



## REPORT TO EXECUTIVE

### PORTFOLIO AREA: CROSS CUTTING

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Date of Meeting: 24th April 2006

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Public No

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Key Decision:	No	Recorded in Forward Plan:	No
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#### Inside Policy Framework

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Title: LEARNING CITY STRATEGY AND ACTION PLAN  
Report of: Director of Development Services  
Report reference: DS.18/06

#### Summary:

The report explains the development of a Learning City Strategy to support this important Council corporate priority.

#### Recommendations:

Members are requested to: -

- a) Note the draft Strategy and Action Plan
- b) Refer the Strategy and Action Plan to Overview and Scrutiny with the request that they agree to undertake appropriate external consultation, potentially as a joint exercise between Community and Infrastructure O&S Committees.

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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**

- 1.1 The Learning Communities Network first developed the concept of the Learning City nationally in 1992. In December 2003 the City Vision Partnership proposed that Carlisle would benefit by becoming a Learning City and in March 2004 committed to realising Learning City status for Carlisle. Five working groups were established and each has produced an action plan. Carlisle Learning City was launched in May 2005. Learning City is one of the City Council's two corporate priorities and its development is one of the Carlisle Renaissance strategic objectives. The partnership work will now be brought under the umbrella of the newly established Carlisle local Strategic Partnership.

## **2. A LEARNING CITY STRATEGY**

- 2.1 A draft Strategy and Action Plan is attached. It sets out the considerable achievement to date and explains the drivers for development of Carlisle as a Learning City. At this key stage, a strategy will be an important tool to shape the work of the City Council and to assist its joint working with partners. The Action Plan clarifies the work to be done and by whom and enables monitoring and evaluation. It is proposed that after a period of internal and external consultation the Strategy is adopted by the City Council.

## **3. CONSULTATION**

- 3.1 The draft Strategy has been prepared by the HE and FE Development Officer in consultation with other Council officers and has been informed by work carried out with the five Learning City Groups. It is recommended that the draft be circulated for consultation. It should first be referred to Overview and Scrutiny Committee, which could co-ordinate the consultation process with external stakeholders. Education matters fall between Infrastructure and Community O&S Committees. This has been discussed with the Head of Scrutiny and Emergency Planning who has advised that it may be timely to look again at the constitution given that Learning City combines all forms of learning. In the meantime the two committees may wish to hold a joint session to consider the Strategy.

## **4. RECOMMENDATIONS**

- 4.1 Members are requested to: -
- a) Note the draft Strategy and Action Plan
  - b) Refer the Strategy and Action Plan to Overview and Scrutiny with the request that they agree to undertake appropriate external consultation, potentially as a joint exercise between Community and Infrastructure O&S Committees

## **5. REASONS FOR RECOMMENDATIONS**

5.1 To enable an effective and relevant Strategy to be adopted by the Council.

## **6. IMPLICATIONS**

- Staffing/Resources – The HE and FE Development Officer left at the end of his contract on 31 March. His work will be picked up in due course by the LSP Manager and by a part time Learning City Manager. The Director of Development will continue to oversee the development and implementation of the Learning City Strategy.
- Financial –Within the Carlisle Renaissance budgets for 2006/07 there is funding for the Learning City Manager at salary scale PO6-9 of £40,200 (this funding is available for 3 years 2006/07 to 2008/09). In addition to this there is base budget funding for the Local Strategic Partnership of £28,000, a further sum of £27,100 remains unspent in 2005/06 and will be requested as a carry forward into 2006/07.
- Legal – Head of Legal & Democratic Services has been consulted and has no specific comments to make.
- Corporate – Learning City is a corporate objective and there is a cross cutting responsibility for implementing the Strategy.
- Risk Management – It is important for the Council's reputation that Carlisle develops as a successful Learning City.
- Equality Issues – The Action Plan is targeted at all sections of the community.
- Environmental – One of the five current groups of the Learning City Partnership promotes environmental learning.
- Crime and Disorder – None
- Impact on Customers – The Action Plan is targeted at all sections of the community.



# **Developing Carlisle as a Learning City**

## **A Strategy for Carlisle City Council**

## 1 The Vision, Carlisle City Council Priorities and Learning City Themes

The original vision of Carlisle as Learning City was established in 2002 in Carlisle City Council's Community Strategy - City Vision – and remains valid, namely:

**“Our ambition is to create a lifelong learning society in Carlisle that will benefit our citizens and future generations. We will work together to promote learning and encourage all members of our communities to take pride in their city and understand its cultural value”**

In 2005 Carlisle City Council identified the need to focus its activities on 2 priorities:

- Cleaner, Greener, Safer
- Learning City Carlisle

The Learning City Carlisle priority has 4 agreed themes:

1. Promoting access to learning
2. Developing skills to support, nurture and attract businesses
3. Making Carlisle the hub of the University of Cumbria
4. Leading by example – Carlisle City Council as a learning organisation

## 2 The Key Drivers for Development

As a result of a unique coincidence of opportunities Carlisle is at a very important point in the development of its learning:

- The implementation of the Children Act 2004 has significant implications for the involvement of Council officers and Members in County-wide developments and for the application of the Act, which requires the commitment of and compliance by District Councils.
- The County Council is conducting a Strategic Review of School Organisation in Cumbria; a Local Partnership Group started work in Carlisle in December 2005
- The collaborative Learning Carlisle initiative for the 14-19 phase is in its second year and its outcomes will be fully evaluated in 2006
- Cumbria Learning and Skills Council (LSC) published its Strategic Area Review of Cumbria in December 2005 including Carlisle as one of its learning zones
- Intensive work is proceeding to establish, by August 2007, a University of Cumbria based in Carlisle following the Harris Report (September 2005)
- The SureStart Programme plans to extend its bases in Carlisle and already provides a variety of community services and learning opportunities at centres across Carlisle including the recently updated Children's Centre at Petteril Bank
- Further Education and Higher Education institutions in Carlisle are all planning to expand and have invested or are currently investing heavily in infrastructure. Carlisle College has embarked on a £10.5 m. rebuilding programme and has commissioned a feasibility study for the creation of a 14-19 Vocational Learning Centre. Higher Education institutions have all recently invested significantly in new facilities - the Learning Gateway Centre (St Martins College); ceramics facilities (Cumbria Institute of the Arts); and IT infrastructure (UCLan).

### **3 The Children Act**

Following the Laming Inquiry into the death of Victoria Climbié, the Government published a Green Paper ('Every Child Matters') and after extensive consultation the Children Act came into being in November 2004. The essence of the Act is the need for inter-agency service delivery and clear leadership and accountability to achieve the 5 key outcomes set out in 'Every Child Matters', namely:

- Being healthy
- Staying safe
- Enjoying and achieving
- Making a positive contribution
- Achieving economic well-being

Key to the Act's implementation is the creation of a statutory basis for partnership working involving the statutory, the voluntary and community sectors to help improve services to children and families and to ensure proper protection and support for them. The principal legislative duties fall on Children's Services Authorities (county and single tier authorities) but the Act has implications for all District Councils either in respect of specific duties placed upon Districts or by way of partnership working to ensure that services provided are consistent with the principles set out in the legislation.

The essence of the statutory duty is to work in collaborative partnership with the County Council and other partners. The City Council will be required to participate and proactively contribute through the Children and Young Persons Strategic Partnership, the Children and Young Persons Strategic Board and the Children and Young Persons Protection Board, and any other county-wide mechanisms which are agreed. This has already commenced through representation at officer level on these groups.

Whilst these may be matters which are best agreed on a county-wide basis, the City will (like other District Councils) have to demonstrate that it has fulfilled its specific statutory duty to have regard to the welfare of children in all its own service areas. As with any other statutory duty, it is likely that certification of compliance with this will be picked up under the relevant inspection regimes.

During 2006-7 Carlisle City Council will:

- Carry out a children's audit in respect of its policies to examine what it currently does, how well it does it and how it can improve, to ensure that child welfare is at the heart of the authority's thinking. This is similar to the current review of the Council's policies to test them against the equalities agenda and examining the children's agenda policies might be usefully linked to this work.
- Ensure effective and proactive representation on the various county-wide partnerships established as a result of the Act and put in place systems for collaboration and communication with other relevant players.
- Develop mechanisms for engaging and consulting children and young people (in partnership with other districts and the county where appropriate) in connection with the shaping and delivery of Council services.
- Strengthen political management arrangements. A lead Councillor and lead Corporate Director have been nominated for Children and Young People to give the duty a specific profile as a public declaration of the importance which

the City is giving to this work.

## **4 The Current Position**

### **4.1 City Vision Partnership and Learning City Carlisle**

The City Vision Partnership (the Partnership) was launched in 2002 with over 100 individuals and organisations joining together to work for the benefit of the people of Carlisle. Five themes were identified as being important to the development of the city. They are:

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

In December 2003, the Partnership proposed that Carlisle would benefit by becoming a Learning City and in March 2004 committed itself to realise Learning City status for Carlisle. The concept of the Learning City was first developed nationally in 1992 by the Learning Communities Network (LCN), which Carlisle City Council joined in April 2004. Five Working Groups were established at the same time, reporting regularly to the City Vision Partnership. To coincide with Adult Learners Week in late-May 2005 Learning City was officially launched with a week of events across the City.

### **4.2 Learning City Activity**

5 working groups were established in April 2004 and each has produced an action plan. All Learning City work is consciously directed at adding value and not replicating what already takes place. In addition to the networking function and focus on learning in Carlisle afforded by regular working group meetings, activity to date includes:

- Launch of Learning City May 2005
- Carlisle Pub Quiz May 2005
- Work with Higher Education institutions and CDRP to produce student safety video completed September 2005
- Brokerage of partnership between UCLan and RWP Training to develop progression routes from Advanced Apprenticeships to Foundation Degrees 2005

Ongoing activity includes:

- Inter-generational project with Newtown and Longtown Primary Schools
- Production of marketing information for Carlisle students as member of [Think@Carlisle](#)
- Contribution to Citizenship project with Carlisle secondary schools
- Member of Feasibility Study Panel for Carlisle College 14-19 Vocational Centre
- Work on establishment of Carlisle as a Wireless City
- Environmental learning project June 2006 onwards involving all Carlisle secondary schools
- Development work on creating a Learning Directory for informal learning opportunities in Carlisle.
- Establishment of a partnership with Carlisle College to progress Skills for Life development within Carlisle City Council

Learning City Carlisle will continue to celebrate the achievements of the city and provide a means for progressing a coherent, inclusive and learning-led initiative that supports the city's ambition to be a prosperous and inclusive major regional centre. Learning City Carlisle does not seek to replace the considerable amount of learning – formal and informal – that already takes place within the city. It seeks to add value to learning in Carlisle by ensuring that the sum of learning activity is greater than its constituent parts, by providing a means of co-ordination and enhancement of existing activity and by the encouragement of new activity under a recognisable and valued brand.

### **4.3 Carlisle Renaissance**

Because of its importance, Learning City Carlisle has been identified as one of the six strategic objectives in Carlisle Renaissance and the Learning City manager is one of the core team driving forward the Carlisle Renaissance agenda.

Carlisle Renaissance's objectives are to:

- Establish Carlisle as a Learning City geared towards meeting the future needs of the economy, where educational attainment is consistently improved, with an expanded Higher Education sector and a focus on fostering entrepreneurialism.
- Strengthen city's economic base by stimulating investment in higher value added business, new business creation and establishing sustainable growth clusters.
- Maximise the potential of Carlisle as a major destination for leisure and business tourism with a high quality tourism infrastructure and a range of cultural and leisure activities that build on the City's unique heritage, environmental qualities and geographic location.
- Create sustainable communities that are part of Carlisle's renaissance, capable of accessing new opportunities in education, training and employment and able to secure tangible improvements in local housing health, sport and other services.
- Expand the City Centre, orientating it to the south and west, introduce new high quality mixed-use development with improved public realm and create a vibrant waterfront environment.
- Improve movement into and around the City for all modes of transport and promote sustainable development that reduces dependence upon car travel.

As well as being a key objective in its own right Learning City Carlisle has a contribution to make to the other Carlisle Renaissance objectives, for instance in promoting the development of further and higher education courses to enhance the skills underpinning tourism, to help create sustainable communities, to facilitate the development of quality University campuses and student accommodation, and encouraging the strategic development of secondary education to take pressure off city centre congestion.

### **4.4 Carlisle Local Strategic Partnership and Carlisle Renaissance**

The newly-formed Carlisle Local Strategic Partnership (LSP) has several Priority Groups of which one will be Children and Young People. Learning City will be a theme which will contribute significantly to this Priority Group and cut across all

others. The valuable partnership working that has taken place to date will continue and will form the basis for targeted specific outcomes in the future. The LSP will have as principal responsibility the production of a Sustainable Community Strategy which will embrace a range of key learning issues.

Establishing Carlisle as a Learning City is one of the 6 strategic objectives of Carlisle Renaissance, with the aims of meeting the future needs of the economy, consistently improving educational attainment, expanding the Higher Education sector and fostering an entrepreneurial culture.

#### **4.5 Carlisle City Council's Involvement in Learning**

As a District Council Carlisle City Council is clear about its role in relation to learning, which is to put the needs of local people and businesses at the heart of its Learning City agenda. Learning and skills development is central to the future success of the city. Carlisle City Council recognises both the strengths that the city currently possesses as well as its untapped potential, and the Council will play its part in realising the learning potential within Carlisle's communities.

With its statutory community leadership role the City Council is uniquely positioned in Carlisle to encourage and support education providers in working together for the good of Carlisle through having a vision for learning in Carlisle and acting as a catalyst, facilitator and, where necessary, an honest broker. By prioritising Learning City as one of its 2 key strategic priorities Carlisle City Council demonstrates a significant commitment to learning in all its forms and at all levels within the City.

The City Council is significantly involved in learning activities across Carlisle including:

- Tullie House Learning and Access Department - events programme has strong emphasis on activities for children and young people. There is a Reminiscence project for older learners. The programme at Stanwix Arts Theatre includes work for children and families and Brampton Live includes activities and concerts aimed at children and potential is being developed via the Cumbria Music Action Zone.
- Culture Leisure and Sport – sports provision for young people includes generic skills development for the very young, specific skills development for older children partly via links with schools sports co-ordinators and provision of coaching activities for a variety of sports during school holidays and term time (including grants to support acquisition of coaching certificates). There are 2 floodlit multi-use games areas (Petteril Bank and Melbourne Park) and approximately 70 Play Areas across Carlisle district primarily for use by under 8s.
- Countryside Services are involved with schools and voluntary groups including involving children in tree/bulb planting and dialogue regarding future developments within parks. East Cumbria Countryside Project supports a number of learning activities. Educational facilities at Talkin Tarn are planned following recent acquisition.
- Community Support – team of 5 fte staff and project and activity development is funded. Officers in Community Involvement Team involved in projects with young people. Some special outdoor events targeted at children and young people. Involvement with secondary schools in the Citizenship curriculum development

project and key partner in the Play Fair Live Well partnership with primary schools run through Carlisle United's Football in the Community Programme.

- Active involvement in groups delivering learning in Carlisle including Carlisle post-14 Group (chaired by elected member), Learning Carlisle Strategic Management and Operational Management Groups, Cumbria Work-based Learning Providers Forum, North Cumbria Health Learning Partnership, Carlisle 14-16 Increased Flexibility Group, NextStep North Cumbria Group, Carlisle Community Learning Forum and Area Provider Forum

In particular the Cumbria Strategic School Review, developments within the 14-19 phase and the creation of the University of Cumbria enable the Council and its partners to make a real and lasting difference to the life chances and achievements of everyone in all our local communities.

## **5 The City Council's Strategy to Develop and Establish Carlisle as a Learning City**

Learning City means that as a City Council we will:

- Work in partnership with a wide range of funders and providers
- Have a strategy for influencing all of the key stakeholders in learning - whether at national, regional or local level
- Support learning in Carlisle through our community support and economic development functions
- Work with employers and employer organisations to enhance skill levels
- Act as an enabler in developing the physical infrastructure to support learning

This has been translated into four themes, all of which are inter-linked

### **Theme 1 Promoting access to learning**

As a key thrust of Carlisle City Council's community leadership role we will support learners and education providers in early years, primary, secondary and post-16 stages in promoting access to the whole range of learning opportunities with the aims of enhancing:

- Social inclusion
- Learning for its own sake
- Progression opportunities into and through learning

In particular as a City Council:

In Early Years, we will:

- Expand the Tullie House service
- Continue to develop SureStart
- Develop a Play Strategy

In Primary, we will

- Enable children to have equal access to good play opportunities
- Provide a mobile resource and outreach service in targeted areas
- Develop further Citizenship projects with non-user schools

- Further develop the Tullie House outreach programme including teacher training

In Secondary, we will

- Contribute significantly to the County Council's Strategic Review of Schools by influencing the strategic development and strengthening of secondary provision for the medium/long term;
- Encourage collaboration between secondary schools;
- Support developments which raise levels of attainment and progression for the benefit of children and their families throughout Carlisle;
- Provide advice and training opportunities to individual volunteers and independent youth groups;
- Work with Connexions to enable the development of Carlisle Issue-based Forums;
- Organise the youth exchange with our twin cities.

In Further Education, we will:

- Encourage the development of the vocational 14-19 Curriculum
- Work closely with Cumbria County Council Adult and Community Learning to ensure effective planning of adult education
- Develop, facilitate and deliver informal community-based education and learning programmes
- Plan and organise more community outreach projects from Tullie House
- Develop services for older learners
- Work closely with the Connexions/NextStep service to ensure that information, advice and guidance of the highest quality is readily available to learners of all ages
- Develop a Learning Directory for informal learning opportunities for adults in Carlisle

## **Theme 2      Developing skills to support, nurture and attract businesses**

Carlisle's economy is changing and needs to change further to ensure prosperity for the future. This requires anticipating and providing for skills such as

- Basic literacy, numeracy and IT
- Intermediate level training such as Advanced Apprenticeships
- Higher level skills including professional qualifications, degrees and continuing professional development

In the world of work we will:

- work with employers, with their representative organisations and with learning providers to enhance the level of skills of the existing workforce;
- encourage the raising of skills at all levels to enable businesses to flourish

## **Theme 3      Making Carlisle the hub of the University of Cumbria**

A key aspect of the development of Carlisle which must sit alongside and complement the other three themes with the aims of:

- Enhancing Carlisle's regional status – the current proposals for a University of Cumbria envisage Carlisle being the centre of a network of physical campuses and of e-learning – a Lifelong Learning Network
- Promoting the economic, business, and cultural spin-offs which Higher Education has generated in other cities
- Bringing benefits to Carlisle people regardless of age – enabling those who would not otherwise have got into some form of Higher Education to do so

In Higher Education, we will fully support the development of Higher Education by working closely with the emerging University of Cumbria:

- establishing and developing key sites in Carlisle for the University of Cumbria
- supporting the development of a wider Higher Education curriculum, including the development of the Cumbria Lifelong Learning Network
- increasing the proportion of purpose-built student accommodation, linking this to the Council's Housing Strategy
- expanding the contribution of creative and cultural industry to the local economy
- encouraging the development of the Higher Education Tourism curriculum to support Carlisle Renaissance objectives
- promoting access to Higher Education for all age groups
- promoting Carlisle as a tourism destination via its student population
- encouraging cultural diversity by expansion of overseas student recruitment
- contributing to the production of marketing information for potential Carlisle HE students as a member of [Think@Carlisle](#)
- establishing Carlisle as a Wireless City

#### **Theme 4      Leading by Example - City Council as a learning organisation**

Carlisle City Council is committed to developing all who work for us – whether adult basic skills, on-the-job apprenticeships or management development, and that we work collaboratively with local providers to ensure quality provision for our training and development needs.

Carlisle City Council currently provides 3 in-house programmes:

- Management Development Programme – the key to effective performance for all Managers enabling them to keep abreast of current thinking and practices and so support achievement of the Council's objectives
- Employee Enhancement Programme – for staff rather than the managers with a distinct focus: to enhance customer service through continuous improvement.
- Member Learning & Development Programme. This has included induction for new Members, refresher workshops, skill enhancement and the encouragement of Member / Officer relations. The authority has recently achieved the NW Charter on Member Development as a result.

Staff are also encouraged to attend external professional updating and personal development courses or embark on a relevant qualification.

The newly developing Pay and Workforce Strategy will encompass and enhance all of the above approaches to this Learning City theme.

In Leading by Example we will:

- Adopt an integrated strategic approach to the development of staff and elected members within an overall Pay and Workforce strategy
- Develop a culture of learning amongst all staff to support individual and organisational development.

## Learning City Action Plan

Action	By when	By whom <sup>i</sup>	External Partners <sup>ii</sup>	Performance Indicators <sup>iii</sup>
<b>1. In Early Years, we will:</b>				
1.1 Expand the Tullie House service	2006	Museum and Arts Manager	Pre-school providers Primary schools	Numbers engaged in new Early Years sessions and extra outreach work
1.2 Continue to develop SureStart	2008	SureStart Manager	Cumbria County Council	Number of additional centres opened by 2008 including extending its coverage under Phase 2 (2006-8) of the Children's Centre development into the St Aidan's and Castle areas of Carlisle
1.3 Develop a Play Strategy	July 2007	Head of Culture and Community Development		Play strategy in place
<b>2. In Primary, we will:</b>				
2.1 Enable children to have equal access to good play opportunities	2008	Head of Culture and Community Development	Cumbria County Council Cumbria SureStart SureStart local programmes	Provision of 68 playgrounds and outdoor facilities Provision of activity clubs, sports activities and holiday schemes and outreach mobile unit
2.2 Provide a mobile resource and outreach service in targeted areas	2006	Museum and Arts Manager		Resource in place in targeted areas
2.3 Develop two further Citizenship projects with non-user schools	September 2006	Museum and Arts Manager		2 additional projects operational
2.4 Further develop the Tullie House outreach programme including teacher training	2006	Museum and Arts Manager		Numbers of teachers participating
<b>3. In Secondary, we will:</b>				
3.1 Contribute significantly to the County Council's Strategic Review of Schools by influencing the strategic development and strengthening of secondary provision for the	2008	TC&CE	Cumbria School Re-organisation Forum Carlisle Local Partnership Group	

Action	By when	By whom <sup>i</sup>	External Partners <sup>ii</sup>	Performance Indicators <sup>iii</sup>
medium/long term				
3.2 Support stronger collaboration between secondary schools, between schools and Further Education and between schools and Higher Education	Ongoing	TC&CE supported by Learning City manager	Membership of Learning Carlisle Strategic Management and Operational Management Groups	
3.3 Support developments which raise levels of attainment and progression for the benefit of children and their families throughout Carlisle	Ongoing	TC&CE supported by Learning City manager	Primary and secondary schools Cumbria LSC Cumbria County Council	Reduce numbers of Carlisle 16 and 17 year olds who are not in education, employment or training (NEET)
3.4 Provide advice and training opportunities to individual volunteers and independent youth groups	Ongoing	Community Support	Cumbria County Council	10 volunteers by September 2006 10 independent groups by September 2006
3.5 Work with Connexions to enable the development of the Carlisle Issue-based Forums	Ongoing	Community Support	Connexions	5 Issue-based Forums by September 2006
3.6 Organise the annual youth exchange with our twin cities	Annually	Community Support Manager		Youth exchange takes place annually
<b>4. In Further Education, we will:</b>				
4.1 Encourage the development of the 14-19 vocational Curriculum	2010	Learning City manager	Secondary schools Carlisle College Cumbria LSC Employers	
4.2 Work closely with Cumbria County Council Adult and Community Learning to ensure effective planning of adult education	September 2006	Learning City manager	Cumbria County Council	
4.3 Develop, facilitate and deliver informal community based education and learning programmes	2006	Community Support Manager		Number of people attending informal learning events at community centres
4.4 Plan and organise more community	September	Museum and Arts		1. 3 projects planned and organised

Action	By when	By whom <sup>i</sup>	External Partners <sup>ii</sup>	Performance Indicators <sup>iii</sup>
outreach projects from Tullie House	2006	Manager		2. Number of participants
4.5 Develop services for older learners	September 2006	Museum and Arts Manager		Number of participants
4.6 Work closely with the Connexions/NextStep service to ensure that information, advice and guidance of the highest quality is readily available to learners of all ages	June 2007	Learning City manager	Connexions Carlisle College Secondary schools University of Cumbria AimHigher	
4.7 Develop a Learning Directory for informal learning opportunities for adults in Carlisle	May 2007	Learning City manager	Connexions (NextStep)	Learning Directory operational with supporting administration in place
<b>5. In the world of work we will:</b>				
5.1 Work with employers, with their representative organisations and with learning providers to enhance the level of skills of the existing workforce	2010	Head of Economic Development and Tourism	Cumbria Chamber of Commerce Employers Carlisle College Work-based learning providers University of Cumbria	
5.2 Encourage the raising of skills at all levels to enable new industry to flourish	2010	Head of Economic Development and Tourism	Cumbria Chamber of Commerce Employers Carlisle College Work-based learning providers University of Cumbria	
<b>6. In Higher Education we will:</b>				
6.1 Establish and develop key sites in Carlisle for the University of Cumbria	2007	Director of Development Services to lead for the City Council in partnership	University of Cumbria English Partnerships	Site identified for headquarters of University of Cumbria and funding secured
6.2 Support the development of a wider Higher Education curriculum,	2009	Learning City manager	University of Cumbria	

Action	By when	By whom <sup>i</sup>	External Partners <sup>ii</sup>	Performance Indicators <sup>iii</sup>
including the development of the Cumbria Lifelong Learning Network				
6.3 Increase the proportion of purpose-built student accommodation, linking this to the Council's Housing Strategy	2011	Director of Development Services to lead for the City Council in partnership	Impact Housing University of Cumbria	No of Units accredited
6.4 Expand the contribution of creative and cultural industry to the local economy	2009	Head of Culture and Community Development and Head of Economic Development and Tourism	Cumbria Institute of the Arts	
6.5 Encourage the development of the Higher Education Tourism curriculum to support Carlisle Renaissance objectives	2008	Learning City Manager supported by the Tourism Manager	University of Cumbria	
6.6 Promote access to Higher Education for all age groups	2009	Learning City Manager	Carlisle Association of Secondary Heads Carlisle College AimHigher Cumbria Cumbria Adult and Community Learning service Cumbria LSC Connexions	Increased percentage of 1. 18 - 30 year olds participating in higher education 2. Working population with degrees 3. Adults in structured learning
6.7 Promote Carlisle as a tourism destination via its student population	September 2007	Tourism Manager	Cumbria Tourist Board University of Cumbria	Increases in visitors attributable to Carlisle students
6.8 Encourage cultural diversity by expansion of overseas student recruitment	2009	Learning City Manager in partnership	University of Cumbria Cumbria County Council Diversity Manager	Numbers of overseas students registered at University of Cumbria
6.9 Contribute to production of marketing information for potential Carlisle HE students as member of <a href="#">Think@Carlisle</a>	Ongoing	Learning City Manager	Carlisle College University of Cumbria Cumberland News Group	Quality marketing information produced annually

Action	By when	By whom <sup>i</sup>	External Partners <sup>ii</sup>	Performance Indicators <sup>iii</sup>
6.10 Establish Carlisle as a Wireless City	Pilot established by September 2006	Head of IT	University of Cumbria Carlisle College Telegeneration Ltd	1. Pilot established by September 2006 with 20 sites 2. Full wireless network operational by September 2008
<b>7 Carlisle City Council, as a learning organisation, will</b>				
7.1 Establish a partnership with Carlisle College to progress Skills for Life development within Carlisle City Council	September 2006	Head of Personnel and Development Services	Carlisle College	Partnership established and fully resourced
7.2 Develop an integrated approach to skill development and training throughout the Council, including for elected members	April 2007	TC&CE supported by Head of Personnel and Development Services		1. Percentage of staff with no NQF level qualifications 2. Percentage of staff whose highest qualification is at NQF Level 1 3. Percentage of staff whose highest qualification is at NQF Level 2 4. Percentage of staff whose highest qualification is at NQF Level 3 or above 5. Percentage of Elected Members taking part in learning and development activities

<sup>i</sup> Some job titles will be subject to change

<sup>ii</sup> It is assumed that all partnership activities will be endorsed by the Carlisle Local Strategic Partnership

<sup>iii</sup> Boxes with grey shading are those where Performance Indicators are either very difficult to determine and/or highly reliant on external partners for achievement.