

AGENDA

Environment and Economy Overview and Scrutiny Panel

Thursday, 19 January 2017 AT 10:00
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

**A preparatory/briefing meeting for Members of the Panel will be held
at 9.15 am in the Flensburg Room**

Apologies for Absence

To receive apologies for absence and notification of substitutions

Declarations of Interest

Members are invited to declare any disclosable pecuniary interests, other registrable interests and any interests, relating to any item on the agenda at this stage.

Public and Press

To agree that the items of business within Part A of the agenda should be dealt with in public and that the items of business within Part B of the agenda should be dealt with in private.

Minutes of the Previous Meeting

5 - 22

To approve and sign the Minutes of the meeting held on 27 October 2016 and 1 December 2016.

[Copy Minutes in Minute Book Volume 43(4) and minutes 1 December 2016 herewith]

PART A

To be considered when the Public and Press are present

A.1 CALL - IN OF DECISIONS

23 - 26

Councillor Nedved has Called In for Scrutiny Portfolio Holder Decision 16/06 – Hadrian’s Cavalry Programme with a Roman Turma Event: 1 – 2 July 2016 taken by the Leader.

The reasons given for the Call-in are;

- 1) Lack of Business Case
- 2) Uncertainty of the financial liability and risk to Council
- 3) Whether provides value for money

(N.B. The above reason does not confine the areas of questioning which Panel Members may pursue when examining the decision)

The Leader has been advised of the call-in in order that he may consider representation at this meeting.

In dealing with a call-in, the Panel can –

- (a) Refer the matter back to the decision making body, in this case the Leader, for reconsideration setting out in writing the nature of its concerns;
- (b) Refer the matter to full Council; or
- (c) Not refer the matter back to the decision making body, in which case the decision shall take effect from the date of this meeting.

Please find herewith copies of the following documentation –

Individual Portfolio Holder Decision – PF.16/06 - Hadrian’s Cavalry Programme with a Roman Turma Event: 1 – 2 July 2016.

A.2 OVERVIEW REPORT AND WORK PROGRAMME

27 - 34

To consider a report providing an overview of matters related to the work of the Environment and Economy Overview and Scrutiny Panel, together with the latest version of the Work Programme and details of the Key Decisions items relevant to this Panel as set out in the Notice of Executive Key Decisions.

(Copy Report OS.03/17 herewith)

A.3 CUMBRIA LOCAL ENTERPRISE PARTNERSHIP

35 - 44

(Economy, Enterprise and Housing).

The Corporate Director of Economic Development to submit report ED.02/17 which provides a briefing on Local Enterprise Partnerships (LEPs) and an update on the work of the Cumbria Local Enterprise Partnership (LEP). Mr Haywood, Local Enterprise Partnership has been invited to the Panel to provide a presentation.

(Copy report ED.02/17 herewith. Copy presentation to follow)

A.4 PROGRESS UPDATE TO BUSINESS SUPPORT TASK AND FINISH GROUP RECOMMENDATIONS

45 - 82

(Economy, Enterprise and Housing Portfolio)

The Corporate Director of Economic Development to submit a report reviewing the progress of the recommendations made by the Task and Finish Group.

(Copy Report ED.03/17 herewith)

A.5 TOURIST INFORMATION CENTRE UPDATE

83 - 94

(Culture, Heritage and Leisure)

The Deputy Chief Executive to submit report CS.02/17 Tourist Information Centre Update which will update the Panel on the operation and performance of the Tourist Information Centre and Assembly Room.

(Copy report CS.02/17 herewith)

PART B

To be considered when the Public and Press are excluded from the meeting

-NIL-

Members of the Environment and Economy Overview and Scrutiny Panel

Conservative – Christian, Mitchelson, Nedved (Chairman), Bloxham (sub), Mrs Parsons (sub), Mrs Mallinson (sub)

Labour – Bowditch (Vice Chairman), Mrs Coleman, Dodd, McDonald, Burns (sub), McNulty, Ms Patrick (sub)

Independent – Betton, Paton(sub)

Enquiries, requests for reports, background papers, etc to Committee Clerk: Jacqui Issatt - 817557 or jacqui.issatt@carlisle.gov.uk

MINUTES OF THE PREVIOUS MEETING

ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL

THURSDAY 1 DECEMBER 2016 AT 10.00AM

PRESENT: Councillor Nedved (Chairman), Councillors Betton (until 12:40pm) Bloxham (as substitute for Councillor Mitchelson), Bowditch (until 1:10pm), Christian, Mrs Coleman (until 1:35pm), McDonald, McNulty (as substitute for Councillor Dodd).

ALSO PRESENT Councillor Glover – The Leader
Councillor Mrs Bradley – Economy, Enterprise and Housing Portfolio Holder
Councillor Southward – Environment and Transport Portfolio Holder.
Mr J Ratcliffe (Eden Catchment Director – Environment Agency)
Mr A Brown (Flood and Coastal Risk Manager, Cumbria and Lancashire Area – Environment Agency)
Ms A Jones (Assistant Director of Economy and Environment - Cumbria County Council)

OFFICERS: Corporate Director of Governance and Regulatory Services
Corporate Director of Economic Development
Chief Finance Officer
Contracts and Community Services Manager
Development Manager
Green Spaces and Bereavement Services Manager
Neighbourhood Services Manager
Policy and Communications Manager

EEOSP.70/16 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillor Mitchelson, Councillor Dodd and the Deputy Chief Executive.

EEOSP.71/16 DECLARATIONS OF INTEREST

There were no declarations of interest affecting the business to be transacted at the meeting.

EEOSP.72/16 PUBLIC AND PRESS

RESOLVED – That the Agenda be agreed as circulated.

EEOSP.73/16 MINUTES OF PREVIOUS MEETINGS

Referring to Minute EEOSP.55/16 of 15 September 2016 and EEOSP.62/16 of 27 October, a Member asked had there been any progress on proposals for the ground floor of the Civic Centre, and when would the Panel see them?

The Corporate Director of Economic Development drew Member's attention to Flood Update Report (SD.31/16) which contained information regarding the development of proposals for the ground floor which would be considered by Officers in December 2016. The item was likely to be considered by the Resources Overview and Scrutiny Panel as it

fell under its remit, however, the information would be provided to Members as soon as it was available.

The Leader added that he understood that options were being worked up with a view to incorporating further resilience into the building, and that the options would be presented to both the Executive and Overview and Scrutiny in due courses.

RESOLVED – (1) The Minutes of the meeting held on 15 September 2016 were approved and signed by the Chairman.

(2) That the minutes of the meetings of the Environment and Economy Overview and Scrutiny Panel held on 27 October 2016 be noted.

EEOSP.74/16 CALL-IN OF DECISIONS

There were no items which had been the subject of call-in.

EEOSP.75/16 OVERVIEW REPORT AND WORK PROGRAMME

The Policy and Communications Manager presented report OS.24/16 providing an overview of matters relating to the work of the Environment and Economy Overview and Scrutiny Panel.

The Policy and Communications Manager reported that the most recent Notice of Executive Key Decisions, copies of which had been circulated to all Members, had been published on 21 October 2016. The following items had been referred to the Panel:

KD.21/16 – Budget Process 2017/18

The item had been included on the Panel's agenda.

Members raised no questions or comments on the Notice of Executive Key Decisions.

The Panel's current work programme was attached as Appendix 1 to the report. Members were asked to note and/or amend the programme. The following items were to be considered by the Panel at its meeting on 19 January 2017: Local Enterprise Partnership; Business Support Task and Finish Group; Tourist Information Centre; Tourism Draft Plan.

The Policy and Communications Manager advised Members that a review of performance data quality had been conducted following the reporting of inaccurate data relating to recycling performance in Quarter 1 of 2015/16. A data check had been conducted in October 2016, the findings of which were accepted by Senior Management Team in on 8 November 2016. A number of recommendations had arisen from the data check which was detailed within the report.

A Member noted that the Local Development Scheme had been included on the Panel's Work Programme for March 2017 with a view to programming planning policies for the coming three years, he sought clarification on this matter.

The Corporate Director of Economic Development advised that following the adoption of the Carlisle and District Local Plan 2016 -2030 (CDLP), the Council was required to produce a Local Development Scheme as the next stage of development of the CDLP.

The principal areas for development would be the Community Infrastructure Levy and the Carlisle South Masterplan.

The Economy, Enterprise and Housing Portfolio Holder added that the development of the Local Development Scheme was an important aspect of strengthening the CDLP and the Council's capacity to assess planning applications accordingly.

The Chairman asked if there had been any indication as to when the Local Plan Development Working Group would be reconvened to enable it to consider the Local Development Scheme.

The Corporate Director of Economic Development informed Members that discussion had taken place with Group Leaders regarding nominations, and once the membership of the Group had been agreed the necessary arrangement to convene a meeting would be made.

A Member asked whether it was intended that the current members of the Local Plan Working Group would participate in the new group.

The Corporate Director of Economic Development responded that nominations were a matter for political groups.

RESOLVED – 1) That the Overview Report (OS.24/16) incorporating the Work Programme and Notice of Executive Key Decision items relevant to this Panel be noted.

2) That the following items be included on the agenda for the Panel's meeting scheduled for 19 January 2017:

- Local Enterprise Partnership;
- Business Support Task and Finish Group;
- Tourist Information Centre;
- Tourism Draft Plan.

EEOSP.76/16 BUDGET 2017/18

(a) Budget Update - Revenue Estimates 2017/18 to 2021/22

The Chief Finance Officer submitted report RD.35/16 providing a summary of the Council's revised revenue base estimates for 2016/17, together with base estimates for 2017/18 and forecasts up to 2021/22 for illustrative purposes. The base estimates had been prepared in accordance with the guiding principles for the formulation of the budget over the next five year planning period as set out in the Medium Term Financial Plan (MTFP) and Charging Policy; Capital Strategy; and Asset Management Plan approved by Council on 13 September 2016.

The report set out known revisions to the MTFP projections, although there were a number of significant factors affecting the budget that were currently unresolved, details of which were recorded at Section 1.3. A summary of the outstanding key issues, together with the resource assumptions was also provided at Section 4.

Turning to the issue of savings and additional income proposals, the Chief Finance Officer added that the current MTFP included a savings requirement to be found by 2018/19 of

£3.475 million. Further savings / additional income had already been identified in the budget process for 2017/18, details of which were set out at Section 6 of the report.

Also summarised were the movements in base budgets; the updated MTFP projections; the projected impact on revenue balances; together with a summary of the financial outlook and budget discipline 2017/18 to 2021/22.

The Executive had on 21 November 2016 (EX.98/16) received the report and:

“That the Executive:

1. Noted the revised base estimates for 2016/17 and base estimates for 2017/18.
2. Noted the current Medium Term Financial Plan projections, which would continue to be updated throughout the budget process as key issues became clearer and decisions were taken.
3. Noted the initial budget pressures / savings needing to be taken into account as part of the 2017/18 budget process.”

In considering the Revenue Estimates Report Members raised the following comments and questions:

- Why had the recurring £96,000 shortfall in revenue from car parking not been incorporated into the MTFP?

The Chief Finance Officer explained that the shortfall had been identified as a potential new spending pressure following the production of the MTFP in September 2016. Were the Executive to accept the shortfall, the pressure would be included in the Executive Budget Proposals to Council in February 2017. Should the Council adopt the Executive Budget proposals, the pressure would be incorporated into the MTFP?

- Was part of the £91,000 potential new spending pressure relating to Clean Up Carlisle funding for the Rapid Response Team.

The Chief Finance Officer undertook to provide a written response to the question.

- Was the £47,000 new potential spending pressure relating to the Enterprise Centre attributable to decreased income or an increase in the maintenance budget?

The Corporate Director of Economic advised that the potential new spending pressure £47,000, was as a result of decreased income and was separate from the maintenance budget.

- Would the Economic Regeneration Team consider further uses for the Centre?

The Corporate Director of Economic Development advised that the Economic Regeneration Team would be tasked with developing an overarching strategy for the Central Plaza, Citadel and the Enterprise Centre.

- What was the current occupancy rate at the Enterprise Centre?

The Corporate Director of Economic Development responded that the rate of occupancy was currently 60 – 65%, the level of take up varied within the Centre with some areas being more easily to let than others. Promotion and marketing of the Centre was ongoing to increase the level of occupancy.

The Economy, Enterprise and Housing Portfolio Holder added that an advert for the Enterprise Centre had been included in the latest edition of the Council's Focus magazine.

- Where would the costs associated with the establishment of the Community Infrastructure Levy (CIL) arrangements be recovered from?

The Corporate Director of Economic Development informed Members that the £80,000 set up cost related to research, viability assessments, and necessary software, she advised Members that costs were able to be recovered once the CIL was in operation.

- How confident was the Council that it would achieve the inflationary savings identified in the budget?

The Chief Finance Officer informed Members that the MTFP was based upon inflation remaining at 2%. Officers maintained a watching brief on the level of inflation; however she was confident that the proposed savings were achievable as these related to the cumulative impact of previous year's inflation increases.

RESOLVED – That the Budget Update - Revenue Estimates 2017/18 to 2021/22 (RD.35/16) be noted.

(b) Review of Charges 2017/18

The Chief Finance Officer presented the Review of Charges reports informing the Panel that there was a 3% increase on the overall level of income in line with the Corporate Charging Policy.

Community Services

Report SD.27/16 was submitted setting out the proposed fees and charges for 2017/18 relating to those services falling within the Community Services Directorate.

The charges highlighted within the report would result in an anticipated level of income of £2,775,200 against the MTFP target of £2,835,200. That represented a shortfall of £60,000 against the MTFP target. The Panel were asked to consider the areas which were in their remit as set out on the agenda.

The Executive had on 21 November 2016 (EX.99/16) received the report and:

“That the Executive:

- (i) Agreed for consultation the charges as set out in the body of Report SD.27/16 and relevant appendices with effect from 1 April 2017, noting the impact those would have on income generation as detailed within the report.
- (ii) Delegated to the Deputy Chief Executive Officer, following consultation with the Portfolio Holder and Chief Finance Officer, the agreement of discounts on the car parking permit process within agreed limitations.
- (iii) Delegated to the Deputy Chief Executive Officer, following consultation with the Portfolio Holder and Chief Finance Officer, the agreement of variations to car parking ticket charges within parameters agreed by the Executive.”

In considering the report Members raised the following comments and questions:

- How often did the Council levy a fee for the cancellation of events?

The Contracts and Community Services Manager explained that the fee levied for cancelling events was not used regularly as, in the main, the Council was advised of event cancellations well in advance. The levying of the charge was designed to prevent the Council losing money should an event be cancelled at short notice.

- What proportion of the event fee charge, was the cancellation fee?

The Contracts and Community Services Manager advised that the cancellation fee charged varied depending on the event and the length of notification provided to the Council.

In response to a further question from the Member, the Contracts and Community Services Manager advised Members that the in relation to events at the Old Fire Station, specific contractual arrangements relating to particular events outlined the details of charges that were able to be levied by either party in the event of cancellation.

- Did the Council apply its charges for pavement cafes when the cafes were on private land?

The Contracts and Community Services Manager advised that the charge for pavement cafes was only levied when the café was situated on the highway, and was not applied where the café was situated on private land.

- What was the rationale for the level of increase proposed for the Annual Membership Parking Permit at Talkin Tarn?

The Green Spaces and Bereavement Services Manager stated that uptake of the Annual Membership Parking Permit for Talkin Tarn had been very good, whilst recognising the proposed charge increase was significant in percentage terms, the cost of the proposed charge would enable those who purchased the permit to park use the car park at Talkin Tarn and its facilities for a cost of £2 per week.

The Member acknowledged that the proposed charge still amounted to good value for money for permit holders, however, he remained concerned that the increase would make the permit cost prohibitive for residents with a limited budget, and that the proposed charge may reduce the amount of people who purchased the permit.

The Chairman noted Appendix B of the report detailed proposals for increasing charges for car parking at all of the Council's car parks, he noted the proposed increase in charge for the Annual Membership Parking Permit was significant increase and beyond those proposed at other sites. Increases in charges had been proposed universally at Talkin Tarn and encompassed facilities such as the Education Hut, whereas no proposal had been put forward to levy a charge for the use of facilities at Hammond's Pond. He felt that the proposed addition of 10p to hourly tickets across the Council's car parks which levied different charges may cause some confusion amongst car park users.

The Green Spaces and Bereavement Services Manager responded that an aspect of the rationale behind the proposal was the management of the car park at Talkin Tarn, the Annual Membership Parking Permit operated well, and was in fact oversubscribed. In order to enable a broad mix of users of the car parking facilities at the Tarn, it was

intended to limit the number of permits issued so that the car park remained able to cater for day use visitors.

A Member expressed concern that the proposed charge would increase the number of vehicles parking on the verges along the boundary of the site.

The Green Spaces and Bereavement Services Manager felt that the proposed charges was not likely to increase the number of vehicles parking on the verges surrounding Talkin Tarn, and that the behaviour of those using the verges surrounding the park would not be altered by the proposed charge.

- Why had Officers not proposed to increase the car parking charges at the Marks and Spencer car park?

The Contracts and Community Services Manager explained that the Council was in a contractual relationship regarding the management of the Marks and Spencer's car park which limited the Council's capacity to alter the charges levied at the car park.

- A Member sought clarification on the proposal to delegate authority to the Deputy Chief Executive to agree variations to car parking ticket charges.

The Corporate Director of Governance and Regulatory Services explained that as part of the Council seeking to implement a more commercial approach to the management of its car parks, it was recognised that prices may need to be altered to manage demand at individual car parks. The proposed charges set out in the report would not be exceeded, the proposal to delegate authority to the Deputy Chief Executive in conjunction with the Portfolio Holder and Chief Finance Officer would enable the authorisation of a reduction in fees at individual car parks, were it deemed expedient.

- A Member expressed concern that the proposed increase in allotment charges would be detrimental to those in low incomes.

The Green Spaces and Bereavement Services Manager responded that the charge for allotments had remained static for 2 number years at 25p/sq.m, whilst recognising the proposed charges was an over-inflationary increase he considered that the proposed charge better reflected the cost to the Council of administering the service. The proposed charge when applied to 100.sqm plot would generate a £5 increase in cost for the allotment for a year, the Green Spaces and Bereavement Services Manager considered the increase to be of a reasonable level.

The Green Spaces and Bereavement Services Manager explained that poor health was a primary reason people gave up allotments, rather than cost, he suggested that if people struggled to manage their plot and wished to reduce the costs associated with them, allotments may be subdivided.

A Member commented that she considered the charges levied by the Council for allotments to be very reasonable when compared to prices charged in the private sector.

- A Member expressed concern that the proposed increase in charges for bulky waste collections would increase the number of fly tipping incidence in the District. He asked if Officers had considered increasing the number of items permitted per collection as a way to help minimise fly-tipping.

The Neighbourhood Services Manager responded that fly tipping was a criminal offence which was likely to occur were the bulky collection service offered free of charge. As part of its efforts to reduce flytipping in the District, the Council had installed cameras in flytipping hotspots with the aim of catching and prosecuting perpetrators. The inclusion of signage at particular sites known to experience flytipping had brought about a 100% reduction in flytipping.

In addition, a featured had been included in the Council's Focus magazine providing residents with information regarding how to manage the disposal of waste items appropriately. This was welcomed by Members.

A Member commented that it would perhaps be helpful if small amounts of waste could be accepted by businesses at the local household waste recycling centres operated by Cumbria County Council and this message communicated widely to help reduce some of the fly-tipping.

RESOLVED – (1) That the comments and concerns of the Panel be referred to the Executive, in particular concerns regarding the Annual Permit for Talkin Tarn.

(2) That Charges Review Report 2017/18 – Community Services (SD.17/16) be noted.

Economic Development

Report ED.45/16 was submitted setting out the proposed fees and charges for areas falling within the responsibility of the Economic Development Directorate.

The proposed charges in relation to Planning Services included Development Control income; Building Control income; and Local Plan income.

Acceptance of the charges highlighted within the report, with the exception of Building Control which was self-financing, would result in an anticipated level of income of £662,600 against the Medium Term Financial Plan target of £662,600.

The Executive had on 21 November 2016 (EX.100/16) received the report and:

“That the Executive agreed for consultation the charges, as set out in Report ED.45/16 and accompanying Appendices, with effect from 1 April 2017; noting the impact those would have on income generation as detailed within the report.”

The Members raised no comments and questions on the report.

RESOLVED – That Charges Review Report 2017/18 – Economic Development (ED.45/16) be noted.

Governance and Regulatory Services

Report GD.62/16 was submitted concerning the proposed fees and charges for areas falling within the responsibility of the Governance and Regulatory Services Directorate.

The report set out the proposed charges relative to Environmental Health and Housing; Homeless, Prevention and Accommodation Services; and Legal Services. The introduction of the proposed charges was forecast to generate income of £893,300 in 2017/18 as summarised in the table at Section 5.16 of the report.

The Executive had on 21 November 2016 (EX.101/16) received the report and:

“That the Executive agreed for consultation the charges as detailed within Report GD.62/16 and accompanying Appendices, with effect from 1 April 2017; and noted the impact thereof on income generation as detailed within the report.”

The Members raised no comments or questions on the report.

RESOLVED – That Charges Review Report 2017/18 – Governance and Regulatory Services (GD.62/16) be noted.

(c) Revised Capital Programme 2016/17 and Provisional Capital Programme 2017/18 to 2021/22

The Chief Finance Officer submitted report RD.36/16 detailing the revised Capital Programme for 2016/17, now totalling £10,440,000, together with the proposed method of financing. The report summarised the proposed programme for 2017/18 to 2021/22 in the light of the new capital proposals identified, together with the estimated capital resources available to fund the programme based on the announcements by Government in the spending review.

Section 4 which provided details of the current commitments and new spending proposals. Any capital scheme for which funding had been approved by Council may only proceed after a full report, including business case and financial appraisal, had been approved. The Chief Finance Officer advised that the principal pressure on the Provisional Capital Programme 2017/18 was the replacement of the Council's fleet of vehicle and plant which were essential in the provision of service delivery.

A summary of the estimated resources compared to the proposed programme year on year was also provided.

The Executive had on 21 November 2016 (EX.103/16) received the report and:

“That the Executive:

1. Noted the revised capital programme and relevant financing for 2016/17 as set out in Appendices A and B of Report RD.36/16;
2. Had given initial consideration and views on the proposed capital spending for 2017/18 to 2021/22 contained in the Report in the light of the estimated available resources;
3. Noted that any capital scheme for which funding had been approved by Council may only proceed after a full report, including business case and financial appraisal, had been approved.”

In considering the report Members raised the following comments and questions:

- A Member sought clarification on the purpose of the Planned Enhancements to Council Property.

The Chief Finance Officer explained that the enhancements related to projects undertaking major repairs to Council properties, for example, the reparation of the roof at the Market Hall. Such works were essential but beyond the scope and budget of programme of regular maintenance works.

- Had the Council had any indication of the level of Disabled Facilities Grants funding it would receive?

The Chief Finance Officer responded that the Council had not formally been advised of the level of funding it would receive in respect of Disabled Facilities Grants. In 2016/17 the Council had received £1.4M of Disabled Facilities Grants funding, the Medium Term Financial Plan assumed a similar level of funding going forward.

RESOLVED – That the Revised Capital Programme 2016/17 and Provisional Capital Programme 2017/18 to 2021/22 (RD.36/16) be noted.

EEOSP.77/16 FLOOD UPDATE REPORT

The Chairman welcomed Mr J Ratcliffe (Eden Catchment Director – Environment Agency) Mr A Brown (Flood and Coastal Risk Manager, Cumbria and Lancashire Area – Environment Agency), Ms A Jones (Assistant Director of Economy and Environment - Cumbria County Council).

The Corporate Director of Economic Development presented report SD.31/16 which updated Members on: the recovery of Council assets; the provision of grants and relief to households and businesses and; the activities undertaken by the Environment Agency and Cumbria County Council. The report also provided details of the Carlisle Flood Response Plan.

In considering the report Members raised the following comments and questions:

- A Member understood that the Department for Communities and Local Government (DCLG) had not imposed a deadline for Councils to draw down payments in relation to Flood Resilience Grants, he asked why the Council had imposed a deadline for the submission of applications at the end of March 2017.

The Corporate Director of Economic Development responded that whilst DCLG had not imposed a deadline for the submission of applications for Flood Resilience Grants, it had advised local authorities that funding for the grants could be claimed back until the end of July 2017. Therefore, the Council had imposed a deadline of the end of March 2017 to receive applications so that it could ensure it was able to recoup all the funds it had dispensed on the grants.

The Member responded expressing concerns that problems regarding the drying out of properties and engaging contractors remained in the city which had increased the time taken for residents to return to their property.

The Corporate Director of Economic Development acknowledged that there had been a log jam in the progression of recovery works. The Council had sought to promote uptake of the Flood Resilience Grants by conducting letter drops and the inclusion of features in the Focus Magazine. Officers would assess take up of the grants in early 2017 to identify whether further promotion was required, however, the Council needed to be mindful of the end date stipulated by DCLG.

- How would Officers access the Carlisle Emergency Plan in the case of a power outage in a future flood event?

The Policy and Communication Manager explained that the Plan was now hosted on an external server that did not rely on the Civic Centre having power, in addition hard copies of the document were also in storage.

The Chairman stated that Members had found the report extremely helpful, and that the Panel wished to see another Flood Update report at its March 2017 meeting.

Mr Ratcliffe (Environment Agency) delivered a presentation which covered: winter preparations in Carlisle; recovery works undertaken by the Environment Agency; the siting and deployment of temporary flood defences; the Carlisle area flood risk project delivery programme; the catchment approach and; Cumbria Flood Partnership pilot areas.

In considering the presentation Members raised the following comments and questions:

The Chairman asked for further information regarding the consultation on the siting and deployment of temporary defences the Environment Agency (EA) planned to conduct in relation in early 2017.

Mr Brown (Environment Agency) advised that plans in relation to the consultation were very much at a developmental stage with proposals being worked up to identify a way forward. The main focus of the work was a technical analysis, he was mindful that the deployment of the temporary defences should not make the impact of flooding worse in other locations. He added that in the case of a nationwide flood event to occurring, central government would assume responsibility for the deployment and siting of the temporary defences.

- As part of the Carlisle area flood risk project delivery programme, did the EA have any plans to create a run-off lake outside the city to reduce the impact of flooding?

Mr Ratcliffe responded that the EA recognised it was not the only agency involved in the delivery of the Carlisle area flood risk project delivery programme, although it owned many of the structures involved in the Plan, other public authorities also owned assets and were responsible for linked structures, for example bridges. Therefore it was important that the work outlined in the plan was seen against that background, and the work of other agencies would be required.

In terms of works on the ground commencing in Carlisle it was expected that this would begin in 2019, however, the EA were keen to move that timing forward, and in the case of individual projects may be able to undertake work prior to 2019. In planning and preparing for those works, the EA was adopting a catchment approach which comprised an options appraisal of works would benefit the city, including large engineered works, however, no decisions had been yet been taken.

Mr Brown added that all three projects for the District (Carlisle, Low Crosby and Warwick Bridge) were in the Flood Risk Modelling and Mapping stage of project development which included Scheme Options and Testing, Outline Design, Ground Investigations and Consultations and Scheme Approvals, which taken together was time consuming work. However, the EA's priority was to ensure that the work carried out as part of the programme was correct and also offered value for money. Future work would be planned in a holistic way to minimise the risk of flooding occurring in other areas.

- A Member commented that it would be beneficial for the EA's Catchment Plans, currently available on their website to be updated so that the public had access to the most up to date information.

Mr Ratcliffe agreed with the Member's suggestion and added that the agency had been formally instructed by government to update their Catchment Plans by summer 2017, however, it was hoped that the Plans for the Carlisle and Eden Catchment Area would be update before then.

- How did the EA feel the Catchment Approach would improve the future flood protection of the city?

Mr Ratcliffe explained that the Catchment Approach considered long timescales of managing water flows to benefit the city. The approach comprised consideration of science, funding, and the practicalities of developing agreements between the necessary parties in identifying opportunities to reduce the risk of flooding.

Funding was a crucial aspect of the Approach, it was noted that the government had recently announced the availability of £15M for national flood actions, which he hoped the Council would receive a good settlement from. However, in real terms the level of funding was essentially a pump primer and authorities would need to give serious consideration to organisations that would be required to be involved in the delivery of future projects.

A further aspect of the Catchment Approach was the strand which comprised practical considerations such as securing the buy-in of landowners, who were pivotal to the delivery of future projects.

- Had reparations been undertaken to items of key infrastructure such as pumping stations?

Mr Brown advised that repair and improvement works had been undertaken to the pumping stations on the Little Caldew (Willowholme) and at Durranshill that enabled the facilities to operate for a longer time without power being supplied from the National Grid. Electricity North West who owned and operated the facilities was working with the County Council to develop a baseline of infrastructure resilience across the county which would be used to identify areas where further investment was required.

Ms Jones (Cumbria County Council) covering: the multi-agency co-ordinated recovery response including an overview of works undertaken in relation to infrastructure (including bridges and roads), environment, and communications, and the winter resilience programme for roads and bridges; gully cleansing; the management of flood risk outlining the areas of responsibility for a range of public bodies; the governance arrangements of Cumbria Strategic Flood Partnership (Lead Local Flood Authority) and Cumbria Flood Partnership and proposals to bring the two bodies together; the development of Cumbria Flood Action Plan and; measures being taken to increase community resilience.

In considering the presentation Members raised the following comments and questions:

A Member raised a series of questions as follows:

- Following an amended motion at Council on 13 September 2016 what action had the Council carried out in terms of reclamation on the river Petteril and adjacent footpaths;

- He requested an update on agencies plans for flood protection at Melbourne Park;
- Was the EA publicising its flood alert text messaging service;
- Was any information available on how the agencies involved in flood risk management were working together to address issues;
- Were Officers able to provide an update on working being undertaken with the County Council;
- What plans were in place to reduce the impact of flooding on parks, lights and drainage systems?

Another Member commented that many of the issues raised had been addressed in the previous Flood Update Report (SD.18/16) which had been presented at the 15 September meeting of the Panel and that the discussion of the report had been recorded in the Minutes.

The Panel held a discussion on what questions were appropriate to put to Officers at Scrutiny and which issues should be raised with Officers directly, outwith the Scrutiny process.

Responding to some of the questions raised by the Member, Ms Jones stated that in attending the meeting it demonstrated partnership working, was clearly taking place, and she was happy to liaise directly with the Member regarding Highways matters, outwith the meeting.

Mr Brown replied to the questions posed by the Member as follows:

- Promotion of the flood alert text message service was ongoing and had included features in the Council's Focus magazine;
- Works to bridge crossings was a longer timescale piece of work that required input from the Highways Authority regarding possible improvements and enhancements.
- Future plans for Melbourne Park were being developed to identify suitable options for upstream management, the correct standard of design for defences, and how best to work with local authorities. It was likely that this area would see early activity in terms of raised and extended defences.
- Officers from the EA were working closely with Council Officers, particularly Green Spaces in relation to work being undertaken on river beds and banks.

The Corporate Director of Economic Development added that she hoped the Panel had been reassured by the presentations of the work being undertaken in the District, and she was happy to speak with the Member to provide him with the detailed technical information relevant to the issues raised by him.

- A Member commented that he felt the public authorities should be thanked for their work and that good progress had been made, by all involved, on the recovery. He welcomed the proposal to combine the Cumbria Strategic Flood Partnership (Lead Local Flood Authority) and Cumbria Flood Partnership, he asked if there was a proposed governance structure for the combined body?

Mr Brown informed Members that work on the governance structure of the combined body was well under way, the draft Terms of Reference were being developed, which he offered to circulate to the Panel.

- A Member noted that attenuation ponds were increasing as a measure of flood protection on new building developments. How would public authorities ensure that

these facilities would be managed and maintained properly in the future to prevent the silting up and possible failure of the ponds?

Mr Brown replied that attenuation ponds posed a real challenge and work was required in conjunction with Local Planning Authorities, the Highways Authority and Councils to develop areas of responsibilities and management going forward.

- What progress had been made regarding the Public Right of Way (PRoW) grant fund?

Mr Brown advised that draft proposals had been drawn up regarding the management of the fund which would dispense grants to communities to undertake works to flood affected PRoWs. Community involvement was an important feature of the dispensing the fund, and further work needed to be undertaken to develop a programme of engagement.

- What work did the County Council do to inform farmers of the responsibilities to clearing highway of debris from their vehicles to prevent it collecting in gullies?

Ms Jones noted that it was a criminal offence for farmers not to clear the highway of debris from their vehicles, she undertook to provide the Member with a detailed response of the work being undertaken to address this issue.

In a question from the Chairman in relation to the publication of the Carlisle Section 19 report, Mr Brown advised that it was expected to be published in mid-January 2017. The Chairman requested that the Section 19 reports be included as part of the Flood Update Report due for consideration by the Panel at its March 2017 meeting. The Chairman thanked Ms Jones, Mr Ratcliffe and Mr Brown for their presentations, which had been very informative.

RESOLVED – (1) That Ms Jones, Mr Ratcliffe and Mr Brown be thanked for their presentations.

(2) That the Carlisle Section 19 report be included in the Flood Update Report to the Panel in March 2017.

(3) That Flood Update Report (SD.31/16) be noted.

EEOSP.78/16 NORTH WEST COAST CONNECTIONS PROJECT – S42 CONSULTATION RESPONSE

The Development Manager presented report ED.42/16 which set out issues relating to the National Grid's consultation on the North West Coast Connections Project (NWCC). Appended to the report was a Preliminary Environmental Impact (PEI) Headlines report from consultants WYG which detailed issues regarding the preliminary environmental assessment of the Project and proposed mitigation measures.

The National Grid had put forward plans to build a 400 kilovolt (kV) connection from the proposed new nuclear power station at Moorside in West Cumbria, to the national electricity grid at Harker, near Carlisle, and Heysham near Lancaster. NWCC was a nationally significant infrastructure project which would be decided by the Secretary of State through the Development Consent Order (DCO) process.

The report outlined the principle elements of the project including proposed new pylon, the routing of the infrastructure, and the expected timetable for the project. The Development Manager summarised the headline issues which had arisen through the S42 Consultation process and had been identified in the PEI report, which included: Landscape and Visual impact; Historic Environment; Construction and Operational Noise & Vibration; Traffic and Transport; and Community Benefits. The report contained a full consideration of the headline issues and put forward a number of recommendations in response to the consultation.

The Development Manager identified the following aspects of the consultation as having particular relevance to Carlisle:

- The suitability of the proposed routing and frequency of the new 400kV pylons;
- Proposed landscaping and visual impact mitigation measure;
- Impact on rivers and protected environments;
- Impact on tourist sites such as Hadrian's Wall (World Heritage Site);
- Impact on Listed Buildings and their settings;
- Impact on agriculture;
- Lack of cumulative assessment of the proposals with the existing vertical infrastructure within the District;
- Impact on Skills and Employment

The Development Manager presented a number of slides to the Panel containing plans illustrating the project proposals contained within the report, an explanation of which was provided for Members.

The Economy, Enterprise and Housing Portfolio Holder noted that the Development Manager was part of the Officers' Technical Group, and that the Council was very fortunate to have an Officer so involved in the project. She had confidence in the Officer's developing recommendations in relation to the proposal and felt that the Panel's role in considering the report was to validate the Officers' professional view, offering guidance or commentary where Members considered it necessary.

In considering the report Members raised the following comments and questions:

- A number of Members expressed concern regarding the gaps of information contained in the PEI report.

The Development Manager informed Members that the consultation was the first time details had been provided to local authorities to enable an assessment of the information, therefore, it was the first opportunity afforded to the Council to formally comment on the detail of the project. He acknowledged that much work was still needed to be undertaken in terms of survey work and the like to inform the Project. Local Authority Officers would continue to work with the National Grid on the Project via the Planning Performance Agreement Group (PPA).

- Was the Secretary of State able to consider responses to the consultation from individual Councils?

The Development Manager informed Members that all responses submitted to the consultation would be incorporated as part of the consultation report to the Secretary of

State. The National Grid would have to justify decision it had taken on the project in relation to the response received via the consultation.

- A Member felt that Harker and Rockcliffe were the two areas of the District that would experience greatest impact from the proposal, he asked why it was not proposed that all the transmission lines were undergrounded in those areas.

The Development Manager explained that laying the transmission lines underground would have significant cost implication for the NWCC project, he noted that whilst there was not a defined budget for the Project, the cost of the work would ultimately be borne by energy customers.

The Member responded that he was aware of concerns amongst residents at Rockcliffe regarding the proposed new route of the transmission lines and the larger 400kV pylons, he asked why it was not proposed that the existing route continued to be used.

The Development Manager acknowledged the concerns of people who lived along the proposed new route of the transmission lines, he noted that the proposed 400kV pylons were larger than the 132kV used in the current transmission line. The distribution of the 400kV pylons along the proposed transmission lines would be less frequent than of the 132kV pylons current transmission lines, therefore the distances between individual pylons would be greater providing the opportunity for alternative alignment.

- Had alternative pylon designs been considered?

The design of the 400kV pylons' differed from 132kV as they were taller, the alternative "T" design had more solid appearance, similar to that of wind turbines, therefore the visual impact of the structures may be greater than with existing models. The Development Manager advised that no assessment had been undertaken of the proposed transmission lines and their cumulative impact with existing vertical structures such as turbines. In some areas of the district, for example, Little Orton, the cumulative effect of the structures had the potential to cause significant impact on the visual landscape.

- Had details been provided regarding the species of trees to be used when providing landscaping to mitigate the visual impact of new pylons?

The Development Manager advised that no details of the species of trees had been provided and clarified that Members were being asked if the proposed mitigation measures, overall, were acceptable.

- Was compensation payable to residents who experienced direct visual impact as a result of the siting of pylons in the vicinity of their property?

The Development Manager responded that residents would not necessarily be compensated if a pylon affected their visual amenity, it was a difficult matter where a number of factors would be considered, for example, whether the pylons was to be erected within the curtilage of a property. Landowners would be provided payment for the siting of pylons on their land.

- What consideration had the Project given to the impact of heritage sites?

The Development Manager informed Members that the Project had proposed undergrounding the transmission lines in the vicinity of Hadrian's Wall to reduce the visual impact of the Project on the World Heritage Site. The PPA Group had identified a number of concerns in relation to the Project's assessments relating to the site, which it considered a serious limitation.

In terms of impact on Listed Buildings, the Development Manager advised that the Project's consideration of the setting of historic assets, as detailed in the PEI was too narrow, therefore the likelihood of impacts upon setting would have been missed was an area for concern. The report recommended that the National Grid provide further detailed information on this aspect of the project as part of the Environmental Statement submitted with the Development Consent Order.

- Was it possible that the stone excavated from the undergrounding works at Hadrian's Wall would be available for use by local communities?

The Development Manager responded that the Project had not provided details on the proposed use of the excavated stone, however, he understood that consideration had been given to incorporating the stone into flood defence measures.

- A Member commented that he fully supported the report and that he hoped the Executive would fight for the city in every area of the project.
- The Chairman asked if any aspects of the Project may be influenced, affected or stopped in response to concerns raised by the authority.

The Development Manager advised that the Project would not be stopped as the connection of the proposed Moorside Power Station to the National Grid at Harker was essential. The authority needed to endorse acceptance of the principle of the Project and work with the project providers to ensure that the Project and its impacts within the District were acceptable.

RESOLVED – (1) That North West Coast Connections Project - S42 Consultation Response (ED.42/16) and its recommendations be endorsed to the Executive.

(2) That the comments and concerns of the Panel be referred to the Executive, in particular concerns regarding the impact of the visual landscape of the project in the Rockcliffe area.

EEOSP.79/16 STANDING ORDERS

It was noted that the meeting had been in progress for 3 hours and it was moved, seconded and RESOLVED that Council Procedure Rule 9, in relation to the duration of meetings be suspended in order that the meeting could continue over the time limit of 3 hours.

EEOSP.80/16 2ND QUARTER PERFORMANCE MONITORING REPORT 2016/17

The Policy and Communications Manager submitted report PC.24/16 which updated the Panel on the Council's service standards relevant to the Panel and included updates on key actions contained with the new Carlisle Plan.

The Policy and Communications Manager reported that the table at Section 1 of the report illustrated the cumulative year to date figure, a month by month breakdown of performance and, where possible, an actual service standard baseline that had been established either locally or nationally. Only the service standard relevant to the Panel had been included in the Report.

The updates against the actions in the Carlisle Plan followed on from service standard information in Section 2. As many of the key actions contained within the outgoing Carlisle Plan had been completed, actions and projects had recently been refreshed in the 2015 - 18 Carlisle Plan. Work was continuing on the future report content and the best way of presenting the information to future Panels and Members.

In considering the report Members raised the following comments and questions:

- A Member commented that he felt the importance of reporting recycling targets would increase with the implementation of the new Carlisle Plans, and a report providing further details in relation to this would be required at a future meeting of the Panel.

Another Member felt it was important for Members to understand the purpose of the national targets relating to Waste and Recycling which is reported to be 50% by 2020. He suggested that Officers conduct a review, in conjunction with the County Council on the reporting of national target information.

- A Member felt it would be of benefit to Members if future performance reports contained information in relation to the content of Freedom of Information relating to the Service Standard reported to the Panel.

The Chairman felt the issue of the presentation of performance management information should be considered as part of the work being undertaken regarding new remits for the Council's Overview and Scrutiny Panels. He requested that proposal on the presentation of performance information be presented in a report to the Panel at its meeting of 2 March 2017.

Resolved (1) That proposal for the presentation of Performance Management information be submitted to the Panel at the 2 March 2017 meeting.

(2) That 2nd Quarter Performance Report 2016/17 (PC.24/16) be noted.

(The meeting ended at 13:40)



INDIVIDUAL PORTFOLIO HOLDER DECISION

DECISION MADE BY THE LEADER

Date of Publication: 5 December 2016

**CALL IN PERIOD 12 December 2016 AT 1700 HOURS
ENDS**

Notes:

- (a) Decisions may be called-in by the Chairman or any three Members of the relevant Overview and Scrutiny Committee.
- (b) Requests to call -in must be delivered to the Committee Section (by phone, email or in writing) by the date and time specified.
- (c) In the absence of any call-in, decisions will take effect and can be implemented 5 working days after publication of these Decisions.
- (d) Decision marked ** may not be called-in as they were made under special urgency rules.

Committee Section: Email – CommitteeServices@carlisle.gov.uk

Morag Durham – Democratic Services Officer	01228 817036
Rachel Plant – Democratic Services Officer	01228 817039
Jacqui Issatt – Committee Clerk	01228 817557

Notice of Decisions taken by an Individual Portfolio Holder

Individual Portfolio Holder PF.016/16

Decision Reference:

Subject Title: Hadrian's Cavalry Programme with a Roman Turma Event: 1-2 July 2017

Subject Matter: The Hadrian's Cavalry programme is an exhibition and events project developed by a partnership of key museums (led by Tullie House locally) and the Hadrian's Wall Marketing Group. It will take place at ten attractions across the full length of Hadrian's Wall in celebrating the elite Roman cavalry regiments that guarded Hadrian's Wall 2,000 years ago. A series of high profile exhibitions will take place in museums and at key sites across the wall.

In Carlisle these will focus on a Roman Turma Event (a series of live reenactments Roman Cavalry Unit exercises over two days in Bitts Park), and an ongoing major Roman Cavalry themed exhibition at Tullie House.

The Turma event will take place on the 1st and 2nd July and will be the largest Roman cavalry re-enactments ever seen in the UK. Throughout the 2 days a troop (turma) of 30 Roman cavalrymen will come together to perform training exercises described by Hadrian himself 2,000 years ago.

The exhibition and events are expected to be a significant boost to visitor numbers from Carlisle in 2017.

The wall wide programme has a budget of £835,000 with the majority of funding coming via Arts Council England (£690,000) and the remaining £145,000 being sourced via partner contributions from museums and local authorities along the walls span and commercial / sponsorship income.

Carlisle City Council has been asked for a contribution of £45,000 specifically towards the Carlisle focused elements of the programme (£25,000 for the live reenactment show piece Turma events in Bitts Park; £10,000 for marketing the Turma event; and £10,000 for the exhibition at Tullie House).

Relevant Portfolio Area: Leader's Portfolio

Decision Taken: To support the 2017 Hadrian's Cavalry Programme with £45,000 of funding for the Turma, marketing and the exhibition at Tullie House.

This can be provided from the City Council's existing events funding, with £38,000 coming from 2016-2017 budgets and £7000 from 2017-2018 budgets.

Key or Non-Key Decision: Non-Key

Key Decision Reference: not applicable

Notice of Decisions taken by an Individual Portfolio Holder

Portfolio Holder who made Decision:	Councillor Colin Glover		
Date Decision Made:	05-Dec-16		
Reports and Background Papers considered:	Application Form - Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.		
Reasons for Decision:	We want to promote Carlisle regionally, nationally and internationally and encourage visitors to our city.		
Summary of Options rejected:	Not to consider supporting the event		
Interests declared:	None		
Date published:	05-Dec-16	Urgent decision not subject to call in:	No
Consent of Chairman/ Deputy Chairman of Council to Urgency:	Not applicable		
Deadline for call-in:	12-Dec-16		
Implementation date if not called-in:	13-Dec-16		
Relevant Overview and Scrutiny Committee:	Environment and Economy Overview and Scrutiny Panel		
Call-in notified to and date notified:			
Approved for implementation on:			

All public reports can be viewed in the Customer Contact Centre of the Civic Centre, Carlisle and on the Council's website www.carlisle.gov.uk.

Environment & Economy Overview and Scrutiny Panel

Agenda
Item:
A.2

Meeting Date: 19 January 2017

Portfolio: Cross Cutting

Key Decision: No

Within Policy and
Budget Framework

Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME

Report of: Overview and Scrutiny Officer

Report Number: OS 03/17

Summary:

This report provides an overview of matters related to the Environment and Economy O&S Panel's work. It also includes the latest version of the work programme.

Recommendations:

Members are asked to:

- Note the item (within Panel remit) on the most recent Notice of Key Executive Decisions
- Note and/or amend the Panel's work programme

Contact Officer: Dave Taylor

Tel: 0781 785 8167

Appendix attached to
report:

1. References from the Executive
2. Environment & Economy O&S Panel Work Programme 2016/17

1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 20 December 2016. This was circulated to all Members. The following item falls into the remit of this Panel:

Items which have been included in the Panel's Work Programme

KD.21/16 Budget Process 2017/18

This item was on the agenda on 1st December 2016

Items which have not been included in the Panel's Work Programme

None

2. References from the Executive

The following reference from the Executive 19 December is attached at **Appendix 1**.

- EX.128/16 – Charges Reviews

3. Work Programme

The Panel's current work programme is attached at **Appendix 2**. Members are asked to note and/or amend the Panel's work programme and in particular consider the scheduled items for the next meeting.

The following items are scheduled for the next meeting on 2 March 2017:

- Performance Monitoring Report
- Performance Report Options
- Flood Update Report (tentative)
- Local Development Scheme
- Business Plan Development for Carlisle Parks
- Economic Strategy
- Car Parking (tentative)

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 19 DECEMBER 2016

EX.128/16 REVIEW OF CHARGES 2017/18

(Key Decision – KD.21/16)

Portfolio Cross-cutting

Relevant Overview and Scrutiny Panel Community; Environment and
Economy; and Resources

Subject Matter

Pursuant to Minutes EX.99/16, EX.100/16, EX.101/16 and EX.102/16, further consideration was given to the Charges Reviews in respect of charges falling within the responsibility of the Community Services; Economic Development; Governance and Regulatory Services Directorates; and the Licensing Section. The proposed charges were contained within Reports SD.27/16, ED.45/16; GD.62/16 and GD.57/16.

Copy Extracts from the Minutes of the meetings of the Community Overview and Scrutiny Panel on 24 November 2016 (COSP.79/16); Environment and Economy Overview and Scrutiny Panel on 1 December 2016 (EEOSP.76/16); and Resources Overview and Scrutiny Panel on 6 December 2016 (ROSP.92/16) in respect of the proposed charges were submitted.

An Addendum providing an update to Report SD.27/16 (Charges Review Report – Community Services) and details of the proposed car parking charges for 2017/18 was also submitted. The amended charges specifically related to Paddy's Market; the Sands; and Devonshire Walk (Castle) car parks.

The Deputy Leader, and Finance, Governance and Resources Portfolio Holder began by thanking Members of Overview and Scrutiny for their deliberations which the Executive had considered in detail.

He summarised the issues raised during Members' scrutiny of the draft Charges Review Reports, responding to the key points as follows:

- Talkin Tarn – it was felt that the proposed increase in rate for the Annual Membership Parking Permit at Talkin Tarn (which equated to an increase from 14 pence to 28 pence per day) was excessive. However, the Executive's view was that the increased figure was reasonable, particularly bearing in mind that the revenue received was ring-fenced and spent on Talkin Tarn park.
- Allotments – in response to concerns expressed regarding the proposal to remove the pensioner discount for anyone over 60 years of age and associated health implications, that proposal had been deleted from the Executive's draft Budget Proposals.

In relation to Car Parking Charges, the Deputy Leader explained that the Executive was asked to:

1. approve the charges as set out in the body of Report SD.27/16, relevant appendices and addendum, with effect from 1 April 2017.

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

Issue	Contact Officer	Type of Scrutiny					Comments/status	Meeting Dates							
		Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring								
								30 Jun 16	28 Jul 16	15 Sep 16	27 Oct 16	1 Dec 16	19 Jan 17	2 Mar 17	20 Apr 17
CURRENT MEETING - 19 January 2017															
Local Enterprise Partnership Jane Meek				✓			Focus on skills development and update on Growth 3 bid (Graham Haywood – LEP)						✓		
Business Support Task and Finish Group Garry Legg							Review progress of recommendations made by the T&F group						✓		
Tourist Information Centre Gavin Capstick						✓	Update on business plan development and performance monitoring of the TIC						✓		
TASK AND FINISH GROUPS															

Issue Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring									
								30 Jun 16	28 Jul 16	15 Sep 16	27 Oct 16	1 Dec 16	19 Jan 17	2 Mar 17	20 Apr 17
FUTURE ITEMS															
Performance Monitoring Reports Gary Oliver	✓						Monitoring of performance relevant to the remit of Panel	✓		✓		✓		✓	
Performance report options Steven O’Keeffe	✓						To consider changes to improve performance reporting to O&S Panels							✓	
Flood Update Report Darren Crossley				✓		✓	<ul style="list-style-type: none">01 Dec: Environment Agency / County Council update Future report on options for Civic Centre basement and ground floor and details of the Flood Ready Plan	✓	✓	✓		✓		?	

Issue Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring									
								30 Jun 16	28 Jul 16	15 Sep 16	27 Oct 16	1 Dec 16	19 Jan 17	2 Mar 17	20 Apr 17
Local Development Scheme Jane Meek							Programme for preparing planning policies over the next three years (including Community Infrastructure Levy)							✓	
Business Plan development for Carlisle Parks Phil Gray	✓						Progress of Talkin Tarn Business Plan and emerging Business Plan development of other Parks (Bitts Park and Hammonds Pond)			✓				✓	
Performance Monitoring Reports Gary Oliver	✓						Monitoring of performance relevant to the remit of Panel	✓		✓		✓		✓	
Carlisle South Masterplan Garry Legg															✓
Economic Strategy Jane Meek														✓	
Update on Public Realm Improvement Projects Mark Walshe						✓	Update to include new signage, Green Market and the Bandstand				✓				?

Issue Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring									
								30 Jun 16	28 Jul 16	15 Sep 16	27 Oct 16	1 Dec 16	19 Jan 17	2 Mar 17	20 Apr 17
Update on Clean Carlisle Colin Bowley	✓					✓	6 monthly update				✓				✓
Car Parking Gavin Capstick			✓				Update on Car Parking (income vs target income, flood recovery and new ticket machines, and proposed changes/developments)				✓			?	
Rethinking Waste Project Colin Bowley						✓	Update on project progress		✓		✓				?
COMPLETED ITEMS															
NW Coast Connections Project Jane Meek							Consultation on detailed proposal.					✓			

Issue Contact Officer		Type of Scrutiny					Comments/status	Meeting Dates							
	Performance Management	Key decision Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Budget	Monitoring									
								30 Jun 16	28 Jul 16	15 Sep 16	27 Oct 16	1 Dec 16	19 Jan 17	2 Mar 17	20 Apr 17
Discretionary Rate Relief Policy Peter Mason		✓					Consultation regarding discretionary rate relief for difficult to let commercial properties	✓							
Local Enforcement Plan Chris Hardman		✓					To consider the updated Local Enforcement Plan		✓						
Local Plan Jane Meek							Adoption of the Local Plan, and programme for preparing planning policies over the next three years.			✓					

Environment and Economy Overview and Scrutiny Panel

Agenda
Item:
A.3

Meeting Date: 19 January 2017
Portfolio: Economy and Enterprise
Key Decision: No
Within Policy and
Budget Framework YES
Public / Private Public

Title: CUMBRIA LOCAL ENTERPRISE PARTNERSHIP
Report of: Corporate Director of Economic Development
Report Number: ED 02/17

Purpose / Summary:

The report provides a briefing on Local Enterprise Partnerships (LEPs) and an update on the work of the Cumbria Local Enterprise Partnership (LEP).

Recommendation:

That Members consider the report and the following issues to be explored:

- Funding
- Impact of Brexit on European Funding
- Tourism and Rural Issues
- LEP Review

Tracking

Executive:	
Overview and Scrutiny:	19 th January 2017
Council:	

BACKGROUND

- 1.1 Cumbria LEP was set up in 2011 as a response to the incoming Government's focus on business growth and following the removal of the regional development agencies. There are 39 LEPs now operating, with 100% coverage across England. These vary in geography and in population size and density (see map). Cumbria is the smallest LEP with a population of just over 400,000.
- 1.2 The government required LEPs to be public /private partnerships which are private sector led. However, the Accountable Body function for much of LEP funding is local authorities. Following a commission from the Prime Minister, Lord Heseltine in his report "No Stone Unturned" made a series of recommendations in all aspects of Government policy which affect economic growth. The Government's response to the Heseltine review was issued on 20th March 2013. The report strengthens the role of LEPs in economic development and identified the following key actions:
 - Creating a single local growth fund, allocated through a process of negotiation and competition tension to strengthen incentives on LEPs and their partners to generate growth
 - Asking LEPs to develop new strategic multi-year plans for local growth, which will be the basis on which the government negotiates deals with each LEP
 - Streamlining the management of the EU Structural and Investment Funds and aligning priorities on the basis of the plans led by LEPs
 - Supporting local authorities that wish to create a combined authority or implement other forms of collaboration (including proposals for formal collaboration between authorities that reinforce the standing of the LEP and enhance the partnership with the private sector)
 - Stream-lining public bodies by transferring functions to the local level and the private sector where appropriate
 - Reforming the education and skills system
 - Encouraging businesses to develop and share their capacity for growth
- 1.3 The membership of the Cumbria LEP board is as follows:

Private sector board members (original and remaining) are:

- [George Beveridge, Nuclear Management Partners \(Sellafield\) Chair](#)
- [Jackie Arnold, BAE Systems Submarine Solutions](#)
- Jim Jackson
- Rob Johnston – Chamber of Commerce
- Duncan Peake

Public sector members are:

- [Stuart Young, Cumbria County Council](#)
- [Mike McKinley, Lake District National Park Authority](#)
- [Vice Chancellor, University of Cumbria, representing Skills & Education](#)
- + 3 District Council representatives

With regards the District Council representation, the Districts work in pairs swapping over representation as agreed by the partner authorities as set out below:-

- Barrow and South Lakes
- Allerdale and Copeland
- Carlisle and Eden

Carlisle swapped with Eden in 2015 and Eden and are due swap back again this year.

- 1.4 In addition there is a private sector advisory panel which supports the private sector board members. The public sector is supported by the Technical Officers Group which is made up of Senior Officers with responsibility for Economic Development, Planning and Housing and representatives from other public sector organisation e.g. Homes & Communities Agency (HCA).
- 1.5 The Cumbria LEP has recently announced that it will be carrying out a review of its governance to help ensure transparency.

2. STRATEGIC ECONOMIC PLAN

2.1 Current Activity

- 2.1.1 Cumbria LEP has produced a Strategic Economic Plan (SEP) and a Strategic Infrastructure Plan (SIP) which provides the basis for economic growth across the County. The four priorities are:
 - Advanced manufacturing growth
 - Nuclear and energy excellence
 - Vibrant rural and visitor economy
 - Strategic connectivity of the M6 corridor

In addition the LEP submitted a plan for European Funding (ESIF) linked to the SEP.

- 2.2 The LEP are currently working on a number of projects and strategies which will underpin the SEP. These include:

Rural and Visitor Economy Growth Plans – Consultants have been appointed to undertake these commissions and drafts are expected in the spring.

Skills – European Social Fund (ESF) contracts to deliver skills activity have now been let which will support the delivery of the skills plan.

M6 Strategic Connectivity – M6 Corridor Strategic Prospectus highlighting the benefits for Cumbria for Highways England investment. This prospectus will require endorsement from the 3 authorities in the M6 corridor.

Growth Deal – Cumbria has a Growth Deal Allocation of £47.6m from 2015 until 2021 seeking to deliver 3000 new jobs, 3000 new homes and generating £60m of public and private investment.

Newsletter – the LEP have produced a newsletter (see appendix 1) which summarises the activity of the LEP.

2.3 Carlisle

2.3.1 Carlisle has a major role to play in the broader Cumbria economy. As the only city in Cumbria, Carlisle is the service and retail centre particularly for the north of the county. It is well located and accessible with the M6 and the West Coast mainline running through the district and Carlisle station providing connections to international markets. The role Carlisle plays is recognised in the SEP and is prioritised.

2.3.2 A number of businesses have received LEP funding including Pirelli and the City Council received growth fund money for Durrhill to provide new road infrastructure to unlock employment sites delivering 150 jobs. This project has now been completed.

Kingmoor Enterprise Zone is a major initiative for the LEP. An application for capacity funding (£50k) has been made to DCLG. The funding, if approved, will support the development of a more robust implementation plan and proactive marketing activity. The implementation plan needs to be submitted to Government before 31st March 2017.

Future projects include Carlisle Airport and the Citadel, station and surrounding area.

3. CONCLUSION

- 3.1 Over the last 6 years the role of LEPs has grown and they are now firmly established as the lead for promoting growth including infrastructure, housing and business. The Government have made it clear that any investment needs to have the support of the LEP and fits with the Strategic Economic Plan.
- 3.2 Although private sector led the public sector do have an important part to play ensuring that the strategic economic needs of the District are understood by the LEP and included in the plans and any bids for funding.

Contact Officer: Jane Meek

Ext: 7190

**Appendices Appendix 1: Cumbria LEP Newsletter
attached to report:**

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**

CORPORATE IMPLICATIONS/RISKS:



Cumbria
Local Enterprise
Partnership

News Autumn 2016



SKILLS AND INFRASTRUCTURE BROUGHT INTO SHARPER FOCUS

Since our last update via Cumbria LEP's annual report which we published over the summer, there has been a lot of development activity, especially in terms of skills and infrastructure within the county.

A range of new facilities have opened their doors in September and October, including the Advanced Manufacturing and Technology Centre at Furness College, new STEM facilities for the University of Cumbria, and the sheep husbandry training centre at Newton Rigg College. You can read about these in more detail later in this newsletter.

The investments we have been able to make in each of these projects is helping training providers across the county to increase capacity and extend their offer. They are vital mechanisms for ensuring that we meet the growing demand for highly-skilled workers, and that our local workforce has the appropriate skill sets to fill new jobs. This is equally beneficial for employers too and we are using employer panels as a primary tool to ensure skills training provision is fit for purpose.

Under Cumbria's current Growth Deal, we are already investing £47.7m to support the delivery of these developments and many others such as the site servicing of Durranihill, Kingmoor Park and Barrow Waterfront. Additional superfast broadband capabilities and a range of highways and cycling improvements are also being delivered.

Meanwhile, we have been undertaking a number of studies to look at what the county needs in terms of infrastructure and improved connectivity to accommodate several large scale national investments such as Moorside which will be coming to the county over the next decade.

Our detailed and award winning study of roads west of the M6 has identified a range of proposed improvements, and enhancements to our rail network are also a major driver in our Infrastructure Plan published earlier in the year. Improving our transport networks will bring significant benefits, by increasing capacity to support major investment projects, the movement of workers and visitors to the county, and supply chain and employment growth.

Later in the autumn, we are looking to hear back from central Government on our bid proposals for the next round of Growth Deal funding and our future in terms of devolved powers. There is plenty to be optimistic about and I hope this newsletter gives you a flavour of the range of projects which are helping to boost Cumbria's economic output.



George Beveridge



For all the latest developments, visit the Cumbria Local Enterprise Partnership website at www.cumbrialep.co.uk



ADVANCED MANUFACTURING CENTRES FOR HIGH TECH SKILLS AND TRAINING

The new Advanced Manufacturing Centres at Furness and Carlisle Colleges, the first of their kind in Cumbria, are to offer state-of-the-art training facilities to give students access to the latest high-tech equipment and machinery.

The £4 million centre at Furness College is now enabling students to develop skills on real-life projects for companies ranging from major employers to SMEs. It includes a metrology lab for the study of materials, learning hub, computer-aided design classrooms and an industrial-size workshop.

Funded with £1.43 million via Cumbria Local Enterprise Partnership, the 1,663 square metre facility has classroom space for up to 450 higher education students and 1,150 apprentices on science, technology and engineering apprenticeships and HNC and degree programmes in engineering manufacturing and electrical and electronic engineering.

The idea is to prepare tomorrow's engineers and technicians for the workplace and enable current workers to retrain and enhance their skills.

Meanwhile the new centre at Carlisle College, which comprises of a high tech refurbishment of its existing engineering department, will open early in 2017. It includes a simulated production line for training and has been designed with input on layout from key local advanced manufacturing firms such as Pirelli Tyres and Cadworks.

A particular, although not exclusive focus, will be placed upon the food and drink sector with the likes of McVities, Calder Foods and Princes Foods on the doorstep.

Supported with £1m in regional growth funding via Cumbria Local Enterprise Partnership, the centre will deliver an integrated, employer led curriculum at all levels in the engineering, manufacturing and processing sectors. It will cover three distinct disciplines: Manufacturing & Fabrication, Process & Control, and Design & Prototyping.

The new centres have been designed to focus on science, technology, engineering and maths related disciplines and to help more local people gain the skills and qualifications they need to access new jobs in advanced manufacturing, nuclear and biopharmaceuticals. They will also help provide technology led businesses with a supply of skilled staff.



NEWTON RIGG BRINGS PERFECT MIX FOR RURAL AND TECHNOLOGY DEVELOPMENT

Newton Rigg College in Penrith is rapidly becoming one of the most influential training providers in Cumbria

Earlier this year, the college opened a dedicated overhead power line engineering training centre in partnership with SPIE, one of the largest national Overhead Line Engineering businesses, to tackle the industry's skills gap.

The three-year placement course follows a nationally recognised Level-3 Training Programme designed specifically for apprentices. It includes training in a purpose built and designed training field.

Newton Rigg College's sheep husbandry centre at Low Beckside Farm, Mungrisdale, is a national showcase for the best hill farming practice, ensuring young people have the key skills they need as the industry's future workforce.

The 36m x 25m x 2.95m centre is at the heart of the farmstead



and will be used throughout the year, particularly for students' practical teaching. Alongside the specialist courses for students, it will host farm events and demonstration activities within uplands agriculture and sheep management to show best practice and encourage professional development.

NEW PEDESTRIAN AND CYCLE BRIDGE AT CURROCK IN CARLISLE

The new pedestrian and cycle bridge, which connects Currock and Denton Holme across the Cumbrian Coast Rail Line between Lund Crescent and Bousteads Grassing, is now open in Carlisle.

The new bridge connects the existing footpath on the Denton Holme side via a ramped walkway, providing full access to pedestrians, cyclists and disabled wheelchair users.

It also provides a continuous cycle link from Currock along the River Caldew north to Carlisle City Centre and south to Dalston.

The bridge project forms part of a £7.8 million programme of investment in transport and infrastructure in Cumbria, secured by Cumbria Local Enterprise Partnership and Cumbria County Council.



For all the latest developments, visit the Cumbria Local Enterprise Partnership website at www.cumbrialep.co.uk

NEW STEM LABS AT UNIVERSITY OF CUMBRIA



Students at the University of Cumbria are now benefitting from extended laboratory facilities to support science, technology, engineering and maths disciplines.

The University of Cumbria's new STEM labs at the Fusehill Campus in Carlisle have been brought on stream to ensure that greater numbers of students can study for degree-level qualifications in science subjects in Cumbria.

With £784,000 from Cumbria Local Enterprise Partnership, the university has invested £3.5 million in science teaching and research laboratories to respond to a national shortage of graduates with specific science skills, to support regional industry requiring skilled staff and to create more opportunities for young people to participate in science subjects in the local area.

These bespoke teaching and research facilities have been created in direct response to the increased need for biosciences graduates in Cumbria and an increase in demand from Sellafield for analytical scientists. They will enable the university to enhance its current science curriculum offer, and allow it to expand its science portfolio by offering degree-level qualifications in chemistry and biomedical science.

PRIORITY ROAD PROJECTS IDENTIFIED

An award winning study of Cumbria's major roads has identified 38 priority improvement schemes which need to be carried out for the county to fulfil its economic potential.

The findings are part of the West of M6 Strategic Connectivity Study which has been published by Cumbria Local Enterprise Partnership and Highways England after consultation with a wide range of local businesses, organisations and road users.

This study is important because it provides the evidence base to support the county in its bids for government funding for road improvements. It builds on our Infrastructure Plan, which was published earlier in the year.

The study has identified priority improvement schemes for the county's major roads which would support economic growth, improve road use for tourists, reduce delays

NEW CONTRACT TO INSPIRE WORKFORCE DEVELOPMENT

A project offering funded training opportunities focusing on workforce development within Cumbrian SMEs, together with additional support to recruit apprentices via an impartial brokerage service, has been given the go ahead.

Carlisle College has been awarded £8.5m to deliver the project, which will run to March 2018. It has been funded by the European Social Fund (ESF) via the Skills Funding Agency (SFA) and Cumbria Local Enterprise Partnership.

The college will lead a consortium of partners to raise skills levels and reduce skills gaps, including Cumbria Business Growth Hub, the University of Cumbria, Furness College, Kendal College, Lakes College, Newton Rigg College, Gen2 and SP Training.

and accidents, improve the road system's resilience to severe weather and roadworks, and minimise the environmental impact of traffic.

It will be used as evidence to support bids for funding for road improvements from government, including the Highways England National Road Investment Strategy in 2019. It will also be used to highlight to large companies the advantages of making financial contributions to the cost of improving local roads.

The West of M6 Strategic Connectivity Study won the 2016 Project of the Year accolade at the Chartered Institution of Highways & Transportation (CIHT) North East & Cumbria awards.

The project will provide individuals with opportunities to develop the skills to progress in employment. It will also support employers to take on and develop individuals to fill intermediate, technical and higher level skills gaps and shortages to enable growth.

Provision is also available to support businesses which are undergoing industrial restructuring by providing skills and employability support for employees at risk of redundancy, whilst also supporting SMEs affected by staff attrition to major infrastructure schemes.

Eight employer panels will be set up in priority sectors to ensure employers are involved in directing and shaping the training services that are provided.

WHAT'S HAPPENING NEXT?

The latest round of Growth Deal bids have been submitted to central Government. Cumbria Local Enterprise Partnership is initially seeking approximately £165m under its proposed Growth Deal 3 bid to support a transformational new pipeline of proposals to boost the local economy.

If successful, it would deliver over 5,500 jobs and key projects prioritised to bring the greatest benefit to the local economy. They include major investments in nuclear technology, agriculture, tourism, skills, site and transport infrastructure, improving connectivity and flood resilience.

Our high level bid is of course subject to ongoing discussion and negotiation – and it is a step up from previous levels. Whilst the funding figures we are submitting are ambitious and represent a significant commitment, we have also clearly set out the wide range of economic benefits they will bring.

Cumbria Local Enterprise Partnership also continues to play an active role with local authorities in ongoing negotiations with central government to secure a package of devolved powers for strategic growth. If we can secure greater control over our resources, we will be better placed to ensure that the strategic economic plan for Cumbria becomes a reality.



FOR ALL THE LATEST
DEVELOPMENTS, VISIT THE
CUMBRIA LOCAL ENTERPRISE
PARTNERSHIP WEBSITE AT
WWW.CUMBRIALEP.CO.UK



Twitter



Website

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Test list

Our mailing address is:
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Redhills
Penrith, Cumbria CA11 0DT
United Kingdom

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Environment and Economy Overview and Scrutiny Panel

Agenda
Item:

A.4

Meeting Date: 19th January 2017
Portfolio: Economy, Enterprise and Housing
Key Decision: No
Within Policy and Budget Framework: YES
Public / Private: Public

Title: Progress Update to Business Support Task and Finish Group
Recommendations
Report of: Director of Economic Development
Report Number: ED 03/17

Purpose / Summary:

To update the panel on progress made regarding the recommendations of the Business Support Task & Finish Group (Report dated October 2015)

Recommendations:

To note the update on progress made.

Tracking

Overview and Scrutiny:	19 th January 2017
------------------------	-------------------------------

1. BACKGROUND

- 1.1 The Environment & Economy Overview and Scrutiny Panel previously commissioned a Task Group to look at Business Support as they had concerns about the provision in the District. The Task Group were asked to look at the roles of the different agencies and how they work in partnership. The Group presented their findings and recommendations at the Economy & Environment Overview and Scrutiny Panel in October 2015. The four recommendations of the Group were as follows:

Recommendation 1: Audit of networks

An audit of the business support and business start-up networks, both formal and informal, should be undertaken. This audit will provide current content for a refresh of the business support pages on the new Carlisle.gov.uk website and help to ensure that the Council plays a role in signposting those looking for support. The monitoring of the performance of these pages will further aid the understanding of the need for business support in Carlisle.

Recommendation 2: Rebranding the Enterprise Centre

The Enterprise Centre is renamed and rebranded to represent its current use as managed workspace. The centre is no longer the epicentre of business support in Carlisle; it does however continue to offer a range of affordable workshops, studio and office units in a City Centre location. To continue to present the space as an Enterprise Centre risks ongoing confusion about its role in the business support offer available in Carlisle.

Recommendation 3(a)(b): Business support and devolution

(a) The group seek reassurance that any new deal that includes business support will be influenced by and therefore responsive to Carlisle's needs.

(b) The group seek reassurance that any new deal that includes business support will be structured in such a way to enable local scrutiny.

Recommendation 4: Communications and marketing strategy for business support

A communications and marketing strategy should be implemented to support all the recommendations adopted. This strategy needs to include key players such as the Job Centre, BIC, Growth Hub and banks.

1.2 Implementation of the above recommendations was initially delayed for a number of reasons including:

- the December 2015 floods – all available resources to help flooded businesses were deployed, with Cumbria Chamber of Commerce and Growth Hub business advisors taking the lead in supporting the business community to apply for flood recovery and resilience grants and provide advice on getting back up and running efficiently. City Council officers supported these efforts as well as leading on directing and supporting businesses to alternative available premises to enable them to keep trading during this time;
- the key post tasked with taking forward these recommendations, the Economy & Enterprise Officer post, remained vacant until an appointment was made in April 2016. The post holder, Angela McDougall, being new to the role was afforded an appropriate induction period to get familiar with the role and responsibilities.

2. PROPOSALS

Update Recommendation 1: Audit of networks

- 2.1 Recommendation 1 states that an audit of business support and business start-up networks, both formal and informal should be undertaken to provide content for a refresh of the business support pages on the new Council website and to ensure that the Council plays a key role in signposting those looking for support.
- 2.2 Since moving into post in April, the Economy and Enterprise Officer has been actively engaging with local businesses and partners to reenergise contact and find out what support is on offer externally for businesses as well as how the Council can help to support them. This includes meeting with formal support networks such as: Cumbria Chamber to discuss the business support they offer; Federation of Small Businesses; and representatives from the Job Centre who outlined the support available to people looking to start their own business through the New Enterprise Allowance. Whilst informal networks are, by their nature, more difficult to identify, Carlisle Ambassadors has helped to contribute towards expanding business networks, highlighting the emphasis the Council places on business engagement and recognising the SME's as well as the large employers that contribute vitally towards the economy of Carlisle District. This networking opportunity instigated by the City Council provides a valuable platform for like-minded business owners and third sector partners to engage and forge links to enable future working.

- 2.3 Good progress has also been made with regards to the business website, www.carlisle.gov.uk/carlisle-business (Appendix 1, Figure 1 - landing page) which was launched in early 2016. Since April, the Economy & Enterprise Officer has continued to add content to the site which has a whole range of information for those currently located in Carlisle District as well as prospective employers looking to locate in the area. There is also a detailed section covering Business Support from the Council and our Partners which includes signposting to external support from the LEP, Chamber of Commerce, Federation of Small Businesses and the University of Cumbria (Appendix 1, Figure 2 – partner support). The website has received 11,785 views between February 2016 and January 2017 with hits continuing to rise.
- 2.4 The website is also providing an up to date and easily updatable tool for signposting to funding opportunities or support available for businesses, for example, the latest news section draws attention to the latest advice and events etc. (Appendix 1, Figure 3 – Latest News). It also provides the opportunity for more informal business support to be highlighted, including for example work that Carlisle Library is undertaking with Google Digital Garage to help small businesses get online.

Update Recommendation 2: Rebranding the Enterprise Centre

- 2.5 This recommendation is concerned with renaming and rebranding the Enterprise Centre (EC). The rationale behind this was that continued use of the name risked ongoing confusion about its role in the business support offer available in Carlisle. Whilst the proposal to rebrand the EC is theoretically sound, further exploration of the issue has indicated that practical implication could be complicated.
- 2.6 In terms of background, the EC comprises of 60 individual units which are made available for let on the open market, with no restrictions in terms of the size or age of business which can occupy them. Each of the units also has a unique postal address, within which explicit reference is made to the unit number and 'Carlisle Enterprise Centre' as a key component.
- 2.7 Discussions with existing business tenants at the Centre has highlighted that their address is regularly replicated on promotional and other business related material. For some their address is also that used with regards to their company house registration and other official purposes such as banking. Concerns were raised by tenants that any rebranding would give rise to a number of implications and 'burdens' including for example the rebranding and reprinting of their own materials,

livery, insignia etc. as well as updating details with suppliers, banks etc. Whilst the rationale for any rebranding was explained, tenants by in large sounded unconvinced that the inconvenience (for them) it would give rise to was truly necessary.

- 2.8 In terms of third party organisations it must also be recognised that any rebrand and consequential address change would have implications for established systems of billing and invoicing. This reflects that beyond a small number of exceptions the tenant for each unit is responsible for entering into a contract with an electricity provider of their choice. Tenants for each unit are also liable for a United Utilities commercial levy linked to water and drainage and beyond this business rates liability. From an administrative perspective the City Council already encounter problems with regards to the appropriate unit identification and any further change could risk amplifying this and undoing good work which has been undertaken to alleviate issues on this front.
- 2.9 It is therefore not considered prudent to progress a rebranding of the Centre at this time. Whilst it is accepted that the existing name can give rise to a degree of confusion, this problem is not of a scale which it is considered would robustly justify a rebranding at this time and the resources required to support this, including support for tenants. Clearly however this situation needs to and will be kept under review.
- 2.10 Rebranding aside the Enterprise Centre continues to attract interest from new and existing businesses, with a number of recent lets aided by enhanced marketing efforts which have sought to better utilise the Council's website and for the first time social media to promote opportunities at the Centre. The opportunity was also taken to advertise space at the Centre through an advert in Carlisle Focus resident's magazine which has also led to a number of what remain active enquiries. A key theme of this promotion has been making clear that the space is available for old and new businesses alike.

Update Recommendation 3(a)(b): Business Support and Devolution

- 2.11 This recommendation was forthcoming at a time when negotiations in relation to a devolution deal for Cumbria were at their most active. Given any devolution deal is now unlikely; no new deal for business support is likely to be forthcoming in the short term. Notwithstanding this the Executive have resolved, despite this matter being out with their hands, to endeavour to ensure scrutiny of any future new deal would occur.

- 2.12 In terms of the current arrangements two key strands of support are those delivered through the Chamber of Commerce as follows:
- The Growth Hub supports existing businesses looking to develop and grow through taking on staff or increasing sales and growing the business. Support on offer includes one-to-one time with a business adviser, access to online resources and portals, Cumbria Forum intensive development programme, Family Business network, free a match funded subsidy for specialist consultancy support and much more.
 - The BSUS programme gives free advice and training to anyone looking to start their own business or in the first three years of trading with support including one-to-one time with a business adviser, help with a business plan, a three day business training course and other free training, seminars and workshops. There is also a match funded subsidy for specialist consultancy support once the business is up and running, with any new business that starts as a result of support receiving a year's free Chamber membership.
- 2.13 Both of the above programmes are part funded through the European Regional Development Fund and are on the basis of match funding. Owing to a shortfall in match funding the Chamber have recently approached each of the Cumbrian Districts with a view to contributions to help address the shortfall. This potentially presents an opportunity to exert greater control over the allocation of this funding as well as putting in place robust arrangements for non-eligible sectors. Discussions with regards to Carlisle are ongoing.

Update Recommendation 4: Communications and Marketing Strategy for Business Support

- 2.14 As described above, the business website is vital in delivering an effective strategy. It provides advice regarding the support offered by Carlisle City Council in terms of the free use of the Carlisle Story branding and access to Carlisle Ambassadors and the range of associated benefits.
- 2.15 The site also signposts to our partners' support including Cumbria Business Growth Hub, Cumbria LEP, Cumbria Chamber of Commerce, Federation of Small Businesses and the University of Cumbria. This enables users to directly access partner websites and receive the most up to date information on support and grants available. In addition to this, the Latest News section provides an opportunity for the Council to share funding opportunities, opportunities to exhibit products/services and details of relevant studies published that may be of interest.

- 2.16 As the website develops further, there is the opportunity to further enhance its content and ensure that it provides an effective service for people looking to grow their business, relocate their business or set up a business.

3. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 3.1 As highlighted within this report, good progress had been made to date in relation to the recommendations of the Task and Finish Group. The key thrust of the recommendations relate to business support, which is regularly evolving. As such, the valuable resource of the business website will allow all parties to remain up to date with what support is available.
- 3.2 Members of the Panel are asked to note the 2016 updates to the recommendations identified within the Business Support Task & Finish Group Report (October 2015).

4. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 4.1 The recommendations of the Task and Finish Group and the updates provided within this report contribute directly towards achieving the vision of the Carlisle Plan – ‘To improve the...economic prosperity of the people of Carlisle’, and its Priority ‘Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle’.

Contact Officer: Angela McDougall
Economy & Enterprise Officer

Ext: 01228 817172

Appendices attached to report:

Appendix 1: Carlisle City Council Business Website Screenshot Examples

Appendix 2: Business Support Task & Finish Group Report

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

CORPORATE IMPLICATIONS/RISKS:

N/A

Appendix 1: Carlisle City Council Business Website (www.carlisle.gov.uk/carlisle-business) Screenshot Examples

Figure 1

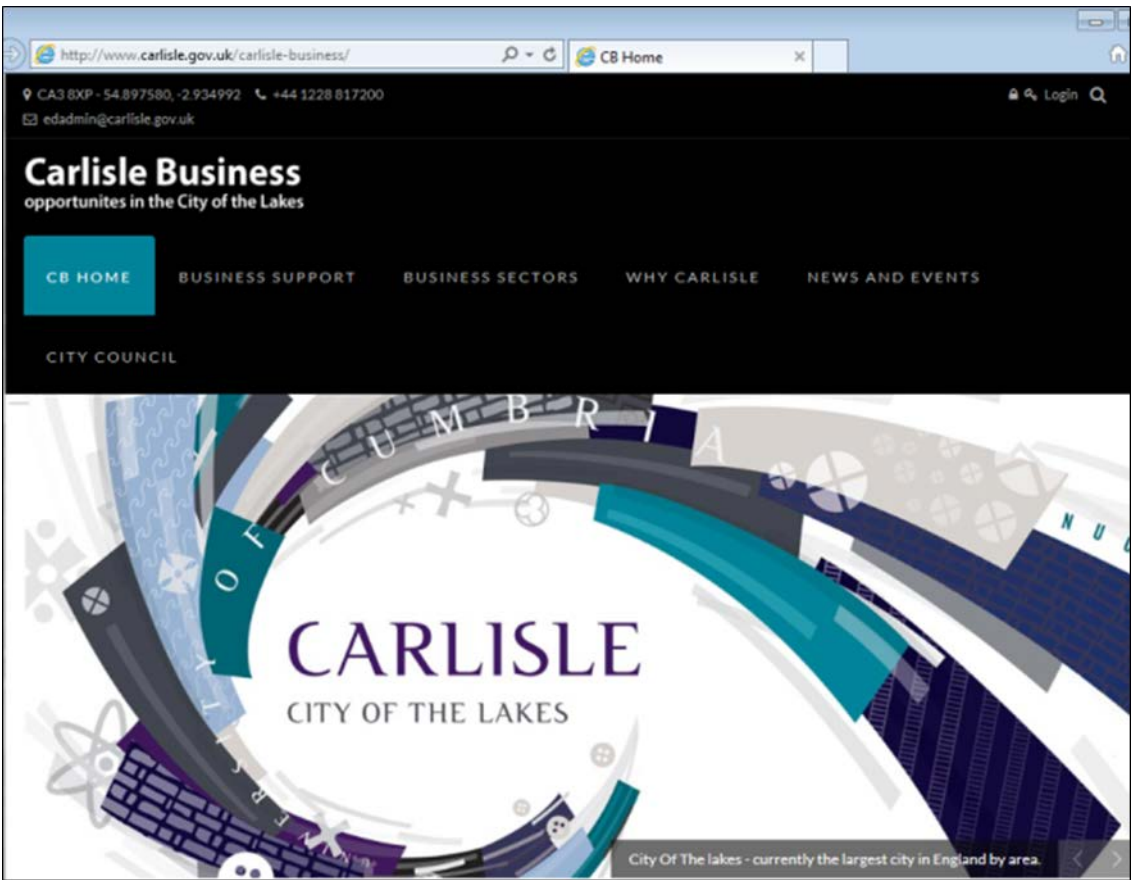


Figure 2

CA3 8XP - 54.897580, -2.934992 ☎ +44 1228 817172
✉ edadmin@carlisle.gov.uk


Carlisle Business


opportunities in the City of the Lakes

CB HOME BUSINESS SUPPORT BUSINESS SECTORS WHY CARLISLE NEWS AND EVENTS

ENTERPRISE ZONE

Different types of support is available to all businesses. Support could include recruitment and marketing, planning, growth, along with other options.

 **Cumbria Business Growth Hub**
Cumbria Business Growth Hub aims to help your business unleash its potential. A focal point for businesses looking to increase their Competitiveness and grow, it offers a great choice of advice, training networking and more, all tailored to your needs.

 **Cumbria Local Enterprise Partnership**
Cumbria Local Enterprise Partnership provides a strategic lead in all activities

Other pages in this section

- Space in Carlisle
- Our Business Support
- Partner Support
- Finance
- Procurement
- Property Search

Useful Links

Figure 3

Keep track of events and the latest news in Carlisle Business

Are you a food and drink producer? Exhibit at this year's Local Food Show!

AngelaM / 15 December 2016 0 14 Article rating: No rating ★★★★★

You are invited to exhibit at The Local Food Show. This event will give you an opportunity as a food and drink producer in Cumbria, Northumbria and South West Scotland to exhibit your produce to an audience of tourism, catering and hospitality professionals. Locally produced food is of such a high quality in our area it is important that local businesses and organisations are aware of the quality of produce on our doorstep. We have something proud to shout about.

The event will be held on 23rd March 2017 at H & H Exhibition Hall, Rosehill, Carlisle from 12noon to 5pm. The exhibition will be followed by a dinner. It's a fantastic opportunity to showcase your products to (local private and public sector buyers: from hotels, restaurants, cafes and retailers, to institutions and tourist establishments), network and celebrate our Local Food offer. A range of masterclasses will be offered on the day. Further details of these and booking arrangements will be disclosed nearer the event.

Please click [here](#) for more information or if you have questions or queries, please do not hesitate to contact The Local Food Show on 07576 229773.

READ MORE

Farm Productivity Call for Projects Launched!

Are you involved in processing, marketing and/or development of agricultural products? A new funding opportunity may be available for you!

Search

January 2017

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- 2016, October (2)
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**Economy &
Environment
Overview and
Scrutiny Panel**

**Business Support
Task & Finish Group
Report**

October 2015

Contents

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Recommendations

Recommendation 1: Audit of networks

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Recommendation 4: Communications and marketing strategy for business support

A communications and marketing strategy should be implemented to support all the recommendations adopted. This strategy needs to include key players such as the Job Centre, BIC, Growth Hub and banks.

Background and Introduction

Business support is a wide ranging topic, the objectives are to help businesses start, improve and grow.

The type and nature of business support can vary depending on the size and purpose of the business and whether it is a business which is just starting out or a business which is well established. Over the last 10 years business support and how it is delivered has fundamentally changed with greater emphasis on small business performance and growth delivered mainly through an online information service.

The type of support which has been offered in the past can be split into a number of categories:-

- Business Finance including small loans for business
- Advice for new and high growth businesses this included free advice to help people start a business and advice and mentoring on all aspects of setting up and running a successful business, from an assessment of a business idea to advice on business planning and finance
- Innovation and Efficiency – Grants for Research and Development
- Manufacturing Advisory Service – advice and funding to reduce costs and improve productivity
- Training and Development - funding of accredited employee training and development
- International Trade
- Advice and funding to support preparation, entry and expansion into overseas markets

This advice and support was accessed through Business Link Northwest which was run by the North West Development Agency (NWDA).

Following the change in Government in 2010 and the abolition of Regional Development Agencies the Government reviewed how business support was delivered. The key principles were:-

- Business Growth – resources focused on improving small business performance and growth
- Business Start ups – a package of measures including the New Enterprise Allowance to help the unemployed become self employed
- Modernise the provision of online information so all businesses can access what they need, when they need it
- Business advice to be provided by experienced business people
- Address the barriers to enterprise for all groups
- Greater use of private providers of business advice as well as business networks both online and offline and intervene only where there is evident market failure

In addition to the above the organisations and agencies delivering business support changed. The Regional Development Agency and Business Link were abolished and business support is

led at a strategic level, through the Department of Business Innovation and Skills and the Local Enterprise Partnerships (LEPs).

Business Support – Carlisle

In Carlisle business support is delivered by the Cumbria Business Growth Hub which is run by the Chamber of Commerce. The Growth Hub encompasses a range of private and public sector partners and a range of activities supporting small and medium enterprises through a range of co-ordinated activity. The Growth Hub includes a range of local, regional and national partners for instance UK Trade & Investment and the University of Cumbria.

In August 2013 the University of Cumbria's Business School was opened at the Business Interaction Centre (BIC) at Paternoster Row. It offers a range of activities and support for local businesses including:-

- Courses e.g. MBA, HR and IT short courses and FdAs in professional practices for Business
- Information and access to events and networks
- Access to consultancy and research
- Student enterprise and incubation

In addition to the above the City Council continues to support businesses with a series of focused events and individual business support. In particular as part of our "business account" management function we provide the link between businesses and the LEP and supporting any bids for funding. Local initiatives and support include:-

- Inward Investment Enquiries: Liaison with Invest in Cumbria, submission of BIDS (e.g. Alhere), identification of sites/premises
- Knowledge Transfer Partnership: Collaborating with the University, College to help the independent retailers in the City to develop an 'online independent retailer department store and app'.
- Delivery of business related events: e.g. Small Business Saturday, Apprenticeship Event, Think Local, Business Boost, Start-Up Bus
- Exhibitor at partners events: e.g. numerous Chamber networking events, Skills Fair, Global Enterprise Week, Inspiring Youth Enterprise, GrowthTwenty14, CVS Funding Surgery
- Sense of Place; Carlisle Story, Prospectus, banners, marketing material (folders, postcards, e-banners etc)
- Business Organisations Supported; Centre Business Group, Brampton Economic Partnership, Brampton Business Association
- Young Enterprise; Financial and practical support
- Special projects: MOD Longtown, M6 Corridor
- Enterprise Centre: Management of centre

The Economy & Environment Scrutiny Panel commissioned a Task Group to look at Business Support as they had concerns about the provision in the District. Members required more of an understanding of what role Carlisle City Council has, as this has changed over time. The Task Group were asked to look at the roles of the difference agencies and how they work in partnership. Following a dedicated Panel meeting in October 2014 which outlined the background and gave Members an understanding of types of support to businesses, the following Members were appointed to the Task Group to undertake the review:

Cllrs E Mallinson (Lead Member)

Cllr S Bowditch

Cllr R Watson

Cllr T Allison

Cllr A Mckerrell

Cllr S Higgs

It was agreed that the Task Group should present their findings and draft recommendations to the Environment and Economy Overview and Scrutiny Panel during the 2015/16 Civic Year.

The Task Group held their initial meeting on 9th December 2014 and agreed that their Terms of Reference would be:

- Gain an understanding of the provision of business support in the District.
- To understand what the role of Carlisle City Council in the future to facilitate growth of business in the city.
- To understand who accesses support, how it is accessed and to assess signposting and marketing of services to appraise whether a full range of enterprises who stand to gain are aware of what provision and/or funding is available.
- To identify any gaps in the provision or duplication of services and look at how the various agencies work in partnership to provide a full range of services to businesses.
- To look at the journey of a new business to identify the accessibility, awareness and effectiveness of support.

A particular focus will be on small and medium enterprises.

It is recognised that business support operates within a wider context and plethora of efforts and initiatives concerned with supporting economic growth and prosperity across the District. Owing to this a number of matters arose which, whilst recognised as being outside the scope of this report, were nevertheless considered worthy of acknowledgement as follows:

- *Borderland Initiative*

An increasing focus and efforts on cross boundary collaborative working with Northumbria, the Scottish Borders and Dumfries and Galloway was acknowledged and welcomed. Whilst recognising the difficulties of ensuring synergies given different rules and regulations on each side of the border, it would seem logical to maximise opportunities to address business support as far as is possible across this geography where to do so adds value and is mutually beneficial.

- *Joint working*
- *European Funding*
- *Moorside development*
- *Enterprise Zone*

The group had initially excluded the Enterprise Centre from the scope of the T&F group. However, the discussion around the need to present a clear and confident position on business support brought the centre back into focus. The Enterprise Centre is therefore included in a draft recommendation.

This draft report is presented for formal approval by the Panel. Once approved the report will be finalised and referred to the Executive for a full response.

Methodology

In order to develop the evidence base for the review Task and Finish Group Members considered a wide range of information and data including the following:

Meetings of the Task Group were held on:

Date	Purpose
21/10/14	Environment & Economy O&S Panel held at Carlisle BIC with agenda dedicated to Business Support. University of Cumbria, Chamber of Commerce and Federation of Small Businesses, representative from Carlisle Economic Partnership were in attendance.
09/12/14	Task Group meeting to scope review
23/01/15	Visit to Cumbria Chamber of Commerce
12/02/15	Meeting with Dr Ian Hanley, BIS North West
04/03/15	Visit to Carlisle Business Interaction Centre and discussion with Ewan Pullan and Sandra Booth, University of Cumbria.
13/04/15	Evening session with SME's held at Carlisle BIC

Summary of meetings

Chamber of Commerce

Mr Johnston provided Members with his background and his route to the Chamber of Commerce. Mr Johnston provided Members with the background to the Chamber and its associated funding.

The Chamber currently has 1500 members who between them employ 65,000 people. Businesses range from single persons to large employers. The Chamber had developed a number of projects including the Growth Hub which was being held up as an exemplar and had received praise from a number of Government Ministers.

Mr Johnston explained the Chamber's relationship with the former RDA and the LEP; Mr Johnston is the Chair of the Private Sector Advisory Panel.

- *Does the Chamber have any influence with banks with regard to support for small and emerging businesses? The Chamber was not on my radar when a relative needed funding for his business.*

The Chamber currently has 17,000 business addresses on its database. While the Chamber cannot deal with a bank on behalf of a business it will offer advice to the business on possible re-financing and other funding that may be available.

- *How does the Chamber reach its businesses?*

The Chamber was currently working on expanding its database and sponsorship in Cumbria through its e-magazine and through the Business Development Team talking to businesses and intermediaries. The Chamber hosts 200 events per year and much of the work of the Chamber was promoted through social media. Many of the projects were funded through DEFRA, partners and the Chamber.

- *Does the Chamber make money through providing training sessions, etc for its members?*

The Chamber works to a social enterprise set-up and was a third sector organisation grown out of sophisticated larger companies it helps people to deliver social aims eg caring for people, local community shops/pubs and advises them how to keep their money and use it to deliver their business.

The Chamber currently has advisors, volunteer mentors, sets up training courses and other courses in respect of social media, bookkeeping, selling, etc.

- *Can you provide examples of how the Chamber has helped people in the Carlisle District?*

Some clients can get financial support when they move into the Growth hub but there was currently no funding for start ups other than a Government loan. The LEP provides grants to SMEs but start ups are not eligible to apply so it is difficult for them to get funding.

The Chamber was working with the Job Centres in respect of the New Enterprise Allowance.

- *The Group would appreciate any information about new businesses that have been successful with assistance and support from the Chamber.*

The Chamber had recently set up a family business network running events and mentoring sessions for those working within family businesses. There is also a focus business group for European funding to assist small businesses to move into marketing and trading in other countries. The Chamber also hosts a number of networking events for businesses. The next event was scheduled for 13 February 2015 at 5.30 at Barton's Yard in the Halston.

There was some discussion around Carlisle's Assisted Area status. Funding was able to assist areas such as Kingmoor Park. A lot of work had been done by Mr Stewart MP, Mr Stevenson MP, the County Council and the Director of Economic Development from the City Council.

The Investment and Policy Manager advised that the City Council was working with the Chamber to ensure there was no duplication of work and to catch anyone that may have fallen through the Chamber's net.

- *People in Carlisle were worried about moving their business on due to the high rental cost of premises.*

That is a challenge and there is a problem with funding for retail. In areas where there is a BID the situation is easier.

- *Some Councillors feel that they are unable to help people setting up in business? The Redfearn Public House was due to close. People complain to Councillors about such issues.*

The Chamber cannot solve all of the problems. The market is changing and the Council has to be mindful of planning strategies. Businesses need stability.

Members received a presentation on the Growth Hub which was available to all businesses. When a business registered onto the Growth Hub there was a raft of information available on several issues including funding, technical and financial advice and a forum where people could 'chat' to each other. Information on the Hub was constantly updated. The Growth Hub provided a lot of peer to peer support.

The Growth Hub was available as an app for i-pads and smart phones as well as PCs.

BIS North West

Dr Hanley explained that the purpose of the presentation (Appendix 1) was to determine how the City Council interacted with the BIS (Department of Business, Innovation and Skills), particularly in Carlisle and what the City Council could be doing to support businesses.

Dr Hanley reminded Members that Carlisle was close to Southern Scotland and the Borderlands.

- *Does that weaken our position?*

The Director of Economic Development advised that Officers would need to work with colleagues north of the border.

Dr Hanley added that the Scottish Office was also involved and the BIS lead on the devolution agenda.

- *Does the City Council have a critical mass to influence LEPs?*

Dr Hanley explained that because of their location the City Council had unique opportunities and had influential businesses sitting on the LEP.

- *How does the City Council benchmark against other authorities?*

Dr Hanley advised that it was too early to tell at present. The work that the LEP was doing was seen as exemplar activity. Although nothing had been delivered to date the processes were in place to show that the process was open and transparent.

The Director of Economic Development advised that the Leader of the Council was the City Council's representative on the LEP Board in Cumbria.

Dr Hanley stated that the Government saw the LEP as providing a high level overview in Cumbria. Officers were doing the work with money channelled through from the LEP. If the LEP was not working the BIS would assist. The Government wanted LEPs to be successful. However it was not clear what the position would be after the forthcoming general election.

- *The City Council seems to have less representation on the LEP than when it was set up.*

Dr Hanley explained that 50% of the representation on the LEP was from the private sector and that was still the case.

- *How would pooling the authorities affect Carlisle?*

Dr Hanley advised that that was not necessarily happening but was aspirational at present.

The Director of Economic Development added that such changes took a long time to come to fruition and advised that the Local Plan was not a living document.

- *This group needs to ensure that our aspirations fit into the Local Plan and the Economic Strategy.*

Dr Hanley added that the Council's aspirations also needed to fit into the European Strategy and transport. There were signs of a new transport infrastructure in West Cumbria with the development of the new power station. The electricity would be used nationally therefore the money should not come from the local pot.

It was agreed that there were massive differences between the north and south of the County which made the challenges different.

Dr Hanley advised that the Government's letter on funding had been sent to the Council. The money would be used to develop the Durranshill Industrial Estate. Growth Deal 1 had been confirmed and anything in Growth Deal 2 would be subject to a Business Case. It was important therefore that the Council had projects ready.

With regard to the Nuclear Industrial Strategy Dr Hanley stated that Carlisle was the focal point of Cumbria and a long term strategy would give businesses confidence to invest in growth in the area. The existing workforce would be monitored and it was important that research and development was in place for future growth.

- *The City Council had links with the university in respect of skills for the new power station. Within the Department for Energy and Climate Change the remit was originally to close down nuclear power station but that view had changed. How would that affect Cumbria?*

Dr Hanley stated that Cumbria was included in the nuclear strategy and the required skills were known.

The Director of Economic Development added that Carlisle would try to get energy out of the West Coast. Carlisle has the supply chain and connections which were supported by the University.

Dr Hanley agreed to provide a briefing note to assist the Council. Any businesses working within the nuclear industry would need accreditation. There will be billions invested in the industry and people will need places to stay and roads etc to get to the site.

- *Moorside would be the biggest power station in Europe. There would be a knock-on effect and Carlisle would need a skills base. The City Council would need a Business Case. How could the Council enhance the accreditation in the area?*

Dr Hanley explained that a lot of the skills would cross over and many businesses were currently working within the nuclear industry. Work could also be done with the University.

Hinkley were working with the local college to ensure the skills were up to specification. They were looking at quality housing for the elderly and building houses which could be adapted in future for assisted housing. Dr Hanley and the Director of Economic Development agreed to discuss the skills issue further.

- *There was a big opportunity for businesses to take on apprentices.*
- *There was an apprenticeship programme in Cumbria but we need to look at it through the University. Story were keen to sponsor a building apprenticeship course through the college.*

Dr Hanley went on to explain that the Business Growth Service was the first point of contact to take businesses forward. The Service was launched in January 2015 and Dr Hanley agreed to provide literature.

- *If there is Business Growth Service in Carlisle we have to ensure that the Terms of Reference are relevant to Carlisle and that the Service is included in the Local Plan.*

With regard to Growth Hubs Dr Hanley advised that the approach was for top-down with every stakeholder and provide one point of call. Dr Hanley was working with the Chamber of Commerce to ensure that their Growth Hub was aligned with the new approach.

Dr Hanley explained what the Growth Hub should look like. The Director of Economic Development advised that LEP money would be used to improve the LEPs or could be used elsewhere.

- *The City Council needs to understand the new legislation and ensure that the Growth Hub is compliant and fit for purpose.*

The Director of Economic Development added that the Council also needs to ensure that businesses in Carlisle are benefitting.

Dr Hanley advised that European funding would be available. All areas would have a Growth Hub which would be tailored to the needs of the area.

Dr Hanley explained that the Growth Deal process would be led by the LEPs and they would control the tenders. The County Council was the lead authority. Dr Hanley believed that the Growth Deal would make it easier to get business support and would avoid duplication of service and overlapping services.

- *The Growth Deal would tie in with localism.*

Dr Hanley explained that SMEs had not had this type of support in the past.

The Director of Economic Development advised that one issue was communication and that small businesses could only access the support if they knew about it. The Local Authority had the knowledge and could point people in the right direction. The Council needs to know who is delivering the service.

The Durranshill project is key to the growth of Carlisle. Infrastructure would be put in to open up the site. If the Council could get funding more businesses could come into the site.

Dr Hanley believed that local people knew the sites better than Government and the Chamber of Commerce had to be the conduit for the knowledge about the Growth Deal.

The LEP would create a local Growth Hub funding for which would come initially from the BIS and thereafter from European funding. Dr Hanley would be working with the LEP and the County Council.

The Director of Economic Development advised that at present the City Council had not put any money into the LEP but had put in resources in respect of her time.

Dr Hanley advised that the Growth Deal would not stop the requirement for the Council to do anything. He was looking at the growth landscape and channelling funding to see what could be got out of it. The money that had already been allocated was not ring-fenced and it would not be clawed back. It was not possible to pre-empt what the Government would do in future, particularly with the forthcoming General Election.

Immediately after the election there would be a Comprehensive Spending Review the results of which would be announced in July. It was anticipated that money would flow into the localism agenda. The LEP would then ask for projects and if Carlisle had projects ready they would be in a good position as the LEPs would need a number of projects.

- *We need to look at this to ensure it ties in with the University in respect of new courses for growth and have something ready. We also need to look at how banks work with small businesses and how the Council could be the conduit. The Group would also need to look at how Councils work in West Cumbria and the new skills that will be required.*

The Director of Economic Development advised that the upgrade of the A595 would help. The Strategy would need to highlight Carlisle and what the City had to offer including the University, housing, sites, transport and retail. Those things were important to Cumbria and South of Scotland.

- *The Council needs to be Carlisle focussed and ensure there is time to draw down development money in conjunction with the BIS and the Chamber of Commerce.*
- *If we improve the transport links to Carlisle income in West Cumbria could become higher than that in Carlisle and Carlisle could then become a commuter town.*

Dr Hanley stated that if that was the case people would still spend money in Carlisle.

Carlisle Business Interaction Centre (CBIC)

The University of Cumbria opened **Carlisle Business Interaction Centre (CBIC)** in the autumn of 2013 to create a high-profile entry point for businesses, employees and students seeking to access university expertise and support.

CBIC is based in Paternoster Row, in the heart of Carlisle city centre, and is a hub which acts as a central interface between academics, students, established businesses, start-ups, business support services and research, and is the base for the University of Cumbria Business School in Carlisle.

The University is also working closely with [Free Range Industries](#) to support the growth and development of the emerging creative and digital sector within Carlisle. Businesses are able to access support, advice and networking via various regular workshops and meetings.

- *Was there a limit on the length of time a space in the Centre could be rented?*

There was no set time for renting space but there would probably be a natural progression as businesses grow. Digital creativity migrated here as there was no specific provision elsewhere. The Centre was more of an interaction zone which provided support, networking opportunities and seminars. The facilities need to be where people need office space.

With regard to new start ups the Centre runs masterclasses and networking events. Six events had been held in the past year with 40plus people attending each event. It was important for people to acquire knowledge but networking was also important.

- *Are the Free Range events held each week?*

They are held each Friday morning and anyone is welcome to come along and meet many people in a similar situation as themselves. The events had been useful to find out what people want when starting up in business. It may also be useful for Councillors to attend. The events were an opportunity to launch new initiatives and the networking gave the opportunity to publicise their businesses on Facebook and Twitter which were now part of the culture of business.

- *Where was the interface between the creative part and the physical manufacturing connection? Where are the manufacturing facilities in Carlisle?*

One of the ladies who rent space here develops design using CAD. She had attended an event in West Cumbria which focussed on energy and renewables. That was about manufacturing and connectivity. A number of larger companies were also in attendance. The event provided the opportunity for young people to show off their skills and be part of a pool that they could tap into. That was what the BIC was trying to do.

- *What were the expectations of the students in with regard to business start up?*

The BIC was linked to the employability of students in Cumbria and there were a number of student placements available within Cumbria some of which run for three years. The Unite with Business project had been successful but was now coming to an end.

- *Not all apprentices were suited to dirty work or working shifts. Apprentice placements should look at who wants to do the job rather than who is best qualified academically.*

That is part of our career development.

- *Are schools/6th forms aware of the BIC?*

All schools are aware of the BIC. Many have input from the Universities teacher training courses which teaches school leadership and governance as well as recruitment and admissions. The BIC was funding an outreach programme that had strong links to employability and the reality of employability. The programme looked at skills gaps and included career guidance which was not necessarily academically based.

- *A lot of young people don't know what they want to do when they complete their education.*

The university holds open days which gives the opportunity to meet lecturers and students. Because the university had a number of campuses they are generally smaller sites than some other universities.

- *What support is given to starting up small and medium enterprises and how does the BIC work with the Chamber of Commerce?*

The Chamber of Commerce and the BIC are close working partners and have initiated a number of events both at the BIC and other sites in respect of Global Entrepreneur week.

The BIC also used the networking events put on by the Chamber of Commerce and the BIC was a key partner in the Growth Hub. The BIC offered masterclasses and graduate placements where students managed projects. The placement would be highly intensive and the BIC paid the graduates who were seconded to the businesses.

Ms Booth outlined her vision for Growth Hub 2 which would be to look at the different support required once a business was set up.

- *What was the BIC doing to help people to move on once the business was established?*

In Staffordshire there were four business villages which saw the same problems as new businesses at the BIC. People using the BIC could move on through the Growth Hub. The BIC needed to be more linked to other locations.

- *How do people find out about the BIC?*

The University recently undertook some research which included some small business in the Carlisle region. 70% of those who responded had not heard of the BIC. Information about the BIC was on the university's website. The BIC would monitor the use through footfall but there was a lot of work to be done to get the message out.

There were also regular articles in the local newspapers and magazines and on local radio stations. The BIC promotes events and the Growth Hub needed to promote their events.

- *Was the BIC too esoteric?*

We had asked people who were engaged with the university and 70% said no.

The BIC had engaged an external consultant to assist with medium businesses which had been good. At a recent event in London, representatives from Bristol explained that they had done some work mapping the use of social networking and asked who had helped people setting up their business.

- *Have you any links with the banks?*

The BIC should be better engaged with the banks. Royal Bank of Scotland initially promoted the programme. At a recent meeting in London representatives from Santander explained about a new project working with universities.

The nature of business support had changed and there were now a mix of people offering business support. The university acted as an intermediary.

The BIC was in the process of applying for the Small Business Charter which would open doors for additional funding. The assessment would take place in March/April.

- *Was the main business school still in Lancaster?*

The undergraduate business school was based in Lancaster and the post graduate courses were in Carlisle. The university would like to bring more of the business school back to Carlisle and if work could be commissioned it would give confidence to do that. The computing top-up course was for undergraduates. There were students in the interaction centre during the tour who were from the Lancaster campus.

- *How can the Council and the Councillors help? Is there anything the Council can do to help?*

The BIC had been impressed with its dealings with the Council at both Member and Officer level.

- *The list would need to be realistic and indicate how the Council could support the BIC, facilitate programmes and signpost people to the BIC.*
- *There was a concern that more could be done for small and medium businesses in Carlisle in respect of the energy coast. There was the danger that people would live in Carlisle and commute to other locations.*

The BIC were looking at how they could provide a scientific/technical provision which would include businesses on the West Coast and encourage investment.

Session with businesses

Maureen Colohan – Unique Solutions
Paul Crooks – Cache4IT Solutions Ltd
Lauren Dalton – Hairdressing Salon
Iain Dickie – Spectrum Counselling Service
Michael and Linda Fern – The Oaks, Welton
Peter Fleming – Business Doctors Cumbria
Tracy Lazonby – Final Journey
Joel Porter
Amy Story – Web Video Content
Sean Wright – Cumbria Tech Repair

Ms Booth, University of Cumbria facilitated the session and advised of her background in Business Development. Ms Booth explained that the event was about listening as big businesses appeared to hog the limelight in respect of networking groups, LEPs and funding. The event was a forum for small businesses and to enable Councillors to listen to experiences in respect of what was lacking and what would have helped or got in the way.

Each of the participants introduced themselves and gave a brief background to their experience of being in business.

Small businesses are the backbone of the economy and the City wants more small businesses and to look at how small businesses can support the City with the City as its focus. People may have found information through the Chamber of Commerce, the Federation of Small Businesses or a website.

Any examples of programmes, advice and how they were helpful.

“The Chamber’s start up course was helpful and was a good way to get to know people. They are working on European funding and run free courses, etc. I don’t know what will happen next. Initially assigned an advisor and they packed a lot in and provided an overview and went through questions. They did not know anything about accounts. I had one meeting. There was other support through the UCLAN programme. The business mentor was very helpful but that is finished now, he was a business advisor and had been an engineer. He was self-employed so had dealt with accounts and customers. His background did not matter as long as he could help”

“The whole procedure has moved on since I started but the funding was now coming to an end and I am not sure what happens next. I have coached 40+ people into small businesses and will continue to be a business support for the Chamber but I don’t know what that will look like. I don’t know if the Council can help.”

Is the support free?

“Yes at the start. The programmes and support are free and then it goes just when people are getting to know their support. There is a query about the consistency of the support.”

"I lost my job last year and started my business from home. I made the Job Centre aware that I was working from home but there was no information available at the Job Centre. They were just interested in trying to get me into work. It would be better if they listened to people's ideas and pointed them in the right direction. Everything I have learned has been through Peter's (Fleming) advice and networking groups and that was where I became aware of the BIC. I didn't know it was here. There are fantastic facilities for small businesses but the place is not advertised. When customers come to see me they ask where is it?"

"there should have been more information available at the Job Centre."

"There is the New Enterprise Allowance scheme that has been going a while. The Job Centre should have said about it last year. S could have had £1400. The Job Centre has to advise about the Chamber of Commerce to get someone through the planning stage.

"I had great advice from PF but from an unemployment point of view the Job Centre is not the place to go if you want to be self-employed. When you register they have a responsibility as well. You get bits of funding advice through networking and through courses. There should be a pack available with everything available to allow you to plan."

Would it be better if the Job Centre recommended the Chamber of Commerce?

"That would be one way of doing it. I was in full time employment. The Job Centre should not focus on just finding another job – they should point you in other directions. Registering the HRMC should trigger that advice is needed."

"We first went into business in the 70s and didn't have any help. We learned by our mistakes. We have been self-employed for a long time and now have a new business. We are now hearing about things we never knew existed. That first help leads to something. We did not know where to go and look for things like grants etc."

Where have people looked?

"I saved and did it all myself. My godfather is in business and gave me some guidance but I didn't think about grants. When I have sent queries I have had to wait a long time for people to get back and they often pointed me to someone else and I had to wait again. It is frustrating. If you go wrong you have to figure a way out. I would have preferred to be able to go to one person. I was in full time employment until I had enough money saved. Unless you are pointed in the right direction there is nothing when you are in full time employment."

"It is a challenge. I have helped a lot of start-up businesses and people training when people have become lost and need more support. It is a confidence thing. Coaches gave me confidence."

Moving on how do you manage growth once you get past the initial stage? How do you get that confidence?

"There are no grants. If the support was done pre-start you would have got in. You can ring the Chamber of Commerce."

If you don't have a business background you may not have heard of the Chamber of Commerce.

"I had heard of the Chamber because I have been in business 15 years. Like when talking about the BIC how do you let people know about them. I was in employment and didn't go to the Job Centre but just flew by the seat of my pants."

"The Chamber of Commerce is a mystery – do you have to ask to join?"

"People don't do networking – they talk to people. I go to useful events. I'm in a public house. I have learned more after events just talking to people. I knew nothing about running my own business. I get customers as well. It's good to have events as it points you to where to get help."

"I left school at 16 and had the same job since I was 15. I haven't spoken to anyone and I am now past that support stage. My accountant told me about this event. I didn't know about the BIC."

"You are the pioneers – you have taken the risk and set up a business. People can learn from you. You need to spread the word using social media."

"I have been in business for 6-7 months and the busier I get the more I need investment but banks won't lend money. Councils should have some allocation and allow the business to pay it back. Before I came to the BIC I had looked at shops but the business rates were a killer."

Is there one thing that you are hoping that the City Council can help with?

"Just a look at how to incubate and accelerate small businesses."

"Does the City council facilitate any networking events? I know what the Chamber of Commerce does but the whole stuff is fragmented. I didn't know about the BIC and I don't know how it got its name. I went to a networking meeting in Tullie House after I moved here from the North East where I had to close a business to move here. I was stagnating and looking to get a proper job. Then I went to the networking event and within 2 weeks I was employed. Networking puts people in touch with people they can work with. The bias is on growth and employing other people. I will support other people but that is not valued the same as taking on an apprentice. In the long term there should be grant support/sustainability for sole traders to enable them to carry on being successful."

Do others go to networking forums or other groups?

"The event I went to at Tullie House was advertised on CFM radio as a business start-up group. You have to listen all the time because there is no-one who will take you to the Chamber of Commerce. Messages are there but they are well hidden."

"When we talk about networking we joke about it but take the time to talk to each other and you may not make the same mistakes and have the honesty to ask for help. We have been in business for a long time and there are still things that we don't know the answer to. Everyone else is in a similar situation. Networking is not just about selling yourself – it's also about asking for help."

Apart from networking and other groups has anyone used any professional organisations? National Federation of Hairdressers. National Association of Funeral Directors.

"I have always been in licensing and only met 1 person who was a member of the Licensed Victuallers Association. The British Institute of Innkeepers have events but I have not been to any. They have telephone support helplines. I have also received help from the pub company who have been very helpful as there are a lot of laws. We need to be steered or you fall foul of the law with tax etc."

"When you go through the Chamber of Commerce process you get a lot advice about networking and each event can give something different. Some are social and some professional. I have met a lot of people but networking is fragmented."

Has anyone been involved in awards?

"I accessed information through the University of Cumbria. Being able to take part in the Bright Futures scheme lifted my profile on the website. I found networking events have lots of people who don't talk to each other. It is better to tap into a network that is relevant to your business. I have been to come networking events in the last 3 months and met some nice people who were not specialists and it did not yield anything. If they were more targeted it would be useful but you have to search for them. There should be more availability in the local press."

If you could have business support now where are the gaps? What is not there that you would find helpful? What is the next challenge?

"I went through the Chamber of Commerce route and had 10-12 hours of support. I didn't use all of the hours. As soon as I had signed off the business plan I was signed off and received no further help. I wanted help about social media. It's no surprise businesses fail in the first year. There is no direction about where to get help – nothing. I had to fly by the seat of my pants – I had no support. I'm lucky – I did a BTEC in Social Media at Carlisle College which was funded through European funding and was free. It was an 8 week course. I read about it in the paper. It was a fluke that I saw it. It was a popular course. Most people here would benefit from it. Social media is massive. The Chamber of Commerce do put on courses about marketing but I work part time and it is difficult to tie them in. This is a massive gap. There is nothing to get you up to the next level."

"Social media is very useful."

"When it came to advertising I didn't know whether to use the phone book or Yell. I learned that once you sign up if the advert is not printed where you want it to be you lose out for whole year until it is printed again."

What can the City Council do to help? (regarding website)

"Is there anything on the Council's website? Could there be links put on? It needs to be dynamic and interactive"

"It's difficult when you're faced with a whole page on links. It would be better to have a list of new businesses that have started this year and everyone go to that page. Some advice could be free."

"It would be better if the page was new businesses then a person could click on hair salon and come through straight to me. It doesn't need 21 links. People need direct support."

"Every business needs to be recognised. It would be great if the page on the City Council website welcomed businesses and wished them luck."

"If the site recognised new businesses people would know we were there."

"It's OK having a page like that but it needs direction to get there. It could be on the Discover Carlisle page."

How many people are members of the City Centre Business Group?

There were only 2

"You don't have to be in the City Centre. Carlisle tried to get a BID – Business Improvement District – and the specification was for the improvement of the City Centre but that failed through lack of support. The City Centre Business Group is an offshoot of that and has 30 independent businesses. There have been a lot of conversations with the Council. Businesses work together and there has been a lot of improvement. The Group is free to join and is not just for businesses within the City Centre."

"We are guilty of not telling people about it. We have occasional meetings. When we started the BID it opened up a line of communication with the Council. Our intent is to improve the City Centre for businesses and we work with the council on putting on events. The BID never happened. There has been stuff in the press with contact details. I have been in the City Centre for 14 years and because of the BID I got involved. A good thing has come from the failure of the BID. I am a citizen of Carlisle and want the City Centre to be busy and better."

"The Edge was an event at Carlisle College about social media. It was a three night course which will not be repeated again. There are a lot of courses available that you can find through contacts here."

What role can the City Council play in terms of business support/growth/advice?

"I wouldn't think to go to the Council for that kind of advice."

"We are enterprising enough – why look to the council for a helping hand. Is that the duty of the Council?"

"It isn't the role of the City Council. It needs to be somebody who can speak to other bodies."

"The role of the City Council is to make Carlisle as best as it can be. Councillors should ensure that happens and be positive about Carlisle to make it happen. It is not the Council's

role to run businesses. They want us to be successful because as small businesses expand they take on more people and those people will need houses. There is a page on the Council's website about new businesses. It should be about what we've got."

"Being self-employed can be isolating and networking can provide a sense of community. I am a consultant for the Chamber of Commerce and it is nice to meet people and share experiences."

"The City Council could organise networking events for new businesses and with other people there who have had similar problems. It would be useful to have people there to solve those problems."

"It would be good to be able to go to a networking meeting and get personal advice eg can I afford to put staff in uniforms? As a small business it is a lot of expense. It would be useful to be able to go somewhere and have someone to help and have it done before the business is established. It would be useful to be able to go to someone who has run a salon for 20-30 years and ask them about the problems and talk to them."

"No matter where businesses are promoted they are all different – some on the web but they all have a commitment to Carlisle. The Carlisle Ambassadors Group is a number of businesses who get together to bring new ideas and work together and network about how to improve the City. No business has a dominant role – the group is facilitated by the City Council. It is an opportunity for sole traders and the big players to look at what cultural activities are needed, and provides a sense of community. It is a way to get more involved and set the agenda for Carlisle."

Conclusions

The group has evidenced that there is a great deal of advice and support on offer, however this is not presented in a simple way in a single location. It is clear that there is no expectation from local businesses that the Council provides business support, but we could facilitate access to support with smarter signposting. There are examples, from across the North West, where authorities have created webpages or supported the creation of websites dedicated to business support and growth.

The Council role is not to have all the answers; it can help business people find the right answers as easily as possible. To play this role effectively will require further work on mapping out the existing sources and networks offering business support and an ongoing commitment to keeping this mapping current and accurate.

Recommendation 1: Audit of networks

An audit of the business support and business start-up networks, both formal and informal, should be undertaken.

This audit will provide current content for a refresh of the business support pages on the new Carlisle.gov.uk website and act to ensure that the Council plays a key role in signposting those looking for support. The monitoring of the performance of these pages will further aid the understanding of the needs for business support in Carlisle.

The group had initially excluded the Enterprise Centre from the work, mindful of the Enterprise Centre Task & Finish Group (November 2011) and not wanting to cover ground already well trodden. The evidence from the Chamber of Commerce, Carlisle Business Interaction Centre and Dr Hanley (BIS North West) highlighted how business support has changed over the last ten years. Whilst none of the evidence highlighted any issues with the availability or quality of business start-up accommodation and premises, it was apparent that there was confusion surrounding the role the Enterprise Centre plays in this arena, particularly given that it functions today simply as managed workspace and no longer entails any associated or ancillary start-up support services.

Recommendation 2: Rebranding the Enterprise Centre

The Enterprise Centre is renamed and rebranded to represent its current use as managed workspace.

The centre is no longer the epicentre of business support in Carlisle; it does however continue to offer a range of affordable workshops, studio and office units in a City Centre location. To continue to present the space as an Enterprise Centre risks ongoing confusion about its role in the business support offer available in Carlisle.

The national picture for business support is changing with the inclusion of this function in devolution deals. For example the Cornwall Devolution Deal states:

*'Cornwall and Isles of Scilly Local Enterprise Partnership and Government will work together to **integrate local and national business support services**, to make it easier for local businesses to find the support they need to grow.'*¹

The Cumbria LEP funds business support through the Growth Deal, Round 6 opened on 16 June and closes on 30 September 2015. It is important that the panel keeps abreast of these changes in order to continue to play its role in overview and scrutiny. It is critical that Carlisle has a strong voice through key elected roles in any negotiations around a devolution deal and the role of the Cumbria LEP.

Recommendation 3(a)(b): Business support and devolution

(a) The group seek reassurance that any new deal that includes business support will be influenced by and therefore responsive to Carlisle's needs.

(b) The group seek reassurance that any new deal that includes business support will be structured in such a way to enable local scrutiny.

Drawing on the conclusions and recommendations from above, it is important that any changes taken forward are effectively communicated. Some simple ideas such as using the Business Rates mailings, especially at start-up, and new webpages and social media are all potential options.

Recommendation 4: Communications and marketing strategy for business support

A communications and marketing strategy should be implemented to support all the recommendations adopted. This strategy needs to include key players such as the Job Centre, BIC, Growth Hub and banks.

¹ Cornwall Devolution Deal
(https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/447419/20150715_Cornwall_Devolution_Deal_-_FINAL_-_reformatted.pdf)

Appendix: BIS North West Presentation

(These slides are available on request as a Powerpoint presentation)

Think Local: BIS in the North West


Dr Ian Hanley
Assistant Director
BIS North West

12th February 2015

 Department for Business, Innovation & Skills


Introduction

- HMG Growth Agenda
- BIS North West
- Business Growth Service
- Growth Hubs
- Conclusion

 Department for Business, Innovation & Skills

Looking back to 2010

- New Government, with a radically different view on how local growth policy should be delivered
- Coalition Agreement called for the creation of **Local Enterprise Partnerships** (LEPs) and abolition of Regional Development Agencies (RDAs), as part of a **regional rebalancing** agenda
- **Regional Growth Fund** announced in June 2010 Emergency Budget – also supports regional rebalancing
- Decision also made to close all the **Government Offices**


 Department for Business, Innovation & Skills



The government's objective is to achieve strong and sustainable growth, more evenly balanced across the country and between industries.

This is supported by four overarching ambitions

1. To create the most competitive tax system in the G20
2. To make the UK the best place in Europe to start, finance and grow a business
3. To encourage investment and exports as a route to a more balanced economy
4. To create a more educated workforce that is the most flexible in Europe

 Department for Business, Innovation & Skills

BIS North West


- Drive local growth
- Identify and realise economic opportunities
- Use local knowledge to influence policy
- Respond effectively to economic shocks
- Support Ministers
- Work closely with other Government Departments



 Department for Business, Innovation & Skills

Local Growth Directorate (LG)

- Strengthening **local growth capability**
- Ensuring that **local leaders** have the **levers and resources** they need to drive economic growth
- Supporting local areas develop growth strategies and secure **Growth Deals**
- Helping ensure effective delivery of the **Industrial Strategy** and other growth-related policies

 Department for Business, Innovation & Skills

Local Growth Policy & Delivery

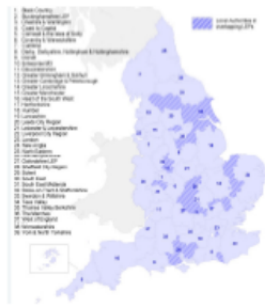
- Policy & support for **Local Enterprise Partnerships (LEPs)**
- Policy on **Growth Deals** and the c.£12bn **Local Growth Fund** announced at Budget 2013
- Policy, negotiation & implementation of **City & Growth Deals**
- Influencing the development and delivery of the **Enterprise Zone** programme
- Helping the **BIS Local** teams work effectively



Department for Business, Innovation & Skills

Local Enterprise Partnerships

- **39 of them** in place – 100% coverage across England
- **Business-led partnerships** with civic leaders
- LEP activities **driven by local economic circumstances** and priorities
- Each LEP is working on a long term strategy, through **multi-year growth plans**



Department for Business, Innovation & Skills

Strategic Economic Plans

A Strategic Economic Plan for growth – not just for the Local Growth Fund

- Demonstrating wider commitment to growth across local spending and decision-making
- Creating an environment which enables private investment in growth
- Aligning or pooling local authority capital and revenue spend on growth
- Effective collaboration on economic development activities
- Maximising the synergies with wider local growth programmes including EU funding



Department for Business, Innovation & Skills

Industrial Strategy

The Government's industrial strategy is about:

- giving business more confidence to invest, hire and grow
- setting out the long-term direction of travel for the economy
- how government supports business and supports those sectors that have the biggest impact



Department for Business, Innovation & Skills

Scene Setting: Nuclear Industrial Strategy

HM Government

UK Nuclear Sector

40,000
40,000 dynamic, highly skilled people directly employed in the UK nuclear sector (2012)



Nuclear Industry Council



Global expansion is forecast to see investment of \$900bn in building new reactors



The nuclear sector generated 19% of the UK's electricity in 2012

gov.uk/nuclearstrategy

energy.gov.uk

Improved Business Support Offer

Policy Background

- **2010** - Closure of Regional Development Agencies (RDAs) and Business Link (face-to-face services)
- **2012** - Closure of Business Link website and launch of GOV.UK supported by the national Business Support Helpline (Tel: 0300 456 3565)
- **2013** - PM launches 'Small Business: GREAT Ambition' which stated that businesses will:

"be able to access joined-up local support through new Growth Hubs, being rolled out across the country in 2014. These will provide a single port-of-call for local advice and support"



Department for Business, Innovation & Skills

Helping businesses grow



Department for Business, Innovation & Skills

Start Up

Scale Up

- **Starting your business** - creating a business can seem like a daunting prospect but we are on hand to give you personal business and financial advice.
- **Business mentors** - get started with real world advice from Mentorline and the social enterprise mentoring programme.
- **Tax relief and incentives for business** - could your business qualify for help with tax relief or business rates?
- **Help with securing a premises** - finding the right building and location for your business allows you to operate more effectively, attract more customers and even reduce costs.
- **Accessing finance** - find out about different types of finance available, apply for grant schemes and get advice on working with banks.
- **Recruiting staff and apprentices** - who are you looking for? Get great advice on employing the right people and find out what tax reliefs are available.
- **Help to get online** - broadband connection vouchers worth up to £3,000 can open your business to new markets.
- **Protecting your ideas** - learn about how to manage your intellectual property.
- **Growth Vouchers to help to pay for your strategic advice** - up to £2,000 for professional advice on a range of topics including digital technology, cash flow and recruitment.

Department for Business, Innovation & Skills

Growth hubs - The "glue" in the system

- Growth Hubs are a new approach to how national and local, public and private business support offers work best together to build a stronger and customer focused market for business advice.
- Growth Hubs will enable businesses to access consistent advice and support no matter where they start their journey - 'no wrong door'
- Growth Hubs will:
 - Provide a **one-stop-shop** to support all businesses but target those with an ambition to grow.
 - Drive **business growth** in cities and across local areas by acting as a centre for engagement, bringing coherence to the business support landscape, boosting use of and improving the efficiency, effectiveness and responsiveness of business support in their areas.
 - Add **depth and value to local business support** by taking and using existing national assets, making good use of public investment already made and avoiding duplication.
 - Design and run their own **bespoke schemes** with local private/third sector partners.
 - Improve the **impact/reach of national schemes**, using local funding to amplify/expand the provision of agreed national schemes.

Department for Business, Innovation & Skills

Model: how should Growth Hubs work?

- Build on existing organisational structures where possible/appropriate
- Create a 'one stop shop' that signposts firms to public and private sector support available at both local and national levels
- Deliver selection of national assets at the local level (e.g. start-up loans and mentoring networks)
- Avoid duplication by 'amplifying' existing national schemes (e.g. Business Growth Service) where appropriate
- Plug gaps by creating tailored business/innovation support that meets needs of SMEs
- Strategic collaboration with national government where appropriate (e.g. BIS)



Department for Business, Innovation & Skills

Growth Hubs – a local point of access

What a Growth Hub will do?

- Target all businesses with an ambition to grow.
- Raise awareness and uptake of public and private sector support.
- Provide a light touch diagnostic & triage function.
- Take, use and promote national assets and services.
- Forge strong local/national, public/private sector partnerships for effective governance and co-ordination.

How will SMEs benefit?

- Know where to go for help, support and advice.
- Get consistent, accurate information about compliance and regulations.
- Access generic advice or information about local/national schemes through effective online signposting.
- Be referred to the right schemes through intensive telephone or local face to face assistance.
- Over time, receive recommendations for products and services based on preferences.

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Next Steps

- Through Growth Deal process Government is providing revenue funding in 2015-16 to 38 out of 39 LEP areas for the establishment or development of a growth hub (London did not bid)
- By March 2016, we will complete a network of operational growth hubs across England. Businesses will be able to access the support they need to establish, sustain or grow their business, from a single local access point.

Department for Business, Innovation & Skills

Conclusion




 Department for Business, Innovation & Skills

Think Local: BIS in the North West

Dr. Ian Hanley
Ian.Hanley@bis.gsi.gov.uk



12th February 2015

 Department for Business, Innovation & Skills

Report to Environment & Economy Overview and Scrutiny Panel

Agenda
Item:
A.5

Meeting Date: 19th January 2017
Portfolio: Culture, Heritage and Leisure
Key Decision: Not Applicable:
Within Policy and Budget Framework NO
Public / Private Public

Title: TOURIST INFORMATION CENTRE UPDATE
Report of: The Deputy Chief Executive
Report Number: CS 02/17

Purpose / Summary:

To update Members of the Economy and Environment Overview and Scrutiny Panel on the operation and performance of the Tourist Information Centre and AssemblyRoom.

Recommendations:

That Members of the panel review the content of the report and make comment on the progress made from 2015 to date.

Tracking

Executive:	N/A
Overview and Scrutiny:	
Council:	N/A

1. BACKGROUND

- 1.1 The capital upgrade works to the Old Town Hall / Tourist Information Centre (TIC) have provided the facilities to enable the TIC to act as a modern gateway to Carlisle's Historic and Cultural attractions. The works to the TIC have provided improved access from street level to the first floor and significantly improved the external and internal fabric of the building. The TIC plays an important role in orientating visitors, providing information on key historic assets and the wider offer.
- 1.2 As the strategic hub for visitors coming to explore Carlisle and the adjacent regions, the TIC provides a clear starting point for the visitor journey; whether it is a short walk around the historic centre of Carlisle, or exploring further afield into Hadrian's Wall Country, the Lake District or South West Scotland.
- 1.2 The aim of these works were to: preserve the fabric and appearance of the Old Town Hall as a key historic property in the City; increase interpretation of the historic value of building and area; make better and more use of the facilities and modernise the service to be more customer friendly and fit for purpose.
- 1.3 Given the breadth of the TIC customer base, consideration has been given to the range of media used to communicate tourism information and interpretation to the widest possible audience.
- 1.4 New lighting has made a significant improvement and with the new lobby area, the entrance to the building is an inviting space, open and airy. The two information points which customers can use to browse the internet provide up-to-date information on local attractions. The three screens incorporated within the discovery wall provide an opportunity for advertising and displaying information on events that are taking place across the city. Additionally the projector screens on the six windows provide a unique opportunity to promote what is "GREAT" about Carlisle after hours.
- 1.5 The Assembly Room has been sympathetically restored back to its former glory by exposing the original fireplace, extending the panels on the ceiling, improving

the lighting and refurbishing the window bays. The room now is a beautiful light and airy space that adapts itself well to any event that is taking place.

- 1.6 In light of the opportunities presented by these improvements, the aim now is for the TIC and Assembly Room to be more commercial.

2. BUSINESS PLAN & MARKETING STRATEGY

- 2.1 The TIC has always drawn an income from various sources – shop sales, booking fees, ticket sales and room hire. Until recent years this income has always been viewed as secondary to the provision of impartial, unbiased tourism advice and information.
- 2.2 The rise of internet usage for tourism purposes (accommodation, guides, maps etc.) and the increasing need for local authorities to balance expenditure with income has led TIC's to refocus on providing a more rounded service that still includes face to face advice but now also has strong links to web based services, retail and commercial activities.
- 2.3 During the redevelopment of the Old Town Hall the TIC service has embarked on a transformation of its services and is now developing a full business plan and marketing strategy. Whilst this work is still, to some degree, under development significant activity has already helped guide this transformation. An overview of this work is outlined below.

3. MARKETING THE TIC, EVENTS & OLD TOWN HALL

- 3.1 Promotion of all aspects of the Old Town Hall are currently being developed with the key aims being to raise the awareness of the TIC services, events taking place in Carlisle and usage of the Assembly Room. T

This work is being done in a number of ways and the activity is also being closely monitored. The TIC Team have been concentrating on developing an online presence by creating a website for the Old Town Hall, (<http://www.oldtownhallcarlisle.co.uk/>).

This is a dual purpose site to promote the TIC and the Assembly Room. Ongoing marketing promoting our offer is also being carried out through social media channels, press releases and partnership working. The TIC also makes extensive use of the Discover Carlisle website (www.discovercarlisle.co.uk). This umbrella site is currently beginning a review and redevelopment exercise in order to pave the way for a new offer in late 2017.

3.2 MARKETING ACTIVITY– TOURISM, EVENTS AND COMMERCIAL USE

Marketing Activity	Timing	Monitoring Methods	Person Responsible
Old Town hall website – this is dual purpose, promoting the TIC and Assembly Room	Ongoing	Google Analytics	Jo Mills and Marketing & training consultant
Facebook for the Assembly Room to advertise events, share pictures and increase awareness.	Ongoing	Increase in general activity	Jo Mills & Michelle Masters
Press Releases	Ongoing	Increase in enquiries/footfall	Jo Mills
Discover Carlisle Guide	Feb 2017	Repeat Visitors/increase in enquiries	Communications Team & TIC Staff
Season Events Guides	Ongoing	Increase visitors and spend across the city	Communications Team & TIC Staff
Information point at Carlisle Citadel station for steam days	Ongoing	Increased Footfall/use of voucher on steam train leaflet	TIC Staff

Wedding
guide/feature

Ongoing

Increase in
enquiries/bookings
for weddings

Jo Mills

4. MONITORING OF PERFORMANCE

4.1 ASSEMBLY ROOM

4.2 Since the completion of the improvement works Assembly Room lettings have substantially increased over 2016. The income for the Assembly Room as of November 2016 is £5,664. This has meant we have already more than doubled our target of £2,500 in the 2016/17 financial year. This was largely due to a number of regular/long bookings that occurred over the summer.

4.3 We have been granted a wedding Licence for the Assembly Room. We are now able to hire the room for small wedding ceremonies, renewal of vows etc. We have our first wedding booked in for October 2017.

There is now a premises licence in place, which means the sale of alcohol is permitted with the Assembly Room and TIC.

4.4 We also saw a return of regular bookings in 2016, with monthly craft fairs taking place throughout the year. This series of events has just been re-booked for 2017. Feedback from customers has also been very encouraging with excellent comments from past and future users. For example:
“The new access is great both for stallholders and visitors to the event. The new entrance is light and modern and draws visitors in well. The easily visible lift access is also great for older visitors and families with pushchairs. The room itself is light and airy and the new furniture is great”

4.5 VISITOR STATISTICS

4.6 Visitor numbers had increased slightly from September to December 2015 following the opening of the newly refurbished building; however they have declined over the 2016 season.

This reduction is largely due to the closure of the Settle to Carlisle railway line north of Appleby. This conclusion has been reached by reviewing a number of sources. Appleby TIC has report a 50% increase in visitors over the 2016 season, our visitor survey demonstrated that a large number of people arrive in Carlisle by train (36%). We also estimate that of the passengers on a steam excursion up to 50% would use the TIC for information. We anticipate the line will re-open at the end of March 2017. TIC staff will be working to encourage these visitors to use the TIC over the coming season.

TIC Visitor Numbers 2014 – 2016

	2014	2015	2016
Jan	4050	1943	3132
Feb	4989	2003	3879
Mar	7632	4420	4920
Apr	7725	4368	4904
May	9141	4948	6672
Jun	9993	6201	6386
Jul	11652	6469	7306
Aug	13650	10527	10537
Sep	8570	9383	7705
Oct	7309	7456	6471
Nov	8588	8074	6379
Dec	4639	5044	4735
Total	97938	70835	73026

NB - Jan 2015 – Jul 2015 TIC in Scotch St

4.6 VISITOR SURVEY

- 4.7 A survey was conducted in the TIC over the 2016 summer season. Approximately 300 people were questioned on subjects ranging from the TIC refurbishment to the service offer in the office.

Some key results are listed below:

- How would you rate the service provided by the TIC?

Very Good	65.14%
Good	36.86
Poor	0.00%
Very Poor	0.00%

- Where did you find information on what Carlisle has to offer?

Internet	26.11%
Carlisle TIC	46.50%
Discover Carlisle Guide	0.64%
Friends & family	0.64%
Guidebook/leaflet	10.83%
Other	24.28%

- How did you travel to Carlisle?

Car/van/motorcycle/motorhome	47.77%
Bus/coach	12.74%
Coach Trip	2.55%
Train	35.67%
Cycle	0.64%
Foot	0.64%

- How would you rate your overall experience in Carlisle?

Very Good	40.30%
Good	55.97%
Satisfactory	3.73%
Poor	0.00%
Very Poor	0.00%

- When asked what could be improved in both the TIC and the city a large number of people commented on the signage saying it was poor or inadequate.

- When asked about the refurbishment of the TIC most people responded positively saying it was light, airy, smart etc.

4.7 INCOME

- 4.8 Income and cost management are key monitoring areas for the TIC. Performance against income targets for 2016/17 (to end of period 8 – Nov) demonstrates some significant variance against budget.

Positively, income from room hire and ticket sales are performing better than anticipated levels, reflecting the new Assembly Room and an increase in tickets sales for events and activities in the city region.

Conversely income from shop sales and commission from accommodation are both well below budget expectations. However these targets do not give the whole picture as the shop sales still yield a surplus of £5,426 when the cost of sales has been taken into account.

Description	Base Budget	Budget to date (Nov 16)	Actual to date (Nov 16)	Variance
Room hire	2,500	1,668	5,664	(3,996)
Sale of goods	64,700	53,660	19,961	33,699
Ticket sales	75,900	42,172	46,321	(4,149)
Commission on accommodation	20,500	19,772	204	19,569
Total	163,600	117,272	72,150	45,122

As mentioned at the beginning of section 2. The TIC business plan is now under development. The setting of appropriate targets for shop sales and accommodation commission will be a key task for review. The trend on both of these lines of income has been downward for over five years and clearly the business plan of this facility needs to take these trends into account.

Additional income streams are being developed and the main area that's being looked at is for advertising on the internal and external screens. Businesses

are being approached and take up has already begun, most notably from English Heritage. The rate card below sets out the cost of advertising.

5. RETAIL DEVELOPMENT

5.1 The Tourist Information Centre now stocks a diverse range of local and nationally produced souvenirs. The new retail area is reduced in size from the former layout but now concentrates on providing a higher quality offer of locally produced products targeted at the customer. We are mindful of the need to promote the offer and monitor stock turn over and adjust our purchasing plan to ensure that we provide a range of goods, appropriate to the time of the year and customer need. We also monitor sales and income via a stock system that records all incoming and outgoing stock and the valuation. Mini Stock takes take throughout the year with an annual check being completed on the 31st March.

5.2 Our purchasing plan ensures that we now stock a good selection of locally produced, quality goods. Some examples include:

Herdy products – Keswick

Cartmel Toffee Sauce – Cartmel

Carwinley Preserves – Longtown

The Carlisle Brewing Company – Carlisle

Kendal Mint cake Liqueur - Kendal

Temporary Measures – Keswick

Lakes Distillery - Bassenthwaite

Farrers Tea – Kendal

5.3 We are also using a full range of marketing channels to promote what is on offer within the TIC, examples of these efforts are recorded below:

How	What
Website	Use the Old Town Hall website to showcase our popular, new and locally produced items and ticket sales
Social	Top sellers and new items are to be promoted on TIC social media

media	weekly. Photographs are used to enhance posts
Press Release	Any new developments or speciality products are to be promoted with a press release provided by the communication team at Carlisle City Council.
TV Screens	The TV screens are to be used to advertise event tickets and TIC services. Include new or speciality items and special offers.
Email	When replying to email, highlight stock items when appropriate to enquiry.
Retail display	Keep the retail areas looking fresh with rotation of stock products. Seasonal stock to be displayed on prominent retail units.

6. STAFF

- 6.1 Staffing levels are being monitored and adjusted to meet with customer demand. The office operates on a seasonal basis with increased staffing in the summer period; currently this is being managed by casual staffing to cover the weekends and busier periods but seasonal staff may be required in 2017.
- 6.2 Tourist Information Officer Laura Thompson is on maternity leave as of 1st January 2017. The current senior information assistant, Jo Mills has assumed Laura's role and a new assistant has been recruited for the duration of the maternity leave.
- 6.3 The skills of staff are maintained through continual training to meet the Tourist Information centre requirements internally and externally. Training is identified through regular one to one meetings and appraisals.

6.4. Staff Training Plan

Training Activity	Timing	Deliver by
Social media	Ongoing	Marketing and training consultants Kate Wilson & Michelle Masters
Over the Counter Sales	Ongoing	Jo Mills
Customer Service	Ongoing	Jo Mills
Familiarisation Visit	Two each year	Jo Mills/TIC Staff

7. NEXT STEPS

- 7.1 To progress with the development and implementation of the business plan, marketing strategy and training to strengthen the commercial operation of the TIC and Assembly Room with the aim of maximising income whilst providing the customer with a first class experience and building a loyal customer base.
- 7.2 To act as the information hub for Carlisle, working closely with partners and promoting the Carlisle offer in the widest sense. To progress the opportunities for joint working with local attractions which include: Carlisle Castle, Tullie House Museum and Art Gallery, Carlisle Cathedral, the Cumbria Museum of Military Life.

8. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 8.1 Members are asked to note the content of the report in order that they are aware of and understand the progress being made with respect to the operation of the Tourist Information Centre and Assembly Room following refurbishment of the building.

9. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 9.1 Continued implementation of the business plan for the ongoing operation of the Tourist Information Centre and Assembly Room contributes directly and indirectly towards the promotion of Carlisle, regionally, nationally and abroad as a place with much to offer – full of opportunities and potential.

Contact Officer: Jo Mills **Tel:** 595294

Appendices attached to report: None

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

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Deputy Chief Executive –

Economic Development –

Governance –

Local Environment –

Resources -