacity of transport infrastructure (roads, car parking, public transport services) could constrain visitor growth
- ❑ An increase in anti-social behaviour and perceptions of the impact of anti-social behaviour
- ❑ Evidence of threats to community cohesion and falling levels of volunteering in rural settlements
- ❑ The challenge and cost implications of maintaining/improving access to services for rural residents

APPENDIX 4

Key Statistics about the City of Carlisle²⁷			
Carlisle Population 2005	105,200		
	Carlisle	North West	England
% Change in Population 2000-2005	+4.3%	+1.1%	+2.4%
Population Forecast to 2004 to 2029	+21.1%		+12.7%
Retail Catchment	390,000 [est. 2016] - [source - Donaldsons 2006]		
Working Age Population – WAP ²⁸ (% Total Pop) 2005	57.5%	59.9%	60.5%
Economic inactivity rate (% of WAP) - 2005	19.0%	23.4%	21.6%
GVA per capita (£) – 2004 (East Cumbria)	14,645	14,994	17,532
GVA per worker (£) – 2004 (East Cumbria)	29,935	33,953	39,204
Median Weekly FT Earnings (£) –	339	369	397
% 15 year olds achieving 5 A*-C GCSEs – 2005	54.0	53.9	56.3
% of WAP with NVQ4+ - 2005	21.7	24.2	26.2
% of WAP with NVQ3+ - 2005	34.7	42.4	43.9
% of WAP with NVQ2+ - 2005	59.3	62.0	62.5
% of WAP with NVQ1+ - 2005	76.3	76.7	77.1
% without any qualification – 2005	13.0	17.0	14.1
Incapacity Benefit (IB) Claim Rate 2005	7.9	10.4	7.0
VAT stock per 10,000 WAP – 2005	565	431	518
VAT registrations per 10,000 WAP – 2005	48	43	51
Net change in VAT stock per 10,000 WAP: 2000-2005	14.9	7.9	7.3
% of WAP, self-employed – 2005	11.3	10.8	12.7
Employment rate (% of WAP) – 2005	78.3%	72.6%	74.6%

²⁷ Sources: Various – ONS Mid-year population estimates, Annual Business Inquiry, VAT data, Labour Force Survey, DfES, Office of National Statistics

²⁸ WAP = Working Age Population

Appendix 5

Business Sector Analysis

SUMMARY

Carlisle has experienced sustained growth in population and employment in the period since 2000. Growth in employment has been associated in particular with a range of private and public services associated with the status of Carlisle within the UK urban hierarchy.

Business and Professional Services

There has also been substantial growth in employment in firms providing business and professional services to consumers and other businesses in Carlisle since 2000. This growth is likely to be associated with population increase alongside expansion of the numbers of firms in other sectors generally. The sector is characterised by high levels of local ownership and control. Further growth could arise from capturing markets outside the sub-region. These activities provide a employment for qualified workers and professionals and are likely to make a particular contribution towards retention of graduates in the City.

Retailing

The retail sector has experienced unprecedented growth in employment and accounted for nearly 8,000 jobs by 2004. This growth has been derived in part from national expansion in consumer spending, but there are significant local factors also at work. Expansion of retail provision in Carlisle has improved the range and type of provision and arguably led to much greater retention of retail spend in the catchment area. The growth of population through migration, particularly those over the age of 50 with high levels of disposable income, is also likely to be contributing to this trend. Changes in lifestyles have also led to an expansion in employment in leisure and recreational activities such as bars, restaurants and entertainment.

Tourism

Growth in employment has also occurred in the sector most directly associated with tourist activity: hotels and restaurants. This category accounts for over 3,300 workers and this total grew faster than the national average between 2000 and 2004. Data on tourism spend also indicates growth of nearly ten percent between 2000 and 2006 in Carlisle District. It is likely that the enhanced status of Carlisle as a provider of retail and leisure services may have contributed towards this increase in tourism spend.

Recreation, Culture and Sport

This category includes arts, theatre, museums, visitor attractions as well as indoor and outdoor sports venues. Employment in these types of service activities has grown in Carlisle in recent years (+78%: albeit from a low start point) much faster than the UK average (+12%). It is estimated that the sport economy accounts for around 4,000 jobs across Cumbria as a whole. National surveys of participation in day trips to urban centres show that the demand for these types of services remains strong. Development of these activities can also be regarded as integral to the achievement of growth in many other sectors, including creative industries, specialist retailing as well as expansion of higher education.

Digital and Creative Industries

These activities are generally under-represented in Carlisle and Cumbria generally. National studies imply that some creative industries are sensitive to urban size and critical mass. However, some are also linked to “lifestyle” choices made by talented individuals who may be attracted by the quality of life in Carlisle. Growth of the University may enhance the opportunities in this sector. Some businesses in this category have the potential to contribute significantly to increasing employment and levels of GVA per head.

Transport and Distribution

Land transport, post and courier services together constitute another significant element in the economy of Carlisle that has also been expanding employment in recent years. These activities are over-represented in Carlisle. The city benefits not only from the presence of a lead national and international firm (Eddie Stobart) but also from the presence of distribution depots of major national firms and a significant number of small and medium sized businesses operating in regional and national market for logistics services. This sector is growing nationally and Carlisle has significant locational advantages for distribution.

Manufacturing

Activity is presently over-represented in Carlisle with significant employers in food processing, rubber and plastics in particular. There is also a significant SME base in the city, particularly in engineering and metal goods industries. These activities are highly significant for their contribution not only to employment, but also to GVA per head. Most scenarios for the future of manufacturing in the UK generally suggest static or downward pressure on employment and competitive pressure to increase productivity through investment in new technology and more efficient management processes.

Health, Education and Public Administration

Expansion in employment in public services generally has been associated with increases in public expenditure at national and regional levels in the UK, particularly in the health sector. There has been slower growth in employment in the education sector since 2000 which largely reflects circumstances in schools. The establishment of the new University of Cumbria, however, offers a very significant growth potential which is likely to have spin-offs for many other parts of the economy of Carlisle (retailing, evening economy, leisure services).

Construction

The construction sector employs around 2,500 workers in Carlisle and, alongside manufacturing, contributes significantly to levels of GVA per head. The industry nationally and regionally has experienced sustained growth in recent years which has presented challenges for firms in meeting skills shortages. Prospects for this sector in the near future seem positive although there are competitive pressures to modernise management practices and adopt new methods of production.



**GROWING CARLISLE –
AN ECONOMIC STRATEGY FOR THE CARLISLE CITY REGION**

ANNEX – OUTLINE ACTION PLAN

Consultation Draft: 5th October 2007

(This copy supersedes all previous copies)

**Produced on behalf of the Carlisle Partnership by the
Economic Development & Enterprise Priority Group**

Carlisle renaissance

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Revitalising the City Centre
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Business Competitiveness & Innovation in Growth Sectors

Connections – Project Tables C1 – C3

Access to Markets
Access to Employment and Services
ICT Connectivity

TABLE C1 - ACCESS TO MARKETS

Workstream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
Carlisle Airport	Carlisle is no longer perceived as remote and difficult to reach as a place to do business	<ul style="list-style-type: none"> Carlisle Airport Development, including new runway, passenger facilities and associated air related businesses and facilities 	Stobart Air	
Carlisle Rail Gateway	Carlisle's role as the main rail entry point to the sub-region is enhanced and functions effectively	<ul style="list-style-type: none"> Improvements to long and short stay parking, public realm improvements to Court Square, improved bus facilities and pedestrian links, improved station facilities and environment 	Virgin Trains Cumbria CC City of Carlisle Network Rail	
Regional Roads	Access to Carlisle within the sub-region is enhanced	<ul style="list-style-type: none"> Carlisle Northern Development Route constructed by 2010. Manage DBFO [??] Manage DBFO {??} contract for wider PFI network 	Cumbria CC	
		<ul style="list-style-type: none"> Publish 'Routes to a Prosperous Cumbria' lobby document by December 2007 	Cumbria CC & CSP	
		Maintain close working with the Highways Agency and DfT to secure improvements to trunk roads. Including Warwick Bridge by-pass, upgrade of A69 to modern standards and completing of A66 dualling.	Cumbria CC	
		Safety related improvements to A595 and A596	Cumbria CC	
		Work with NWRA and GONW to secure Cumbria's Major Transport Scheme (>£5m) priorities are regional priorities.	Cumbria CC	

TABLE C2 - ACCESS TO EMPLOYMENT AND SERVICES

Workstream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
Public Transport	Movement within Carlisle is made more efficient. Better integration of economic development and transport objectives	Projects identified as priorities arising from the Carlisle Renaissance Development Framework and Movement Strategy		
		Test feasibility of bus fare subsidies (DFMS ref 50) using smartcard technology with NoWcard	Cumbria CC Bus Operator	
		Improve passenger facilities and bus priority measures on key Cross City and Radial bus routes and test feasibility of and create new alternative corridors (DFMS ref 26/27)	Cumbria CC Bus Operator City Council	
		Produce a Parking Strategy for Carlisle to ensure development and economic growth are accommodated and supported through parking provision. West Walls, Rickergate, Viaduct Estate, City South car parks (DFMS ref 40,41,42 &43). Including the role of city fringe parking with bus links to the city centre.	City Council Cumbria CC Bus operator	
		Other projects		
		Access to and from rural areas Rural Wheels. Accessibility Action Plans for urban and rural Carlisle to be prepared 08/09	Cumbria CC Operators	
		Commuter and visitor rail service improvements on Cumbrian Coast Line, Tyne Valley Line, Settle & Carlisle Line and Dumfries Line. Working with Train Operators and Community Rail Partnerships to secure improvements to rolling stock, services and infrastructure	Cumbria CC Community Rail Partnerships Northern Trains Network Rail First ScotRail	
		New bus services associated with new developments to reduce traffic and car dependency through s106 agreements	City Council Cumbria CC Bus Operator	
		Improvements to bus passenger facilities on existing routes through s106 agreements	City Council Cumbria CC Bus Operator	
		Improvements to bus priority measures through s106 agreements		

Work in Progress – Subject to Discussion with Partners

Workstream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
Local Roads	Infrastructure planning is linked to strategic development objectives	Projects identified as priorities arising from the Carlisle Renaissance Development Framework and Movement Strategy		
		Feasibility of widening Caldew Bridge west bound (DFMS ref 49)	Cumbria CC	
		South Western Inner Corridor feasibility and design of localised improvements to existing roads and junctions to remove traffic from central area (DFMS ref 29)	Cumbria CC	
		Eastern Inner Corridor to enable Lowther Street to become less traffic dominated (DFMS ref 30)	Cumbria CC	
		Other Projects		
		Improvements to support development through s278, s106 etc agreements	City Council Cumbria CC	
		Investigation of the need for a South West Development Route taking a route from jn 42 to link with CNDR as a future Transport Major Scheme (LTP2)	Cumbria CC City Council	
Walking and Cycling	Access to, and amenity of, the City Centre is enhanced.	Projects identified as priorities arising from the Carlisle Renaissance Development Framework and Movement Strategy		
		City Centre Pedestrian Upgrades (DFMS ref 46)	Cumbria CC City Council	
		City Centre to Residential Zones Walk Routes (DFMS ref 14)	Cumbria CC City Council	
		Off road cycle and walking route improvements: River Caldew Corridor, Currock – Denton Holme Connection, West Walls – River Eden Connection (DFMS ref 02, 03,& 04)	City Council Cumbria CC Sustrans	
		Reduce the severance effect of Lowther Street by reducing traffic dominance, giving priority to pedestrians, cycles and buses (DFMS ref 32)	Cumbria CC City Council	
		Other Projects		
		New and improved cycling and walking routes identified in Carlisle Cycle Network, Mobility Plan and through Work and School Travel Plans secured through s106	City Council Cumbria CC	

Work in Progress – Subject to Discussion with Partners

TABLE C3 - ICT CONNECTIONS

Work-Stream	Outcomes	Projects	Lead / Partners	Annual/One Off Costs
ICT Connectivity	Carlisle has the ICT Infrastructure and connectivity to support growth	<p>Use of Section 106 Agreements to ensure that developers are required to install high specification ICT infrastructure into all industrial development projects to support investment by high-end businesses.</p> <p>Develop a prospectus and PR campaign setting out Carlisle's growth aspirations and targeted at the planners and decision makers within telecommunications companies with the objective of attracting private sector investment in the ICT infrastructure of the City</p>	<p>Carlisle City Council</p> <p>Invest in Cumbria</p> <p>Carlisle City Council</p>	

Work	Raise Corporate and self confidence enabling transition from economic inactivity to employment	Projects	Lead/Partners	Annual/One Off Costs
NEET JC+ DWP LSC CHA	NEET in Education Centre Plus Department of Work & Pensions Learning & Skills Council Carlisle Housing Association	Community training initiative based on "12 steps to employment", this project will develop the "Outlets Being Existing Initiatives and new ones linked to the sector Skilled Retail Co-ops. Potential via through WLF 22 steps through ESF CVFA and Regis SC / DWP. Establishment of a Skills Shop based within the Retail Centre Plus as a career of recruitment of a retail champion to promote retail as a career of CVFA and Regis SC / DWP. Develop strategic relationships with the sector locally. Linking into the BAF programme of community based events, training and opportunities (Confidence building, Personal Assessments, Returners Workshops, Skills For Life, Self Employing options) project – establishing volunteering as a pathway to employment (CVS are currently looking to develop a proposal for this project) Package of support for employers undergoing redundancy programmes and for employees under threat of redundancy.	European Social Fund / Carlisle City Council / Carlisle City Council / LSC / JC+ / County Healthy Living SC Council / Centre Plus Retail Co-ops CVFA and Regis SC / DWP Centre for Volunteering Excellence Carlisle City Council / Carlisle City Council / LSC / JC+ / County Saline Street / Full Voluntary Services on CHA CHA Carlisle City Council / LSC / JC+ / County	

Work in Progress – Subject to Discussion with Partners

Work-Stream	Outcomes	Projects	Lead / Partners	Annual/One Off Costs
Employment Growth & Opportunities	Maximise the economic impact of Physical Regeneration, Business Growth Opportunities and Inward Investment within the District, particularly within the most deprived communities	<ul style="list-style-type: none"> • Exploit the opportunities being created for employment through capital investment in the city. Develop a framework to use planning gain to invoke local labour clauses, training agreements and locally based partnership recruitment. • Bespoke recruitment and training packages as part of an ‘inward investment’ initiative. (Cavaghan & Gray / Calder Foods model / JJB Fitness Centre / Aldi) • Framework for partnership recruitment for successful Public Sector Contracts 	<ul style="list-style-type: none"> • Carlisle City Council / Private Sector • Carlisle City Council / Private Sector • City / County / Health / JC+ / RSL Procurement Group / Amey / Keir / Interserve 	
Service Development	Create integrated, aligned and well-understood services that are highly effective. Enabling the City Region to attract external investment and additional resources to address worklessness	<ul style="list-style-type: none"> • Carlisle focussed brokerage project which addresses employer engagement, linked to skills and vacancies, ongoing investment, existing training provision to provide added value to this provision, address the gaps and get those from the deprived communities into employment. This project would include the development of a multi-agency team (local Authorities, JC+, Connexions, CHA, college) working on behalf of the Employment Partnership to ensure employers both public and private sector are committed to the process of recruitment and development of the local labour force. • Development of ‘City Employment Strategy’ for Carlisle, to sit within the Economic Strategy, in line with DWP guidelines and to enable the district to draw down funding from DWP, LSC, ESF in future years. Investigating capacity to deliver future projects and programmes. Carlisle City Council has a lead role in the development of this both corporately and strategically • Development of Employment & Skills Boards (links to Education & Skills Forum and Carlisle Employment Partnership) 	<ul style="list-style-type: none"> • Carlisle Employment Partnership • Carlisle Employment Partnership • Cumbria Vision / Carlisle Chamber of Commerce 	

TABLE PE2 - IMPROVE WORKFORCE SKILLS

Workstream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
Skills for Life	A skilled workforce with sustained employability prospects	<ul style="list-style-type: none"> Campaign to increase demand for Skills for Life with Carlisle employers to demonstrate the benefits of participation in Skills for Life and encourage them to increase the take up of literacy, numeracy and English for Speakers of Other Languages (ESOL) qualifications with their workforce. It will also showcase examples of good practice from Carlisle employers currently engaged with Skills for Life. Extend the network of Union Learning Representatives (ULRs) in Carlisle to promote Skills for Life in the workplace. Use ULRs from organisations with established Skills for Life provision as ambassadors with organisations looking to set up programmes. Map ESOL needs across organisations in Carlisle. Make links between organisations and ESOL providers to deliver courses in the workplace or signpost employees to other provision. 	<p>Unionlearn/ Skills for Life providers</p> <p>Unionlearn</p> <p>Equality and Diversity Partnership/ ESOL providers</p>	
Vocational Skills	A well-qualified and adaptable workforce capable of meeting the needs of existing and future Carlisle employers	<ul style="list-style-type: none"> Review qualifications available within the priority growth sectors at all levels and identify gaps in provision. Develop new qualifications and short courses to meet industry needs at level 4 and above. Pilot a technical trainee programme to meet identified skills gaps. This would recruit 18+ year olds with a Level 3 qualification and would combine employment in a specific vocational area e.g. environmental health/public health, accountancy, surveying, etc. with release to university for the relevant professional qualifications. 	<p>Cumbria Higher Learning</p> <p>Carlisle City Council</p>	

Work in Progress – Subject to Discussion with Partners

Workstream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
		<ul style="list-style-type: none"> Develop a pilot programme to encourage graduate retention in Carlisle by offering a package of support to both organisations and graduates. This could include financial support for organisations and a co-ordinated programme of further study for the graduates to develop practical business skills. Expand the business placement programme with financial support for SME's and voluntary/community sector organisations to benefit from taking on university students for summer placements. Increase the demand for apprenticeships across Carlisle. Build links between employers and education providers in the development of the 14-19 Diplomas. Develop practical training projects that use simulated work environments to enhance skill acquisition. Expand the pathways from Level 3 qualifications to Foundation Degrees 	<p>Carlisle City Council/ University of Cumbria</p> <p>Carlisle City Council/ University of Cumbria</p> <p>Cumbria Chamber of Commerce and Industry/ Carlisle 14-19 Area Partnership</p> <p>Cumbria Chamber of Commerce and Industry/ Carlisle 14-19 Area Partnership</p> <p>Carlisle City Council/ University of Cumbria</p> <p>Cumbria Higher Learning</p>	

Work in Progress – Subject to Discussion with Partners

Workstream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
Management and Leadership	Improved management and leadership capacity delivering strategic change and improved performance.	<ul style="list-style-type: none"> Pilot a Level 3 first line management/supervisory programme with a group of employees from different organisations working in technical or operational roles. Develop a public sector trainee manager programme aimed at 18+ year olds with a Level 3 qualification. The programme would combine employment with a foundation degree to include elements of management, finance, human resources, marketing, information technology, etc. Develop a customised programme of mentoring and learning for directors of SME's similar to the Academy of Chief Executives' model. 	<p>Work-based learning providers</p> <p>University of Cumbria/public sector employers</p> <p>TBC</p>	
Promoting Workplace Learning	Shared best practice in workplace learning and the celebration of excellence by organisations and individuals	<ul style="list-style-type: none"> Share best practice of workplace learning. This will include holding a conference to launch the workplace learning campaign showcasing examples of best practice from the private, public and voluntary/community sectors. A supplement in the Cumberland News/News and Star will also be commissioned to engage with individuals and the wider business community. Establish an Education & Skills Forum with representatives from education, employers and others e.g. Jobcentre Plus, LSC, etc. to share best practice, identify gaps in provision and develop new learning programmes. Develop a Learning Charter to recognise organisations that support workplace learning in Carlisle. Develop a workplace learning awards programme to celebrate excellence in learning by organisations and individuals in Carlisle. 	<p>Carlisle City Council</p> <p>Carlisle City Council</p> <p>Carlisle City Council</p> <p>Carlisle City Council</p>	

TABLE PE3 - BUSINESS COMPETITIVENESS AND INNOVATION IN GROWTH SECTORS

Business Engagement Support Services	Businesses	Projects	Business Engagement Partners	Annual/One Off Costs
	<p>Businesses support innovation and private sector services businesses to the, emerging needs of innovation and skills/training providers in the most appropriate way.</p>	<p>Project requires a joined up approach of all stakeholders to pursue businesses in growth sector skills/training providers including HE/FE, public and private sector organisations with the objective of skills/training providers support as appropriate for purpose and value the development that growth of the digital and creative industries.</p> <ul style="list-style-type: none"> Develop the market for business support services by promoting the range of business support services available from the HE/FE, public and private sector and to consider the pump priming of new services. Develop a Business Incubation Plan for Carlisle with the objective of growing successful, sustainable entrepreneurial ventures that will contribute to the growth of the urban and rural economy. This will include examining the case for a Business Incubation Centre targeted at the Digital and Creative Industries Sector. Develop an Enterprise Awareness programme by supporting current activities in schools, and extending these to the wider community. Working with businesses to reduce carbon emissions and being more aware of their Carbon Footprint by: 	<p>Business Engagement Partners University of Cumbria Carlisle City Council Cumbria Chamber of Commerce & Industry Carlisle City Council University of Cumbria Business Link NW University of Cumbria Carlisle City Council Cumbria Chamber of Commerce & industry University of Cumbria Carlisle City Council Cumbria Chamber of Commerce & Industry Young Enterprise NW University of Cumbria Carlisle City Council Cumbria Chamber of Commerce & Industry CBEN / Carlisle City Council</p>	

Work in Progress – Subject to Discussion with Partners

Priority Areas	Outcomes	Projects	Lead Organisations	Annual/One Off Costs
		<ul style="list-style-type: none"> - Providing environmental business advice covering preparing and implementing an environmental policy and continuous improvement, with a focus on reducing the Carbon Dioxide emissions. - To work with businesses to benchmark their Carbon Dioxide Emissions and reduce these through a range of options including exploring new technologies. • Promoting the importance and benefits of being environmentally aware and looking at resource management focused on reducing emissions. • To promote the concept of social enterprise by: <ul style="list-style-type: none"> - Working with the community to raise the profile of existing social enterprise - Link local community, social enterprises and university to share knowledge and develop opportunities for community development through social enterprise - Establish new social enterprises - Build capacity of existing social enterprise sector - Embed social enterprise as a mainstream business model - Provide help and advice to new and existing social enterprises so that they can take advantage of public sector tendering opportunities 	<p>Cumbria County Council Social Economy Partnership University of Cumbria</p>	

Work in Progress – Subject to Discussion with Partners

Priority Areas	Outcomes	Projects	Lead Organisations	Annual/One Off Costs
Knowledge Transfer	Maximise the economic development impact of the University of Cumbria and develop closer working relationships between businesses and the HE/FE sector with aim of fostering innovation and access to research and development facilities leading to business growth.	<ul style="list-style-type: none"> Energise the development of Knowledge Transfer Partnerships between the HE/FE sector and businesses to foster innovation, develop new products, services and processes, help businesses embrace technological change and access new markets. This will be particularly important in supporting the Digital and Creative Industries Sector. Explore the potential for the development of an Innovation Centre in Carlisle. This project would be in two phases. <ul style="list-style-type: none"> Phase 1 – a detailed feasibility study to establish the case for setting up a “With Walls” Innovation Centre in Carlisle and identify an appropriate operational model Phase 2 – would depend upon a case being made for a physical Innovation Centre and would involve business planning, detailed design work and site identification. 	<p>University of Cumbria Carlisle City Council Cumbria Chamber of Commerce & Industry</p> <p>University of Cumbria Carlisle City Council</p>	
Funding for Growth and Innovation	Business growth and innovation funded through external sources	<ul style="list-style-type: none"> Impartial funding brokerage service designed to help growing businesses identify the most appropriate source of finance for growth and innovation and present the best possible case for funding. This project will link closely with the support to growth business provided by Business Link North West. Establish the case for a Carlisle Investment Fund to support business growth and business innovation. This will involve gathering the evidence of need, designing the fund to meet the wider economic development priorities for the City and building the delivery partnership. 	<p>Business Link NW Cumbria Chamber of Commerce & Industry</p> <p>Cumbria Chamber of Commerce & industry</p>	
ICT Applications to support business competitiveness and to access new markets	Businesses use ICT to reduce operating costs/operate more efficiently and develop new markets	<ul style="list-style-type: none"> An impartial advice service for help businesses examine their business needs and an evaluation of current ICT systems and applications to assess opportunities for increased competitiveness and the use of ICT to develop new markets. This project will link closely with the support to growth businesses provided by Business Link North West. 	Business Link NW Cumbria Chamber of Commerce & Industry	

TABLE PL1 - GROWING CARLISLE

Differentiation Opportunity Target Allocation Housing Choice	Art and Architecture Potential Opportunities sub region Flood risks minimised Minimising carbon footprint of new development Flood risks minimised	Settlements Identifying sites Using the findings of the Strategic Flood Risk Assessment, guidance for residents and businesses possible building Green Paper Settlements of the Strategic Flood Risk Assessment hosted by Carlisle City Council through EEAC	Partners Council GONW Registered Social Landlords Developers Housebuilders and Developers Environment Agency	Annual/One Off Costs

Work in Progress – Subject to Discussion with Partners

Workstream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
Bringing Brownfield Land into Development	Effective use of land and limiting use of new greenfield sites	Development briefs Business case for funding Site preparation, infrastructure and access improvements	Carlisle City Council Cumbria County Council Utility Companies English Partnerships NWDA Developers	
Improving the Stock of Business Premises	Improved offer Opportunities for growth	Rolling programme of maintenance and upgrading Local Asset Vehicle	Carlisle City Council Leaseholders and tenants Development Partner English Partnerships	

TABLE PL2 – REVITALISE THE CITY CENTRE

Work-stream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
Improving Public Realm	A revitalised public realm within the City Centre demonstrating a high quality design, installation and improved maintenance regime.	<ul style="list-style-type: none"> Development Framework Delivery Phase 1 – Planning & Public Realm Creation of an Urban Design Guide and Public Realm Framework incorporating a Public Art Strategy. This will set quality thresholds for design of both buildings and public realm alike very much rolling out the Central Government and NWDA agenda of urban design and place making. The creation of a Public Art Strategy will also fully enhance this process setting in place a clear context for development of public art within the public realm. The resultant Urban Design Guide and Public Realm Framework will be adopted by the City Council as a Supplementary Planning Document. Design of a number of key Public Realm Projects. Three of the most prominent public areas will be subject to a substantial redesign in readiness for subsequent NWDA and other funding to implement such designs. The three areas are Court Square / Citadel approach and Englishgate, the Market Cross and Green Market area, and the Historic Quarter(excluding Castle Street) Additional public realm project designs encompassing Botchergate South, Caldewgate / Shaddongate and improvements to the seven bridges framing the City Centre. Creation of a Planning Brief for the Caldewgate / Shaddongate area of the City Centre giving form and direction to this gateway area. This will be adopted as a Supplementary Planning Document All of the above areas of work have been commissioned and will be delivered by a multi disciplinary team led by Gillespies. 	<p>Carlisle City Council</p> <p>Cumbria County Council</p> <p>NWDA</p>	
Improving Public Realm	A revitalised streetscape linking the Historic Quarter and Retail core.	Castle Street Improvements – A project to design and install improvements to Castle Street. This will comprise installation of new sandstone paving, granite setts and resurfacing the carriageway. Street furniture and signage will be renewed in a more traditional style. The project is seen as a benchmark for future public realm projects within the Historic Quarter. The project will also integrate with the emerging themes from the Public Realm Framework and the interpretation issues arising within the Historic Quarter Development Strategy.	Carlisle City Council	

Work in Progress – Subject to Discussion

Work-stream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
Improving Public Realm	Completed Public Realm project in heart of City Centre	<p>Installation of two out of three key public realm projects of Court Square / Citadel Forecourt / Englishgate, Market Cross / Green Market area / Historic Quarter – Fisher Street, Abbey Street & West Walls.</p> <p>The projects selected will proceed on the back of the project design work developed by Gillespies in the overall Development Framework Delivery Phase 1 above.</p>	<p>Carlisle City Council</p> <p>Cumbria County Council</p> <p>NWDA</p>	
Transformational Projects	Rickergate Area	<p>The Rickergate area was identified as a transformational development site within the Development Framework and Movement Strategy as published in January 2007 and as further agreed in the DF & MS Policy Statement as agreed by the City Council on 1st May 2007.</p> <p>The site provides a substantial opportunity for a mixed-use development of substantial quality and impact on the overall City Centre offer. The expected mix of uses will be a sizeable extension to the prime retail core, a 4 star hotel, offices for both the public and private sectors, and residential uses.</p> <p>The area is covered by the Regeneration Policy within the Carlisle District Local Plan, which puts forward the area such a mixed-use development opportunity. The outcome of the Local Plan Inquiry confirming this policy is expected in January 2008.</p> <p>Development will be delivered by a carefully selected private sector developer partner hence introducing substantial private sector investment into the City. Procurement of such a development partner will commence during 2008 with a timetable of around 15 months to secure such a partner. Detailed planning will then need to take place, and subject to a Compulsory Purchase Order for site assembly, lead to a start on site date around 2011.</p> <p>Such procurement will be based upon a Development Brief that in turn will be predicated by both the outcome of the Local Plan Inquiry and a number of technical studies such as site investigations and archaeological assessments, and valuations of third party property ownership. Opportunities for early site assembly will also be considered in the period leading up to developer selection.</p>	<p>Carlisle City Council</p> <p>North West Development Agency</p>	

Work in Progress – Subject to Discussion

Work-stream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
Transformational Projects	Caldew Riverside	<p>The Caldew Riverside area was identified as a transformational site within the Development Framework and Movement Strategy as published in January 2007 and as further agreed in the DF & MS Policy Statement as agreed by the City Council on 1st May 2007.</p> <p>Part of the site is owned by Tesco and the outcome of their current Planning Appeal will largely influence what future development might take place on the remainder of the site.</p> <p>The site has potential for development for commercial offices, residential uses, and ancillary University functions.</p> <p>Links to the City Centre and adjacent Citadel and Station areas are crucial to any successful development area and these are now being further explored as a further part of the Urban Design and Public Realm Framework commission</p> <p>As well as planning issues further preparatory work is being worked up to cover such issues as site investigations, services capacity and topographical surveys. These will help inform the subsequent Development Brief for the area.</p>	<p>Carlisle City Council</p> <p>North West Development Agency</p>	
Culture & Tourism	Improve Carlisle's tourism product and visitor experience which will result in an increase in visitor numbers, tourist days and visitor income	<p>Strengthening and broadening of Carlisle's 'evening economy' offer.</p> <ul style="list-style-type: none"> • The creation of a purpose built live arts performance centre of a scale which is appropriate to the City's role as the sub-regional capital • Develop a programme of 'signature' events which will assist in creating greater awareness of the City and attract day and staying visitors from outside the region. This will include enhancing and expanding the Carlisle-The Christmas City Festival, creating high profile events in the Castle (eg. Son et Lumiere) and attracting 'footloose' national and international events eg. Tour of Britain Cycle Race 		

Work in Progress – Subject to Discussion

Work-stream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
Culture & TourismContinued		<ul style="list-style-type: none"> • Encourage and facilitate improvements in the quality of accommodation, conference facilities and service offered by Carlisle's hotel sector • Reduction of the severance of Carlisle Castle through traffic management/calming and an at-grade crossing across Castle Way at Tullie House • Develop the 'historic quarter' of Carlisle with the Cathedral at its heart to realise its full potential as a focus for visitors and leisure activities • Improve the interpretation of Carlisle's heritage offer by: <ul style="list-style-type: none"> - working with Hadrian's Wall Heritage Ltd to improve the environmental conditions, interpretation and signage along the City's section of Hadrian's Wall Path, improve the linkages between it and the city centre, and enhance Carlisle's association with Hadrian's Wall - enhance and develop the City's Heritage Trail following a city centre wide study of how to best interpret Carlisle's 2000 years of history. • Encourage the development of a more exciting and attractive experience for visitors to Carlisle Castle. 		

Table PL3 - REVITALISING COMMUNITIES

Urban Area Investment and Business to the Area	Business growth and new job opportunities	Marketing programme with Invest in Cumbria	Carlisle City Council Cumbria County Council Invest in Cumbria Cumbria Vision	Costs
Upgrading the Stock of Available Development Land and Business Premises	Business growth and new job opportunities	Ongoing upgrading and maintenance programme Explore potential for Local Asset Vehicle	Carlisle City Council Leaseholders and tenants Development Partner English Partnerships	
Improving Access to Jobs in the City Centre and North Carlisle	Reduction in worklessness levels and employers able to fill vacancies	Explore opportunities with public transport providers Completion of Carlisle Northern Development Route Improved pedestrian and cycling facilities Job brokerage initiatives	Transport providers Cumbria County Council Carlisle City Council Employers Sustrans	

Work in Progress – Subject to Discussion with Partners

Workstream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
Securing Training and Employment Benefits for Local People from Development Proposals in the Area	Increased skill levels, reduction in worklessness levels and employers able to fill vacancies	New S106 policy adopted as a Supplementary Planning Document Develop Local Employment Scheme	Carlisle City Council Training Providers Employers	
Improving the Business Environment and the Vitality of Local Service Centres	Thriving local centres	Grants for premises improvements – shopfronts and security Landscaping and highway improvements Compacts with City and County Councils and CHA on maintenance standards	Cumbria County Council Carlisle City Council CDPR Local businesses CHA	
Investigating Economic Development and Job Opportunities Linked to the NCTC site	Business growth and new job opportunities	Joint work with County Council on use of Property assets	Cumbria County Council Carlisle City Council	

Work in Progress – Subject to Discussion with Partners

Workstream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
Rural Area				
Enhancing Role of Service Centres	Improved access to services and a higher quality environment	Pilot work in Brampton and Longtown with County Council and local partners	Cumbria County Council Carlisle City Council Other public sector agencies	
Support Local Delivery Points for istrict wide projects	Improved access to services and benefits of projects spread wider	Pilot work in Brampton and Longtown with County Council and local partners	Carlisle City Council Cumbria County Council Other public sector agencies	
Network/ Cluster Development for Tourism	Improved offer for visitors Business growth Employers able to fill vacancies	Tourism business support projects continue from year 1??	Carlisle City Council Cumbria Tourism Hadrian's Wall Ltd CREA etc??	
Engagement of Businesses and Workless People in Renaissance Projects	Improved access to services incl. job opportunities and training Business Growth Employers able to fill vacancies	Projects continue from year 1??	?	

Work in Progress – Subject to Discussion with Partners

Workstream	Outcomes	Projects	Lead/Partners	Annual/One Off Costs
Ensuring Sufficient Provision of Employment Land and Premises	Business growth Increased job opportunities Competitive standard of premises	Explore potential for Local Asset Vehicle Prepare issues papers for new Core Strategy to replace Local Plan	Carlisle City Council Leaseholders and tenants Development Partner English Partnerships GONW	
Exploring Local Delivery Mechanisms	Private sector and community engagement in delivery, funding levered in	Explore options for Local Asset Vehicle, Community Asset Trusts	Carlisle City Council Private Sector Local Communities	

Work in Progress – Subject to Discussion with Partners

TABLE PL4 - PROMOTING CARLISLE

Work-Stream	Outcomes	Projects	Lead / Partners	Annual/One Off Costs
Tourism Promotion		Develop a compelling visitor brand and promotion strategy, including: <ul style="list-style-type: none">• production of Brand Development Study• formulation and implementation of a marketing strategy to utilise the Carlisle brand to best effect	Carlisle City Council Cumbria Tourism Carlisle Strategic Tourism Group Hadrian's Wall Heritage Ltd	
City Promotion		<ul style="list-style-type: none">• Develop and implement a strategy for creating a 'Carlisle' brand to reflect its role as a successful business centre and an attractive place to live and work	Carlisle City Council	

Carlisle Partnership

Economic Development & Enterprise Priority Group

Civic Centre, Carlisle. CA3 8QG

Please ask for:
Direct Line:

E-mail:

Your ref:

Our ref:

Suzanne Parkes

01228 817022

EconomicPlan@carlisle.gov.uk

11th October 2007

Dear Colleague

Growing Carlisle - An Economic Strategy for the Carlisle City Region

Please find attached a draft copy of the Carlisle Economic Strategy for your consideration and comment.

The ambition is to be bold, ambitious and confident about Carlisle's prospects. Accordingly, the Strategy is based on the opportunities arising from significant population growth over the next 20 years. The presumption is that growth is needed to make Carlisle's economy stronger and to support the range and choice of services and facilities expected in a dynamic University City.

This is being circulated to everyone that attended the stakeholder consultation events earlier this year. Building on the feedback from these meetings, the Economic Development and Enterprise Priority Group of the Carlisle Partnership has steered the development of the Strategy.

At this stage please treat the draft as the equivalent of a 'Green Paper' - a set of proposals tabled by the Economic Development and Enterprise Priority Group to promote debate and discussion.

Along with all the other consultees, the City and County Councils and other public and private sector bodies will be considering the draft and will be making formal comments. Meetings are being arranged with prospective delivery partners during the consultation and this process will inform the final content of the Strategy.

The draft action plan tables that accompany the Strategy are work in progress and will continue to be refined and developed with partners and consultees during and after the consultation period, working to the timetable set out in the last paragraph of Chapter 3 of the draft.

Chapter 3 of the draft explains how to respond and an e-mailable form is included as part of the consultation pack. Copies of the Strategy can also be downloaded from the City Council's web site www.carlisle.gov.uk.

Officers will be happy to discuss any element of the Strategy during the consultation period and requests for meetings should be channelled via the response form to EconomicPlan@carlisle.gov.uk

We cannot expect Carlisle to prosper without making bold decisions now about how we plan to help shape the future. This Strategy contains some exciting proposals. I hope you will engage with us in the coming weeks to finalise our priorities for action.

Yours sincerely

A handwritten signature in black ink that reads "Mike Mitchelson". The signature is written in a cursive style and is underlined with a single horizontal stroke.

Cllr Mike Mitchelson
Chairman, Carlisle Partnership

Encs



INVESTOR IN PEOPLE

CONSULTATION RESPONSE

1) Does the Strategy reflect your own hopes for economic growth in Carlisle?

2) Does the Executive Summary effectively communicate the key points and ambitions raised in the Strategy?

3) What do you think of the Vision for Carlisle?

4) What do you think of the Place theme?

5) What do you think of the People theme?

6) What do you think of the Connections theme?

7) Are there any areas of the Strategy that require further explanation?

8) Are there any key actions or priorities that have not been addressed?

9) Do you have any further comments? Please attach extra sheets if required

If you would like to request a telephone meeting with a member of the team to discuss your ideas and comments further, please indicate below:

Yes/No, our group/organisation would/would not like to arrange a telephone meeting. Our preferred date(s) for this are:

Please complete your contact details below:

Name:

Organisation:

Address:

Phone:

Contact Email:

Please return to:

Suzanne Parkes
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The consultation period closes 12 noon on Tuesday 13th November 2007.