

<p>Meeting of the One South Lakeland Partnership Board</p> <p>To be held in the Georgian Room, Kendal Town Hall</p> <p>11th September 2013, 3.00 p.m.</p>	
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AGENDA

No.	Item	Lead
1.	Welcome & Apologies	Graham Wilkinson
2.	<p>Minutes of the Last Meeting held on 12th June 2013 <i>To approve the minutes of the last meeting (attached)</i></p> <p>Rolling Action Plan (attached)</p>	Graham Wilkinson
3.	<p>Local Enterprise Partnership Priorities (attached) <i>To discuss an Economic Development Strategy for the District</i></p>	Peter Thornton Lawrence Conway
4.	<p>One South Lakeland Plan (to be distributed before meeting) <i>Draft Plan for Consideration</i></p>	Claire Gould
5.	<p>Our Place <i>To consider an opportunity for communities to take control and tackle local issues</i></p>	John Dyer
6.	LAP Update	Cath Davenport
7.	AOB	
8.	<p>Date of Next Meeting 11th December 2013, 2.00 p.m. Georgian Room, KTH</p>	

Future Meetings:

All starting at 2.00 in the Georgian Room, Kendal Town Hall

11th Dec 13

12 March 14

Distribution List:

Graham Wilkinson, Principal, Kendal College and Chair, One South Lakeland Board

Carl Lis, Chairman / Jocelyn Manners-Armstrong, Yorkshire Dales National Park Authority

Helen Bailey, Clinical Commissioning Group

Peter Thornton, Leader, South Lakeland District Council

Mark Pannone, Chief Superintendent, Cumbria Police

Janette Jenkinson, CALC

Robin Battersby, Senior Development Officer, CVS

Richard Leafe, Chief Executive, Lake District National Park Authority

Cath Davenport, Chair South Westmorland Local Area Partnership

Lawrence Conway, Chief Executive, South Lakeland District Council

Enid Fraser, Executive Officer, South Lakes Federation

Mike Taylor, Chairman, Cumbria Partnership NHS Foundation Trust

Claire Gould, Policy & Partnerships Manager, South Lakeland District Council

Minutes of a Meeting of One South Lakeland Board held in the Council Chamber, Town Hall, Kendal on: Wednesday 12 June 2013 at 10.00 a.m.



Present

Members

Graham Wilkinson (Chairman)

John Gorman

Shaun Kenny

Enid Fraser

Janette Jenkinson

Mark Pannone

Peter Thornton

Debbie Storr

Lawrence Conway

Jocelyn Manners-Armstrong

Also in Attendance

Claire Gould

John Greenbank

Principal, Kendal College

Cumbria Partnership, NHS

Locality General Manager, Cumbria NHS

Executive Officer, South Lakes Federation

CALC

Chief Superintendent, Cumbria Police

Leader, South Lakeland District Council

Director Policy and Resources, South Lakeland District Council

Chief Executive, South Lakeland District Council

Yorkshire Dales National Park Authority

Policy & Partnerships Manager, SLDC

South Lakeland District Council

1. WELCOME & INTRODUCTIONS

The Chairman welcomed those present.

Apologies for absence were received from;

Carl Lis – Chairman, Yorkshire Dales National Park Authority

Robin Battersby – Senior Development Officer, CVS

2. MINUTES OF THE LAST MEETING – 12TH DECEMBER 2012

AGREED – That the Minutes of the 12th December 2012 meeting of the One South Lakeland Board be approved.

3. ACTIONS FROM THE INFORMAL MEETING AND WORKSHOP SESSION HELD ON 8TH MARCH AT KENDAL COLLEGE

Graham Wilkinson presented an update on the actions and summary of the informal meeting and workshop of Board members held on the 8th March 2013. The event was also attended by Richard Leafe CEO of the Lake District National Park Authority who was invited to future meetings of the Board.

Action Required By

The Workshop held following the meeting focused on procurement. The board was looking to find ways of joint procurement between partners to reduce costs and share more services. It was suggested that secondary education establishments could also be included. The workshop also raised issues surrounding changes in the way partners would have to work if more services were shared. It was recognised that there would be no one size suits all solution but consensus should be sought to provide a way forward.

The event also featured discussion on the future membership of the board. It was suggested that the board should seek to build a closer relationship with the Local Area Committee of Cumbria County Council. This could be achieved by inviting a representative from the Committee to sit on the board.

To achieve this it was recommended that a letter should be written to the Chairman of the Committee Councillor Cook.

Graham Wilkinson

The Board was also presented with the first draft of the board's Partnership Plan. The priorities outlined in the plan were;

- The Economy (including education, skills, employment and housing)
- Healthy and safe Communities

The Plan sought to present the objectives and plans of the board in as clear way as possible. The Board welcomed the Plan and praised its straight forward layout.

During discussion of the Plan it was requested that in future draft information regarding the role of the board should also be included, as well as a clear indication of how results would be monitored. It was recognised that more work would need to be done before the Partnership Plan was finalised and input from partners was being sought.

Claire Gould
Graham Wilkinson
Enid Fraser
Janette Jenkinson

It was also suggested that for each of the priorities a clear set of strategic objectives should be developed.

The Economic Growth was also discussed. As South Lakeland faces a number of economic challenges ways of linking up between members are being sought to provide solutions. The board recognised that its knowledge of how economic challenges affected its partners is incomplete and that more context is needed. It was mentioned that the board needed to be clear on what kind of economic growth it wanted, such as attracting high quality employment and making South Lakeland a viable place for young people to live and work.

It was suggested that a workshop should be held to help partners understand the context and develop ideas for economic growth in South Lakeland.

Claire Gould
Lawrence Conway

AGREED – That;

- the board notes the actions of the informal meeting and

procurement workshop held on 8th March 2013 and;

- that a letter inviting representation from Cumbria County Council's Local Area Committee for South Lakeland on the board should be sent to its Chairman, to achieve closer working and;
- the board notes the first draft of the Partnership Plan and welcomes input from partners for inclusion in future drafts and;
- a clear set of strategic objectives should be developed for each of the Partnership Plans priorities and;
- a workshop to discuss the context and ways forward for economic growth should be established with ideas fed back to the board.

4. LOCAL AREA PARTNERSHIP UPDATE

South Lakelands Local Area Partnerships Chairs held a meeting on 11 June 2013 following the recent local elections. The meeting, which is held quarterly, recognised that the partnerships are going through a period of change. The partnerships have become more independent than when they were originally established and have moved from a funding role to that of a facilitator.

The partnerships had discussed issues such as the New Homes Bonus, of which 15 applications had been received with the deadline on the 14 June 2013.

Also discussed was Localism and ways of involving the partnerships in delivering services.

AGREED – That the update be noted.

5. NETWORKING EVENTS

The Board was informed that currently ways are to be looked at to reduce to the number of events being held. Partners were being asked to see if they could join up events with other organisations to achieve greater co-ordination.

AGREED - Comments/proposals to Robin Battersby to join up.

6. ANY OTHER BUSINESS

No items were raised in this part of the Agenda.

7. DATE OF NEXT MEETINGS

AGREED – That the next meeting of the One South Lakeland Partnership Group will be;

- 11 September 2013, 2.00pm in the Georgian Room of Kendal Town Hall.

The meeting ended at 4.50pm



Rolling Action Plan – 11th September 2013

Ref.	Date	Action	Who	When	Update
1	16.03.12	One SL Website to be updated to show links to partnerships across the County and District	Claire Gould	31.12.13	Website development on going – new software and design being rolled out
2	12.6.13	Letter to Cllr G Cook – inviting attendance at the board.	Graham Wilkinson	18.08.13	Acknowledgement received Cllr Cook to attend from December Board meeting in a personal capacity not representing CCC.
3	12.6.13	Development of the OSL Plan – input is required from Health and Education	Helen Bailey Graham Wilkinson	11.09.13	Information is being gathered, version 2 available at meeting.
4	12.6.13	Development of a workshop to understand the context and develop ideas for Economic growth.	Lawrence Conway Claire Gould	11.09.13	To be discussed at the September meeting regarding LEP Priorities.

Strategic Economic Plan & European Structural & Investment Strategy

1. Our Vision and Ambition for Growth

Our Vision – for Cumbria to have one of the fastest growing economies in the UK, in an energised and healthy environment.

Growth will be achieved through our focus on;

- **Jobs:** Higher value jobs, Skills for local people to secure the jobs, Increase in local population of Cumbria to secure jobs;
- **GVA:** Supply chain maximisation, Cumbrian companies maximising the opportunities through procurement/supply chain opportunities and;
- **Competitiveness, Productivity, Entrepreneurship.**

We will achieve this by ensuring that the growth we achieve is SMART, sustainable and inclusive.

2. The Cumbrian Economy – Our Opportunities & Challenges

<p>Strengths</p> <ul style="list-style-type: none"> • Strong GVA growth • Employment strong in manufacturing, hospitality, retail and food • Number of internationally significant employers • World class skills in nuclear, energy and advanced manufacturing • Resilient economy due to diversity • Qualification profile largely mirrors UK • Internationally renowned tourism “brand” • Significant environmental assets: LDNB, several AONBs • Business survival rates high 	<p>Weaknesses</p> <ul style="list-style-type: none"> • GVA per job still low despite strong GVA growth • Weak employment in finance, IT and business sectors • Projected decline in working age population • Unemployment low but pockets of high rates and high youth unemployment • Business ‘deaths’ exceeding ‘births’ • Transport, planning and skills reported as barriers • Limited high speed broadband coverage • Lack of affordable housing in some areas
<p>Opportunities</p> <ul style="list-style-type: none"> • Potential to protect and build on high value manufacturing • Environment sector – low carbon, renewables, higher value agri-products • Nuclear new build • Supply chain development and diversification opportunities • Develop high value tourism offer • M6 communications • Connecting Cumbria broadband roll out 	<p>Threats</p> <ul style="list-style-type: none"> • Economic conditions worsen – further squeeze on household spending / struggling exports with weak Eurozone demand • Vulnerability to actions to reduce public sector deficit • Manufacturing jobs in Sellafield and BAE are heavily reliant on public spending • Demographic trends constrain workforce development

3. Our Key Growth Pillars

Growth Sectors	Activities to Support Growth Sectors
<ul style="list-style-type: none"> • Energy • Manufacturing • Food & Drink • Visitor Economy 	<ul style="list-style-type: none"> • Business • Skills • Infrastructure • Environment
<p>Note: Add evidence and justification as to why these are our USP Growth Sectors</p>	<p>Note: Add evidence and justification as to why these are focused activities to support growth in our USP Growth Sectors</p>

4. Our Key Investment Priorities

Priority 1: Maximising the growth potential from advanced manufacturing (Barrow & Furness)

Barrow and the Furness area is home to a significant concentration of advanced manufacturing expertise, stimulated in part by the presence of global firms such as BAE Systems and GSK and their supply chains. There are also considerable opportunities offered by proposed investment by a number of other multi-national firms that will create circa 3000 high value jobs, boosting the areas contribution to GVA and reducing local unemployment.

As a result of its coastal location, the area is also playing a growing role in energy production and associated manufacturing, with involvement in oil, gas, onshore and offshore renewable energy and has potential for tidal energy generation. This all underpins its credentials as the 'Gateway to Britain's Energy Coast'.

In addition there are also other pockets of advanced manufacturing expertise in areas such as Kendal, Carlisle and in West Cumbria linked to the nuclear and energy sectors.

Growth priorities revolve around maximising supply chain opportunities linked to large manufacturing employers, delivering housing market renewal in Barrow and the development of Marina Village to provide 600 new homes and associated leisure and visitor facilities. There will also be a focus on the development of Barrow Waterfront as a prime business park and an expansion to Furness College to increase its engineering and manufacturing provision.

Priority 2: Niche High Value Adding Tourism & Marketing

Cumbria will benefit from significant growth in the visitor economy by also attracting a higher spending, international visitor audience, to generate a higher GVA. To do this we will:

- Further grow the USP of a 'cultural tourism offer', which means:
 - A wide range of opportunities for interacting with the environment, landscape and the cultural heritage of Cumbria
 - Providing premium products that meet visitor market demands, linked to their provenance
- Implement a sustained, coordinated marketing and promotion strategy to attract more international staying visitors to Cumbria
- Enhance the quality and range of attractions, accommodation and the infrastructure that supports them to sustain this growth.

Priority 3: Maximising Investment & Asset Opportunities (West Cumbria)

West Cumbria is an internationally recognised centre of nuclear excellence with a multi-billion pound decommissioning programme stretching into the next century as well as substantial opportunities for new nuclear missions relating to energy generation and new reprocessing techniques. This whole programme offers a range of opportunities for local people and companies to take advantage of the variety of contracts that will be issued leading to increased business and employment growth. In addition to the leading role that West Cumbria can play in the UK nuclear agenda, Cumbria as a whole is well placed to build on its existing specialist businesses coupled with its natural environmental assets to make a substantial contribution towards the national low carbon energy requirements.

There are continued opportunities to develop our offshore wind, tidal, marine, biomass and solar power generation, all building on Cumbria's miles of coastline, topography and other natural assets such as our extensive woodland. This can be supported by a significant expansion of the areas R&D capabilities transfer cutting edge technology utilised in the nuclear industry into wider energy and environmental technologies to help meet UK energy targets as well as develop spin out businesses that are capable of accessing international markets.

Priority 4/Option 1: **Securing Growth in our towns and City of Carlisle (along the M6)**

Providing the gateway into Cumbria, the M6 corridor offers large potential for inward investment and business growth. Cumbria is well served by excellent north-south road and rail communications along the M6 corridor and the key east and west road and rail connections, to Scotland, west Cumbria, Furness, the north east and Yorkshire city regions. This corridor provides strategic connections for Carlisle City and the key towns in Carlisle, Eden and South Lakeland, making them easily accessible and attractive locations for investment. The plans for Carlisle Airport also provide a boost to the investment prospects for Cumbria.

The locational advantage of the M6 corridor presents the opportunity to target business investment around identified strategic employment sites and to support growth in the key centres of Kendal, Penrith and Carlisle.

23% of all GVA in the county is from manufacturing (double the UK average) and a focus on this sector presents strong prospects for growing Cumbria's GVA. Within the manufacturing sector there is a whole range of business types from small SMEs to large multi-nationals with specialisms in food and drink and energy. Within the M6 Corridor and Furness there are internationally known names such as GSK, Stobart Rail, Pirelli, Siemens and Gilkes.

Given the strong strategic connections linked to the M6, logistics and distribution is a growth sector for the county. This opportunity is strengthened by the brand of Eddie Stobart, as a leader in this sector being based in Carlisle and with land in Penrith, together with their plans for the development of Carlisle Airport. There are also plans to grow the renewable energy and leisure sectors, to build on the unique attributes of the area.

Enhancing and growing the key settlements of Carlisle, Penrith and Kendal will be central to the M6 corridor. Identifying distinctive opportunities that enhance the role and function of the town / city centres is a key aspect of the commission and to ensure the settlements are complementary to one another rather than competitive.

In the development of the above 4 key investment priorities from the Board Away Day, and further analysis and understanding of the guidance and funding regimes, the following key issues have emerged:

- **Geographical focus:** *a geographical focus can exclude other potential growth opportunities in other parts of the County. European funding regimes specify the requirements for a thematic, activity, sector based approach, rather than geographic. This is not to say that there cannot be a focus on, and the majority of investment in a specific area, but that other opportunities would not be missed/omitted as a result of this.*
- **Sector Focus:** *in the development of the 4 investment priorities, 3 out of the 4 priority sectors in the Business Plan have been addressed. Food and Drink has been omitted in the current focus.*

- **M6 Corridor:** *Although further detail on the exact proposition is required, in the development of priority 1 2 and 3, the M6 corridor issues and opportunities have been included, however, this does still omit a focus on Carlisle.*

To assist the Board in their consideration of these issues, geographical terms have been broadened, with geographic references but in brackets, and 2 options for priority 4 have been included to address the issues raised.

Priority 4/Option 2: Developing the value of and growth in the Food and Drink Sector

Cumbria is host to production sites of a number of large firms in the food and drinks industries including Northern Foods, United Biscuits, First Milk and Nestlé. Larger local employers also include, Carrs Milling, Bells of Lazonby, and Cranstons. These larger producers operate within highly competitive markets in which the pace of technological change has intensified in the past decade. Alongside these larger firms, there is also a very wide range of locally owned and managed small enterprises. Many of these Cumbrian producers have been successful in meeting the growth in consumer demand for unique, distinctive products associated with particular local or regional identities, adding value to farm products, organic products and health foods.

Between 1999 and 2008, employment in these industries fell from over 7,000 to around 5000. Since 2008, however, employment in food and drink manufacture has remained fairly static up to 2010 at around 5,000 workers suggesting that Cumbrian producers have managed to cope with the credit crunch and recession better than many other industries. This sector is still Cumbria's second largest employer in manufacturing after the nuclear industry.

Many of Cumbria's larger food and drink production sites continue to demonstrate their competitiveness in the manufacture of leading products through the application of modern technologies and management practices related to food safety standards, sourcing and marketing.

Employment has been retained by Cumbrian food and drinks businesses through product innovation in growing markets for ready foods and snacks. Locally-owned small and medium-sized businesses have been highly successful in developing products to serve niche markets for added-value local food and drinks based on local branding. Food and drinks manufacturers have also developed good networks into the visitor economy where they have been able to benefit from the tourist market for local products.

Priority 1: Maximising the growth potential from advanced manufacturing (Barrow & Furness)			
What growth investment will be made		Where will this take place	
<p>Skills:</p> <ul style="list-style-type: none"> Graduate placement and retention programme, to encourage companies to hire graduates, and to ensure the supply of higher level skills Increasing engineering skills amongst young people, including FE training, apprenticeships. Building the R&D and knowledge base in Furness <p>Infrastructure:</p> <ul style="list-style-type: none"> Supporting the private sector too increase housing supply through the development of existing sites in Furness <p>Business:</p> <ul style="list-style-type: none"> Developing an Advanced Manufacturing Supply Chain Initiative for contractors and local companies Increasing knowledge transfer from universities into manufacturing companies 		<p>Advanced manufacturing is concentrated particularly in the West of the county. Focused investment will centre around building upon the current and planned opportunities in Barrow and Furness.</p> <p>It is recognised that this initiatives would also serve advanced manufacturing companies elsewhere, particularly around Carlisle and Kendal and along the M6 Corridor.</p>	
<p>Measurables & Outcomes: The Impact of this Growth Investment will be:</p> <ul style="list-style-type: none"> X Y Z 			
Leadership, Collaboration and Delivery Arrangements will be as outlined.....			
Leadership			
Collaboration			
Indicative Projects			
Investment	European	Single Pot	Existing
Current Major			

Interventions & Activities			
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Priority 2: Niche High Value Adding Tourism & Marketing	
What growth investment will be made	Where will this take place
<p>Environment: <i>'A wide range of opportunities for interacting with the environment, landscape and the cultural heritage of Cumbria'</i> Actions to deliver this are:</p> <ul style="list-style-type: none"> • AdCap: developing 'Adventure Hubs in key locations (e.g. Ferry Nab; Wasdale Head; West Lakes Extreme) to maximise opportunities for experiencing adventure – in the context that implementation of the AdCap strategy has the potential to grow the Cumbrian economy by £75m p.a. by 2018 in Cumbria (source: CT AdCap Strategy: Nov.2012). • Internationally appealing events <ul style="list-style-type: none"> ○ To provide unique opportunities for interaction with the environment (Kendal Mountain Film Festival; Three Peaks Challenge; Great North Swim) ○ To grow niche markets linked to Cumbria's cultural heritage (Mintfest; Comic Arts Festival) <p><i>'Implement a sustained, coordinated marketing and promotion strategy to attract more international staying visitors to Cumbria'</i> Actions to deliver this are:</p> <ul style="list-style-type: none"> • Undertaking coordinated international destination marketing and branding to capitalise upon WHS and cultural tourism offer • Securing WHS status for the LDNP – capitalising upon this and the Hadrian's Wall WHS status as a world brand – in the context that 92% of commercial decision-makers consider profile and image as important, and 60% consider cultural links as important (source: Rebanks Consulting Ltd. August 2013). <p>Business: <i>'Providing premium products that meet visitor market demands, linked to their provenance', 'Enhance the quality and range of attractions, accommodation ... to sustain this growth'</i> Actions to deliver this are:</p> <ul style="list-style-type: none"> • Meeting international visitor expectations by improving the range and quality of attractions and accommodation (Tourism Connect evidence) • Capitalising upon the unique selling points to provide a cultural tourism offer <ul style="list-style-type: none"> ○ Contemporary arts: eg Words on Water; Lakes Alive; Heaton 	<p>Across the County</p>

<p>Cooper; Mertz Barn Gallery, Eden Trust.</p> <ul style="list-style-type: none"> ○ Cultural heritage: eg LDNP WHS: Viewing stations (e.g. Claife) and the Romantic Movement; National Trust properties; Wordsworth and Ruskin; Hill Top. Hadrian’s Wall WHS: ○ Food and drink: e.g Cartmel gastro-centre – L’enclume; Rogan’s; Pheasant and Whistle. ○ Outdoor lifestyle <p>Skills: <i>‘Enhance the quality and range of attractions, accommodation ...to sustain this growth’</i> Actions to deliver this are:</p> <ul style="list-style-type: none"> ● Askham Bryan College: supporting the evolution of Newton Rigg and the Centre for Uplands, delivering contemporary skills in land management to maintain and enhance the unique environment and cultural heritage which underpins the growth of international visitor markets. ● Developing training and expertise in world-class hospitality <p>Infrastructure: <i>‘Enhance the ... infrastructure ... to sustain this growth’</i> Actions to deliver this are:</p> <ul style="list-style-type: none"> ● Ensuring the whole of Cumbria has access to superfast broadband – connecting businesses and visitors ● Strengthening sustainable transport links to make travel a positive part of the visitor experience and giving attractive choices to international visitors (CCAS inc Arnside Viaduct, CycleLakes) ● Strengthen international connections to Cumbria – with a focus on accessibility from international airports and accessibility from London – London has 58% of the international visitors to the UK; NW England has 9%. ● Ensuring the quality of the public realm is of an internationally renowned standard (Ravenglass; WWP). 	
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Measurables & Outcomes: The Impact of this Growth Investment will be:

- X
- Y
- Z

Leadership, Collaboration and Delivery Arrangements will be as outlined.....

Leadership			
Collaboration			
Indicative Projects			
Investment	European	Single Pot	Existing

Current Major Interventions & Activities			
Priority 3: Maximising Investment & Asset Opportunities (in West Cumbria)			
What growth investment will be made		Where will this take place	
<p>Skills:</p> <ul style="list-style-type: none"> • Build on and expand R&D facilities at West Lakes Science Park to offer an extended range of post-graduate programmes, grow linkages with local SMEs to increase knowledge transfer, innovation and commercialisation of ideas. • Increase in graduate and apprenticeship programmes to attract more young people to the area and provide employment opportunities for local people in key sectors. • Clearly link employment support programmes to areas of economic opportunity and provide skills development relevant to the local labour market. • Build and improve existing FE and HE and schools facilities and offer to support developments within the nuclear and low carbon energy sectors. • Facilitate linkages between schools and employers to deliver employability skills post 14 and to develop progression routes from education into appropriate local career opportunities. • Involve employers in supporting high quality information, advice and guidance which links local economic intelligence to promoting local career opportunities. <p>Infrastructure:</p> <ul style="list-style-type: none"> • Provide increased Superfast Broadband speeds in key investment locations to support in high value businesses linked to priority sectors. • Support opportunities around multi modal transport facilities such as the Port of Workington, including access improvements and unlocking development land to support a reduction in carbon emissions, provide sustainable and cost effective transport solutions as well as unlocking development potential to drive jobs growth. 		<p>West Cumbria with its significant concentration of nuclear-related industry offers the greatest opportunity for economic growth in this Investment Priority area. There are also concentrations of low carbon energy businesses in Carlisle, Kendal, in the central lakes and in the Barrow area. Cumbria's natural environment – including its coastline and woodlands offer great potential to contribute towards low carbon energy generation and meet the national agenda.</p>	

<ul style="list-style-type: none"> • Support improvements to the rail network, including rolling stock to improve access into West Cumbria as well as transport hubs and interchanges to improve accessibility. <p>Environment:</p> <ul style="list-style-type: none"> • Support an extension of the cultural, retail, leisure and housing offer to improve the areas attractiveness as an investment and residential location. • Whilst maintaining the environmental quality, build on Cumbria’s natural assets to generate energy, contributing to the UKs carbon reduction targets and energy security needs. <p>Business:</p> <ul style="list-style-type: none"> • Support existing businesses to build on their specialisms in the nuclear industry to innovate and access new international markets – linked in particular to decommissioning and low carbon. • Develop a clear, coordinated approach for all existing and potential employment sites in West Cumbria, particularly West Lakes and Lillyhall along with the supporting infrastructure required to make these a success and market to the private sector. • Support Supply Chain Opportunities programmes and encourage combined approaches to contract opportunities to grow SMEs and increase employment. • Build local energy generation capability and link our natural resources such as woodlands to innovative business development opportunities. 	
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Measurables & Outcomes: The Impact of this Growth Investment will be:

- X
- Y
- Z

Leadership, Collaboration and Delivery Arrangements will be as outlined.....			
Leadership			
Collaboration			
Indicative Projects			
Investment	European	Single Pot	Existing

Current Major Interventions & Activities			
Priority 4/Option 1: Securing Growth in our towns and City of Carlisle (along the M6)			
What growth investment will be made		Where will this take place	
<p>Business:</p> <ul style="list-style-type: none"> • Provide support and advice to facilitate growth of indigenous SMEs, Inward investment promotion and support, highlighting our successful large, and smaller, businesses. • Supply Chain development linked to key companies. • Marketing and promotion of the M6 Corridor Investment Zone. • Support to enable the growth of the Business Services Sector, supporting GVA Growth and an increase in high value jobs in Carlisle. • International trade support to facilitate further export growth by businesses of all sizes. • Helping smaller manufacturers grow their sales out of county and facilitating routes to market. • Grant support for large (to allow them to compete with other offers internationally) and smaller manufacturers. <p>Skills:</p> <ul style="list-style-type: none"> • Ensure appropriate training and development is available to support growth in key sectors. • Measures to help attract/develop locally more staff with higher level skills, especially technical, including graduates, including raising awareness of career opportunities among our young people. • Expansion of the Higher Education offer in Carlisle to attract a greater student population. <p>Infrastructure:</p>		<p>Targeted support will be provided to enable Carlisle to grow its population, Business Services as well as higher education offer in its role as Cumbria's capital city.</p> <p>Development of employment sites will be focused along the M6 Corridor strip running from the north east to the south east of the County to build upon their ease of access not only within Cumbria but to the east, south and north to Scotland.</p> <p>Development of the affordable housing offer will be focussed in Eden and South Lakeland to support business and wider economic growth.</p>	

- Affordable housing development in Eden and South Lakeland for people working locally to support growth.
- Development of employment sites within easy access of motorway junctions including;
 - J45 - Longtown
 - J44 – Kingmoor Park
 - J43 – Durranshill/ Rosehill
 - J42 – Proposed employment sites
 - J41 – Proposed employment sites
 - J40 – Gilwilly, Redhills and Eden Business Park extensions
 - J39 - Shap
 - J38 – Tebay
 - J36 – Proposed employment land allocations across the Kendal area and A590 link, including Scroggs Wood, Kendal Fell and Canal Head.
- Carlisle airport?
- Ensuring Cumbria is an attractive place to live and work through provision of appropriate broadband, schools, healthcare, public transport.

Environment:

- Raising awareness among businesses of the opportunities to increase their competitiveness through low carbon/energy saving and facilitating implementation.
- Expansion of the cultural, retail, leisure and housing offer to enable Carlisle to grow its population to support economic growth.

Measurables & Outcomes: The Impact of this Growth Investment will be:

- X
- Y
- Z

Leadership, Collaboration and Delivery Arrangements will be as outlined.....

Leadership			
Collaboration			
Indicative Projects			
Investment	European	Single Pot	Existing

Current Major Interventions & Activities			
Priority 4/Option 2: Developing the value of and growth in the Food & Drink Sector			
What growth investment will be made		Where will this take place	
<p>Business:</p> <ul style="list-style-type: none"> • Supporting supply chain development (throughout the whole supply chain including landbased diversification) and facilitating working together to reduce costs • Provide support and advice to facilitate growth of indigenous SMEs, Inward investment promotion and support, highlighting our successful large, and smaller, businesses • Marketing and promotion, linked to place branding • Support further development of food tourism • International trade support to facilitate further export growth by businesses of all sizes • Helping smaller manufacturers grow their sales out of county and facilitating routes to market • Grant support for large (to allow them to compete with other offers internationally) and smaller manufacturers <p>Skills:</p> <ul style="list-style-type: none"> • Ensure appropriate training and development available • Measures to help attract/develop locally more staff with higher level skills, especially technical, including graduates, including raising awareness of career opportunities among our young people <p>Infrastructure:</p> <ul style="list-style-type: none"> • Affordable housing development for people working locally to support growth of jobs in Eden and South 		<p>Large scale food & drink production is clustered in particular around Carlisle and down into the Eden Valley, with some production elsewhere in the county. The county is also home to a vibrant community of smaller scale food & drink producers, especially in South Lakeland and the Eden Valley.</p> <p>So while this theme would support “the M6 corridor” in particular, it would also seek to enhance growth of the sector countywide.</p>	

<p>Lakeland in particular</p> <ul style="list-style-type: none"> • M6 corridor employment site/premises developments • Carlisle airport? • Ensuring Cumbria is an attractive place to live and work through provision of appropriate broadband, schools, healthcare, public transport, etc. <p>Environment:</p> <ul style="list-style-type: none"> • Raising awareness among businesses of the opportunities to increase their competitiveness through low carbon/energy saving and facilitating implementation 			
<p>Measurables & Outcomes: The Impact of this Growth Investment will be:</p> <ul style="list-style-type: none"> • X • Y • Z 			
<p>Leadership, Collaboration and Delivery Arrangements will be as outlined.....</p>			
Leadership			
Collaboration			
Indicative Projects			
Investment	European	Single Pot	Existing
Current Major Interventions & Activities			

OUR PLACE!

The Government has rebranded the Neighbourhood Community Budgets Pilots as the Our Place! Programme. This programme gives communities the opportunity to take control and tackle local issues. It puts communities at the heart of decision making and brings the relevant people together to change the way things work in the community. The experiences of the initial 12 pilots has recently been published to help others in their deliberations on taking Localism further. Examples of the work have led to:

- *More powerful communities* - One Ilfracombe manages a £1m devolved budget, alongside a £400k aligned budget, providing place-based services reducing duplication and bureaucracy.
- *Better services* - Police officers and the community in Balsall Heath are developing fortnightly street patrols with residents, and priority policing actions to reduce crime and anti-social behaviour. A cost of £35,000 per year will produce £547,000 of benefits over 5 years.
- *Stretching spend*. Heath volunteers in Poplar aim to save the NHS £4m over 5 years by promoting healthy lifestyles and treatment of those at risk. 50 Health Champions recruiting local Health Trainers for 3½ hrs pw to support people with conditions like diabetes.

Now the government is inviting interest to be part in the programme. They are offering support – both advisory and financial (£4.3m available) – for any community applying to be involved.

The key elements for undertaking an Our Place! Pilot are:-

Develop a clear (outcome based) focus and vision

- Opportunity to think differently, work differently, and do something different
- Its about results and outcomes not particular services or structures
- Focus needs to be to find and tackle underlying issues and problems
- Beneficial to draw in a wider range of partners and resources, as the goal may appeal to a number of different organisations and groups.

Use existing knowledge and data about problems/issues

- Statistical and consultation data about problems, issues and priorities is available for many neighbourhoods
- Using information to inform community engagement or to map public spending in an area Help in making more informed decisions and choices about the future of the local area, and save valuable time and resources by reducing consultation costs.

Develop an understanding of community priorities

- Important to understand communities, and their role in an Our Place! programme.
- How the community is approached and engaged with, and what they are offered.
- Explore priorities in relation to a particular theme, which residents can help
- The consultations must be broadbased and the community's concerns and priorities are fully understood.

Consider partner openness to engage

- Important to develop a willing coalition of (internal and external) partners from the start, although other partners can be brought in at later stages.
- Partners' motivations and what they get out of it being involved should be discussed. Obtaining buy-in from your own and other organisations is crucial for success.

5. *Collaborate with the community to address problems and co-design services*

- Community engagement planned strategically to ensure community involved at every stage.
- Community should be able to co-deliver solutions to problems and co-design services to increase their effectiveness at the local level.
- It is essential that this co-production is approached as a joint exercise 'with' the community, not something that is 'done to' the community.

6. *Establish joined up working to redesign and reshape the way services are delivered*

- Important to map which services do, or should, play a role in achieving the objectives
- Spend and resource mapping follows from the service mapping.
- Joining up needs to be done at senior and practitioner level and focused on needs.

7. *Take commissioning decisions focused on the needs of the neighbourhood and in partnership with the community*

- Important to create a group to commissioning decisions to include all the relevant partners to become the accountable body once budgets are devolved or pooled.
- Harness expertise of community members and develop skills to ensure they can take part. Get the right people around the table at the right strategic level, is crucial.

8. *Develop a clear business case*

- Build a good business case to map the spending and resources in the relevant areas
- Establish where gaps or duplication currently exist – helps in engaging partners.
- Local Authority to do this, as they can access the relevant data efficiently/accurately.
- Mapping spend/resources helps in commissioning and spending decisions

9. *Conduct a Cost Benefit Analysis*

- Cost Benefit Analysis can be used to form part of your business case to get clarity about the new way of working – what it really costs, what the benefits are and who will see them.
- Subjecting plans to the scrutiny helps transparency about a proposition.
- Many previous pilots tackled this using guidance and support from DCLG and/or external consultants or local authority analysts

10. *Work towards local control through devolving budgets and resources, including aligning or pooling at neighbourhood level*

- The long term goal of Our Place! is to establish local control, with budgets devolved and pooled at a neighbourhood level.
- However, there can be many steps between the current system and a devolved budget. First step might be neighbourhood level commissioning from partners, aligning budgets and/or creating virtual budgets, as a sensible ambition.
- Discussions around pooling partners' budgets could emerge organically, using aligned and virtual budgets to build trust, demonstrate effective/efficient working and underpin commissioning decisions taken in partnership.

Issues for Consideration

1. The Our Place! Programme is a community based and driven initiative.
2. Local Authorities have received an invitation to promote the opportunity amongst parishes/communities to establish potential interest.
3. Local Authorities, and other agencies, can provide support, advice and facilitation of key tasks such as consultation, engagement and procurement/commissioning
4. To achieve maximum benefit from an Our Place! Pilot the other key agencies would need to be committed eg CCC, Police, NHS at a strategic level in order to ensure their involvement is secured at a local level.
5. The Participatory Budgeting Pilots in South Lakeland focussed on district council service issues. Both pilots have reached a turning point – it is not clear whether either Ulverston or Windermere would wish to move into the Our Place! programme
6. It will be necessary to establish what the appetite is for the initiative with other parishes/LAPs.