

**Centre for  
Regional  
Economic  
Development**

University of Cumbria 

**GROWING CARLISLE**  
**AN ECONOMIC STRATEGY FOR THE CARLISLE CITY-REGION:  
ANALYSIS OF CONSULTATION RESPONSES**

*Submitted to Carlisle Partnership*

**Prof. Frank Peck, CRED Research Director**  
**Dr. Gail Mulvey, CRED Research Fellow**

**cred**

*University of Cumbria*  
*Paternoster Row*  
*Carlisle*  
*Cumbria CA3 8TB*

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# GROWING CARLISLE:

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### 1. INTRODUCTION

The Carlisle Partnership circulated a draft Economic Strategy for the City during October 2007 in order to generate feedback and gauge public opinion on the proposed vision and objectives for Carlisle for the next 25 years. The Centre for Regional Economic Development (CRED) at the University of Cumbria has been asked to examine the responses received in this consultation process using a systematic procedure and to advise the Economic Development and Enterprise (EDE) Priority Group of the Partnership on their response. This document explains the procedures used to analyse these responses, shows the detailed findings of this exercise and makes recommendations on how to respond to issues raised across the three themes of Place, People and Connections.

### 2. METHOD

The consultation process was administered using a standard pro-forma (see appendix A) which was designed to generate reactions to the overall vision and the priorities listed under the three themes of Place, People and Connections. Respondents were also asked for their views on the clarity of the document and on any obvious gaps in the priorities listed. It is noted, however, that some respondents did not use the pro-forma but adopted other formats to raise particular issues. The methodology described below incorporates all responses received from all known sources.

The method for analysing these responses is as follows,

#### **STEP 1: Reactions to the strategy were grouped into the following headings**

***Vision and objectives*** (reason for views, suggested changes)

***Place*** (overall reactions, positive comments, negative comments, other comments)

***People*** (overall reactions, positive comments, negative comments, other comments)

***Connections*** (overall reactions, positive comments, negative comments, other comments)

***Other comments*** (Further explanation required, priorities not addressed)

**STEP 2: colour code responses according to need for response:**

**Green** – comments that the Partnership should note but no changes to the strategy are recommended. Most of these are supportive comments that give strong endorsement to priorities already included in the Strategy.

**Amber** – comments that might lead to some editorial changes to the Strategy such as additional information, factual corrections or changes of emphasis within certain aspects.

**Red** – these are comments that relate to more significant aspects of the Strategy that are likely to affect all themes and will, therefore, need to be debated by the EDE Priority Group to reach an agreed response.

**3. OVERALL PATTERN OF RESPONSES**

At the time of writing (20<sup>th</sup> December 2007), forty-three replies have been received from a range of different sources. Most have been provided by representatives of public sector partner organisations (28) including responses from regional and sub-regional development agencies, local authorities, parish councils, schools, colleges, university, police and fire services. There have also been written responses from representatives of the private sector (six), the community and voluntary sectors (four) and individual members of the public (five).

Inspection of the reactions to the overall vision suggests that the majority of respondents support the general direction of the Strategy. These include 17 responses that give strong support to the objectives and a further 16 that offer support but with significant provisos. Seven responses are more critical and offer limited support. (In three remaining cases, no opinion was expressed on the overall strategic direction).

High support for the Strategy was commonly associated with reactions to the level of ambition and boldness of the vision and the comprehensive coverage of objectives. There appears to be a general recognition in these responses of the benefits of growth for partner organisations and the varied communities that constitute Carlisle. Reasons for very low support, however, focused on climate change, city-region issues, governance and community involvement. Most responses, however, have been received from those where support is expressed for the overall vision, but significant questions are asked about a range of issues as discussed further below.

## **4. DETAILED ANALYSIS**

The detailed results of the analysis are presented in tabular form in appendices B – F. These tables are colour coded and suggestions are made regarding how the Strategy could be edited further to reflect the range of comments received under the “amber” colour coding (comments that can be dealt with through detailed editing of text that will not generally have implications throughout the whole document).

Many of the comments received (coded red), however, draw attention repeatedly to a range of issues that affect the basis of the Strategy as a whole. These “key issues” are as follows:

### **4.1 The intended outcomes and consequences of population growth**

Many respondents raised questions about the intended outcomes, in particular the rationale behind population and employment targets and the need to understand in more detail the implications of different population growth scenarios for the provision of public services, housing and infrastructure.

### **4.2 City-Region issues**

Many respondents also drew attention to a range of issues that concern the nature of the Carlisle City-Region, both in its present form and as proposed for the future. These include questions about the effects of the Growth Strategy for Carlisle on other areas of Cumbria and Southern Scotland, relationships with “City-Regions” as designated under the Northern Way Strategy (those elsewhere in NW England as well as Newcastle), and urban-rural issues within the District itself.

### **4.3 Carbon emissions**

A significant minority of respondents commented on the impacts of global warming and the need to reduce carbon emissions. Views on this particular issue seem polarised. Some respondents feel the draft Strategy has given insufficient attention to these issues while others (either explicitly or implicitly) seem to disagree.

### **4.4 Priorities**

Some responses note that resources are likely to be limited and while the Strategy may be reasonably comprehensive, there needs to be a clearer specification of the priorities for action and specific time-lines including milestones for specific projects.

### **4.5 Governance and delivery mechanisms**

Finally, a range of responses from the public sector in particular commented on wider issues concerning governance of the process, funding streams and the ways in which the Strategy is to be delivered and monitored.

## 5. SPECIFIC QUESTIONS FOR DISCUSSION

### 5.1 Intended outcomes

How will specific targets for population, employment, output, etc be determined?
Could population growth reduce quality of life for some inhabitants? (e.g. residents of Dalston who wish to “remain a village”)
How accurate are the population projections?
Where is the additional population to come from? Will it have negative impacts on neighbouring authorities?
What is the implication of population growth for housing provision? How is it possible to accommodate rapid growth?
How will population growth affect schools, hospitals, social services?
How will population growth affect commuting patterns and pressures on local transport infrastructure?
What are the implications of rapid population growth for employment targets? Where will this employment come from?

### 5.2 City-region issues

What is the definition of the Carlisle City-Region?
How will growth in population and employment be distributed between urban and rural areas of Carlisle?
How does the Carlisle strategy relate to the rest of Cumbria, Southern Scotland and Newcastle?
How does Carlisle Growth Strategy relate to opportunities in the energy sector in West Cumbria?

### 5.3 Carbon emissions

Is the lack of specific strategies to tackle climate change a weakness?
Are there “alternative sectors” that could be included in the Strategy?
Can airport expansion be justified in circumstances where targets exist for actual reductions in carbon emissions?
What measures could be included to encourage “green” forms of commuting?

#### 5.4 Priorities

Which objectives have priority? Can this be made explicit?
Which projects are the priorities?
What criteria will be used to decide priorities? Private sector interest/leverage? Public realm and physical development first? Projects that most directly underpin growth? Projects most likely to be funded and achieved?
When will it be possible to identify milestones and targets for the programme as a whole and its constituent projects?

#### 5.5 Governance issues

Who will lead the implementation of the Economic Strategy?
What role should Scrutiny Committees have in the development of Strategy and delivery?
How will the strategy be delivered on the ground?

**Appendix A: Consultation pro-forma**



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

**CONSULTATION RESPONSE**

1) Does the Strategy reflect your own hopes for economic growth in Carlisle?
2) Does the Executive Summary effectively communicate the key points and ambitions raised in the Strategy?
3) What do you think of the Vision for Carlisle?
4) What do you think of the Place theme?
5) What do you think of the People theme?

6) What do you think of the Connections theme?

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

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

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

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If you would like to request a telephone meeting with a member of the team to discuss your ideas and comments further, please indicate below:  
*Yes/No, our group/organisation would/would not like to arrange a telephone meeting. Our preferred date(s) for this are:*

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Please complete your contact details below:

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The consultation period closes 12 noon on Tuesday 13<sup>th</sup> November 2007.

<b>APPENDIX B</b>						
	<b>Respondent</b>	<b>Type</b>	<b>Vision and objectives</b>	<b>Issues raised</b>	<b>Other comments</b>	<b>CRED recommends</b>
1	Carlisle Leisure Ltd	Private	Appears to address most of the economic issues [ <i>but</i> ] cultural and performing arts aspects [ <i>somewhat overlooked</i> ]. The contents are bold and sometimes you have to reach out and beyond most people[’s] imagination and expectations. This way falling short is still a success as either way you have moved forward and providing it’s in the right direction have achieved your goals.			<b>Strengthen refs to culture and performing arts; refer to Sands Centre</b>
2	Morton School	Public	[ <i>No specific comments on overall objectives</i> ]			
3	Business Link Northwest	Public	[ <i>No specific comments on objectives but no criticisms either</i> ]			
4	ANON	Individual	It is too ambitious; the whole exercise is ridiculous. A waste of time and money.	Waste of money	Stop now. Get rid of excess staff	
5	Cumbria Fire and Rescue	Public	Ambitious			
6	NWDA	Public	The absence of the benefits/outcomes section is a shame because otherwise the document clearly sets out the ambitions and identifies problems/constraints or market failures.	Concern over population growth	[Include an outcomes/benefits section so as one can] effectively prioritise projects. [Need to] do a piece of work which identifies the key opportunities for making sure the predicted demographic changes turn into a positive rather than a negative for the economy.	<b>Outcomes; priorities</b>
7	Cumbria Higher Learning	Public	[ <i>No specific comments on objectives but no criticisms either</i> ]		[ <i>Amendments to references made to Cumbria Higher Learning in the Strategy project tables</i> ]	<b>Make change to project in tables</b>
8	Upperby Ward	Councilor	[ <i>Broadly agree with the Strategy but</i> ] economic growth must be sustained and take into account the need to move away from a carbon-based economy. I’m not sure what growth opportunities or international connections refer to specifically, but the vision is what we need to be looking at. I would take issue with the need to grow the population for the sake of growth.	Sustainability. Concern over population growth	Carlisle [ <i>will</i> ] not lose out by not having an airport	<b>Carbon emissions</b>
9	Stagecoach North West	Private	The Strategy sets out a bold vision for a growing city, with a forecast population growth of one-fifth in just over 20 years. This creates tremendous challenges for the transport system. The [ <i>Strategy</i> ] document is a comprehensive, robust and accurate assessment of the city and the issues affecting transport.	More emphasis [ <i>needed</i> ] on the importance of tackling congestion in a sustainable manner.	<i>Include green travel plans in table C2</i>	<b>Give consideration to promotion of green travel plans</b>

10	Voluntary Action Cumbria	Voluntary	The Partnership has done well to draw together a clear and coherent long-term strategy to guide the District's future development. [However], the statement of the Vision for Carlisle does not capture any sense of inclusion of the rural parts of the District (29% of the population). Impression that this document's focus is urban Carlisle alone. There are few references to the Third Sector in the Plan; [plan makes only passing reference to reducing carbon impacts and fossil fuel usage].	[Concern over] tension between transport improvements and climate change/oil supply issues.	[A consistent use of language and descriptors (i.e. Carlisle, Carlisle City, City of Carlisle, City Region) throughout the paper, with the intention of being inclusive of rural as well as urban communities. Amendments to parts of sections 4, 5 and 6 of the Plan.]	<b>Carbon emissions; City-region issues; urban-rural issues; refs to third sector</b>
11	Carlisle College	Public	Strategy is ambitious but also realistic. The Vision is clear and vibrant.			
12	Cumbria Vision	Public	Cumbria Vision strongly supports the Economic Strategy and agreed with the need to strengthen Carlisle's role as a regional city and define a bold, confident and ambitious vision for the future development of Carlisle over the next 25 years.		The need to increase the population of Carlisle by more than the forecast population increase is clearly controversial and therefore will need a much greater degree of explanation with a detailed breakdown as to what this will mean in terms of new houses, jobs etc and implications for the provision of other facilities e.g. hospital beds.	<b>Population target; implications of growth for services</b>
13	Cumbria CVS	Voluntary	The Vision reflects aspirations well and [there is] general support for the Strategy. Very thorough approach to the process used to develop the strategy.		[Greater mention needed of the role of the Third Sector]	<b>Strengthen references to significance of third sector in delivering services to expanded population</b>
14	Individual	Individual	I would have hoped for a more up-to-date vision for balanced growth with sustainability. The Vision is old fashioned and un-focused. Why is it based on the notion that Carlisle has to be like everywhere else?	Sustainability.	[Need to consider impacts of] global warming and climactic change, Far Eastern economic growth, New Europe, economic migration, integrating people with a sustainable environment.	<b>Carbon emissions</b>
15	University of Cumbria	Public	Fully supports the plans for economic growth in the city. [The University] shares the Vision's ambitions of creating a sustainable future in environmental, economic and social terms.			

16	Carlisle Housing Association	Public	<i>[No specific comment on objectives. However, detailed points imply broad agreement with growth aspirations but not responding to climate change is regarded as a missed opportunity]</i>	<i>[Some concern over population target. Also, greater emphasis needed on a low carbon future].</i>	CHA recommends that the Carlisle Partnership sets up a forum - "Low Carbon Carlisle?" in which to develop the implications of global warming and the practical steps that can be taken to ensure that the city continues to prosper.	<b>Carbon emissions</b>
17	Sports Economy Partnership	Public	The Vision is good, but would also like to see reference to health, as I feel healthy people are as important as skilled people to a productive economy.	[Only one reference made to sport compared to several references to its role in the Regional Economic Strategy and the Cumbria Economic Plan].	<i>[Make references to the role of sport]</i>	<b>Strengthen references to role of sport</b>
18	Save Our Streets	Community	We recognise the need for the city to grow and prosper. We are opposed to regeneration which is undertaken by methods which put commercial viability and profit before the needs and wishes not only of the Rickergate community but also the people of Carlisle. The Strategy seems to be skewed very much in the favour of local big business.	The needs of the people of Carlisle and the communities most affected by the strategy are not represented at all. <i>[Concerns over population growth and sustainability].</i>	..retain the homes, small businesses and community of the area (Rickergate). <i>Small food producers and retailers need to be encouraged.</i>	<b>Governance issues (role of community)</b>
19	GONW	Public	The key positive aspects of the strategy include: the logic behind the vision that Carlisle could be the centre for employment, retail, leisure and HE serving North Cumbria. The focus for action appears to be the city of Carlisle only. <i>[It is]</i> not clear whether the overall strategy is likely to have sufficient funding to be deliverable.	<i>[Need to prioritise actions and shortlist]</i> a limited number of key transformational actions	<i>[Define] what is meant by the Carlisle "City Region."</i> <i>[Include] maps in the Strategy.</i> <i>[Reword vision statement to reflect the fact that the University has campuses in several other places in Cumbria]</i>	<b>City-Region issues; priorities</b>
20	Environment Agency	Public	Really good to see sustainability embedded throughout the document and being prominent in the main vision <i>[but]</i> in several places, the environment/ sustainability is seen as a constraint rather than a significant resource.	Need to take account of risk of flooding combined with amenity/ecology value of river corridor	More positive approach and language applied to sustainability issues.	<b>Carbon emissions</b>
21	Pirelli	Private	Very good generally, in particular its scope and detail			
22	Borders Council	Public	Accessible overview of issues facing Carlisle and its hinterland. No mention of links across Scottish border	There are cross-border issues - impacts of Carlisle Airport; tourism strategies.		<b>City-Region issues</b>

23	Individual	Individual	... somewhat disappointing and lacking in ambition and vision.... Carlisle has opportunities to become the third city in the NW and the undoubted capital of Cumbria and the Borders. Where is the excitement in a vision that sees the city creating growth.....in 25 years time? We can do that now.	Why wait for 25 years?	Need to clarify popn target. 125k or 150k makes a big difference.	<b>Population target; implications of growth for services</b>
24	Sustainable Brampton	Community	The vision as stated in unrealistic. The strategy attempts to underpin this dazzling future where the indiscriminate pursuit of more GVA appears to be the overarching aim, by an unrealistic assessment of future population growth.	Negative impact of growth on public services; climate change.	Needs a more self-reliant, more resilient, more community-orientated more localised economy. Needs more realistic population/housing targets.	<b>Carbon emissions; Population targets</b>
25	Hadrian's Wall Heritage	Public	We are aiming to increase both visitor numbers and, critically, visitor length of stay..... Upward of 2,000 new jobs could be developed....	Lack of emphasis on Roman heritage.	Change vision to "dynamic stunning heritage university city."	<b>Strengthen references to Hadrian's Wall</b>
26	Carlisle Parish CA	Public	We have major concerns over the lack of a green agenda.... In places, it appears to be attempting to benefit urban areas to the detriment of the rural areas....	Rural areas and green issues overlooked..... Lack of recognition of "Parish" level.	Rural proofing - Clarify where expansion will be located.	<b>Urban-rural issues</b>
27	Cumbria Constabulary	Public	Very happy with the strategy and enthused by the ambition.			
28	Individual	Individual	<i>[Document is]</i> long, full of jargon and appears to have little substance in it..... <i>[Strategy needs to]</i> provide well paid jobs and prevent the loss of our young people.	Cumbria Vision strategy already exists - why do we need another one	list of specific actions noted, such as building high tech park, bio-fuels development.	<b>Consider potential for bio-fuels project</b>
29	Dalston Parish Council	Public	Disagreement with Carlisle needing to have such an increase in population size. Parishes such as Dalston wish to retain their village identity and do not want urban Carlisle joined up to them.	Lack of recognition of "Parish" level. Lack of balance between urban and rural.	There should be a parish representative on the EDE Priority Working Group.	<b>make reference to significance of Parish level governance</b>
30	Cumbria CC Cabinet	Public	The aims of the Strategy are consistent with the County Council's key theme of "Making Cumbria more Prosperous". A strong growth point in North Cumbria should complement proposals to.... <i>[list of other plans in the County]</i> ..... <i>[But, the level of population growth]</i> does not appear to be substantiated.	Size of population target needs to be debated and substantiated.	More detailed investigation of population growth, drivers for growth and implications for city.	<b>Population targets</b>
31	CCC Local Committee	Public	[Generally support for strategy is implicit in comments such as....] Members fully supported the emphasis on the development of Carlisle Airport... <i>[and]</i> ... the emphasis on South Carlisle as a beneficiary of economic growth.	Size of population target needs to be debated and substantiated.	There should be a Local Committee representative on the EDE Priority Working Group.	<b>Population targets; Governance issues</b>

32	Cumbria Tourism	Public	A clear 25 year Vision, direction of travel, providing strategic framework..... Only slight criticism is the lack of timeline for projects.	Synergy with the emerging Tourism Strategy and Cumbria Destination Management Plan 2007-8.		
33	Tullie House	Public	I question the use of the term "international connections" in the vision statement..... There is very little in the document that backs up this statement; does not appear to be much that aspires to make Carlisle a more attractive city to move to or live in.....	Being "international" may not just be about "connections".	Change "International connections" to "international potential" - Hadrian's Wall as World Heritage Site, twinning, international exhibitions?	<b>Strengthen references to the "international status" of Carlisle - Hadrian's Wall; Sands Centre performances</b>
34	Capita Symonds	Private	...like the ambition of substantial growth... <i>[but vision is]</i> ... not distinctive enough for Carlisle - laudable but could apply to any city.	Vision lacks USP for Carlisle	Suggested vision - "vibrant, historic regional hub supporting business, tourism and communities within a 50 mile radius...."	<b>Make unique aspects of Carlisle more prominent? - e.g. Newest University in UK; Hadrian's Wall; Historic core; transport and logistics etc.</b>
35	CBEN/CREA	Public	Strategy seems very comprehensive ... Confident, bold and ambitious .. Aspirations for growth... subject to a sustainability review.			
36	Brampton Chamber	Private	A key issue for Brampton to expand as a service centre..... Allow Brampton to build on its economic foothold.....	Lack of consideration given to outlying towns.	Keen to be consulted on changes proposed for Brampton.	<b>Clarify likely impacts on Brampton specifically</b>
37	Manufacturing Institute	Private	...presents a very visionary but logical set of objectives to support the position and growth of a potentially leading regional city.	Need a growing economy but significance of manufacturing is underplayed.	List of key challenges for manufacturing including image, skills, management, supply chain development, ICT and other technology.	<b>Strengthen references to the importance of manufacturing</b>
38	Infrastructure OSC	Public	Members welcomed the vision for Carlisle but were slightly concerned that infrastructure was not included as a separate entity. Growth needed to be carefully managed.	Concerns over private emphasis in strategy.	Define "proper role for OSC".	<b>Governance and delivery issues</b>
39	Corporate resources OSC	Public	<i>[Points raised mainly about governance issues rather than the contents of the strategy].</i>	Insufficient Member representation in EDE Priority Group.	Increase Members on EDE Group.	<b>Governance and delivery issues</b>
40	Community OSC	Public	Thought should be given to possible tension between the growth of Carlisle and the loss of quality of life...	Lack of attention to needs of communities where people live.	Programme should include actions in deprived communities as a priority.	<b>Prioritisation of actions in deprived communities</b>

41	NWDA	Public	NWDA sees Carlisle as an area of significant economic growth potential.... We fully support the vision.	can contribute strongly to transformational RES action 55.	<i>[Clarify priorities for action - NWDA suggests priority given to improving the physical conditions for increased private sector investment. And public realm] ; would like to see Carlisle's place in the wider geographical area - SW Scotland, East towards Newcastle and West Cumbria.</i>	<b>Prioritisation; City-Region issues; governance and delivery issues</b>
42	Eden District Council	Public	The District Council support the vision to develop Carlisle as a dynamic and successful City. Development of Carlisle should be carried out in a sustainable way.	The strategy is well ordered and supported in its context as an appropriate response to the issues identified in the SWOT.	It may be that the County model of judging sustainable proposals or strategies will need a "tweak" specifically to include consideration of an appropriate balance between urban and rural communities influenced by the City in the region.	<b>City-Region issues</b>
43	Copeland Borough Council	Public	Copeland Borough Council's vision is for West Cumbria to be a world centre for the nuclear industry. In order to do this we need strong connectivity with a major city that offers the standards required for doing business in the 21st century. Our hope is that growing Carlisle will seek to deliver Carlisle as such a city, and in return, we hope that having a world-class sector area within "reach" can contribute to Carlisle's ambitions.		Usually a city vision benchmarks itself in terms of levels of substance, i.e. an international city or a European city. Perhaps Carlisle, in proper order, needs to state its intention to be a major UK city.	<b>Strengthen references to Carlisle in national and international context</b>

<b>APPENDIX C</b>					
<b>Respondent</b>	<b>PLACE: overall reaction</b>	<b>Positive comments</b>	<b>negative comments</b>	<b>Other comments</b>	<b>CRED recommends</b>
Carlisle Leisure Ltd	We need bold leadership.	A 4 star hotel is a must. This must be complemented with appropriate provision for conference and exhibitions.	Disappointed that there is no mention of the Sands Centre.	<i>[Mention Sands Centre - international artistes, 130,000 tickets a year, draws in sales from outside City Boundary etc].</i>	<b>Make specific reference to Sands Centre</b>
Morton School	<i>[No comment]</i>				
Business Link Northwest	<i>[No comment]</i>				
	Rubbish				
Cumbria Fire and Rescue Service	[Generally supportive]	The eventual relocation of the existing fire station from Rickergate will assist in facilitating the development of this area.			
NWDA	Sections 6.5-6.7 on the city centre are interesting.	I do think the image side of things is very important - e.g. 6.10.2 and 6.11.	I am not sure the evidence is in place for the primacy of public realm improvements. Is there a private sector appetite for this and any possible financial contributions? Identifying the lack of office space is important but on reading, it doesn't come through clearly into the work themes, although I know this is planned in e.g. Rickergate and Riverside.		<b>Priorities</b>
Cumbria Higher Learning	<i>[No specific comment]</i>				
Upperby Ward Councillor	A good summary of what needs to happen.	It's crucial that we develop brown field land, particularly for low cost, affordable and good quality social housing.			
Stagecoach North West		The correct points are made here about the value of productive land use adjacent to transport infrastructure..... <i>[strongly supports emphasis on brownfield land, night-time economy, student activity].</i>			

Voluntary Action Cumbria		6.2.4 We warmly welcome the critique here of housing delivery for rural communities. .... must recognise the needs of even the smallest and most remote communities. The statements made in 6.2.5 are as true for rural communities as they are for urban.	Failure to develop strategies to tackle climate change in parallel with development of the economic strategy is a weakness; 6.2.8 The declining % of economically active population is hugely significant, yet there is no consideration in the strategy about how growth can be sustained with a workforce that is in relative decline.	<i>[Makes specific comments on urban-rural issues and the merits of urban rural balance in housing allocations and employment land in terms of transport and CO2 impacts].</i>	<b>Carbon emissions; urban-rural issues</b>
Carlisle College	Very important and clear links to other ambitions.				
Cumbria Vision	Vision of the Strategy is laudable...but needs careful consideration.	<i>[Objective for population growth generally supported].</i>	<i>[Need to consider implications of population growth for housing and employment in Carlisle].</i>	<i>[Fix maximum growth of population at 125,000 - data is presented to support this].</i>	<b>Population targets</b>
Cumbria CVS	Generally support but have the following comments -		<i>[need to recognise the role of Third Sector organisations in planning future services for increased elderly population] [Need for projects that demonstrate priority for revitalising communities].</i>	<i>[p18 - reference to Third Sector organisations].</i>	<b>Make reference to role of third sector in delivering services to expanded population</b>
Individual	The theme is good.		Realisation will need more imagination than has been shown in the document.		
University of Cumbria	...Share the ambition of rising the population of the city ....	The university is fully supportive of this theme. The university will contribute to this by promoting Carlisle as an exceptional location to work and study.			
Carlisle Housing Association	Meeting growth aspirations will require planning policies that promote housing growth.	<i>[supports objectives to increase housing land and serviced employment land; also for revitalising communities].</i>	<i>[recommends that public realm improvements take more account of accessibility for ageing and less mobile population].</i>	Fix 150,000 as a longer term aspiration - by, say, 2050.	<b>Population targets</b>
Sports Economy Partnership			Strategy does not give evidence how sport will be integrated into any proposed .....developments.	clearer statement of how sport and leisure activities are integrated into the economic regeneration <i>[suggestions made].</i>	<b>Strengthen reference to role of sport</b>

Save Our Streets			We feel that... The heart and guts of the city will be ripped out by the Rickergate proposals <i>[Carlisle is in danger of becoming a clone of hundreds of other places] [Note inconsistencies in housing and tourism with regard to proposal to demolish houses and buildings of historic interest in Rickergate].</i>		Priorities
GONW	there is much that is worthy <i>but [questions about the evidence base as justification for current priorities].</i>	A focus on invigorating the city centre ... <i>[university, retailing, leisure options]... all makes sense.</i>	.....there is little prioritisation <i>[need more work on evidence-base to justify actions and any priorities];</i> Much is made of the forecast population growth in Carlisle - but the supporting table shows that this is mainly due to a growth in the over 65 age group.	<i>[Identify key transformational actions; explain how and where this growth to be accommodated - housing growth points? Eco-communities?].</i>	Priorities; Need to send them the full SWOT and Sector review
Environment Agency		fully support the brownfield development...	The strategy should consider flood risk in all development	Need to involve EA in any decisions on brownfield development	Make specific reference to flood risk in developing projects
Pirelli	Good				
Borders Council				<i>Clarify reference to impact on southern Scotland (Borders Council as well as D&amp;G).</i>	City-Region issues
Individual	<i>[Need to decide on target and debate issues such as roads, rail water, power, IT as well as schools, houses, sport, cultural services].</i>		needs to be a genuine informed debate looking at the various options for an "ideal" population growth.		Population targets
Sustainable Brampton	the structure of the document [place/people/connections] does not allow a coherent consideration of the structure of the economy and its fitness for purpose.	The strategy makes welcome references to the rural areas and the Brampton area in particular.	Population assumptions are unrealistic and have wider implications beyond the economy.		Population targets

Hadrian's Wall Heritage	Good		Need to strengthen comments on Heritage, especially Roman and medieval.	<i>[Refer to Hadrian's Wall Heritage Ltd as provider of new jobs, new business opportunities and promoting Carlisle].</i>	<b>Refer to Hadrian's Wall Heritage Ltd</b>
Carlisle Parish CA			Under 'agreeing target growths' there is no mention of migrant workers..... <i>[Statement on virtual moratorium on rural housing is incorrect] [growth of office space at Kingstown means that small rural developments are remaining vacant].</i>	<i>[6.9.3 9(iv) Refer to Hadrian's Wall and wider tourism opportunities]; [want to ensure that affordable houses continue to be built in rural areas] ; [6.4.1 last bullet should say urban AND rural housing].</i>	<b>Refer to Hadrian's Wall opportunities; refer to affordable housing in rural areas</b>
Cumbria Constabulary	<i>[No specific comments</i>				
None			Many local companies could not run their business efficiently without the migrant labour force, so where are the people coming from to fill the promise of ... jobs?		<b>Population targets</b>
Dalston Parish Council			Developing plans for affordable housing are unclear, especially in terms of location.		<b>Refer to affordable housing in rural areas</b>
Cumbria CC	Breaking down the strategy into three themes of place, people and connections is a logical, appropriate and manageable way of presenting the plan.	The five workstreams identified in relation to growing Carlisle are all relevant.	<i>[Implications of growth not considered sufficiently].</i>	should extend this to include implications of growth for public and private infrastructure <i>[schools, health care, recreation, leisure, transport].</i>	<b>Population targets</b>
CC Local Committee	<i>[No overall comment]</i>		Scepticism about the population figures.		<b>Population targets</b>
Cumbria Tourism	<i>[Generally very positive - Historic Quarter, Public realm, Hotels, emphasis throughout on HIGH QUALITY].</i>	Strongly support the need for improvements in public realm; Strongly support the key City Centre projects, particularly .... Improved signage and interpretation..... provision of 4 star hotel ...; Support development of tourism networks..... For the Hadrian's Wall area.	Has the issue of potential displacement <i>[of population]</i> from other areas been considered?; <i>[6.5.2 why no specific reference to Tullie House?]; [justify focus on Longtown and Brampton for rural area development] [6.7.1 what about the idea of a Business Improvement District for City Centre].</i>	The work to "agree growth targets" at 6.3.1i will be crucial.; <i>[6.5.2 add reference to improve quality of accommodation generally]; [needs reference to branding study that is nearing completion..].</i> In the promoting Carlisle Section..... More emphasis on Carlisle's role as a meeting place ...visiting friends and relatives..	<b>Population targets</b>

Tullie House	<i>[No overall reaction stated]</i>		No reference to the new County Council archive facilities to be built at Petril Bank..... Inconsistent use of terms - arts facilities and performing arts space..	6.5.2 iii. Suggest that Tullie house Museum and Art Gallery is mentioned alongside the Cathedral and Castle..; also listed in SWOT under quality of life; 6.6 Suggest there is a further strand, which is the development of Tullie House Museum and Art Gallery.	<b>Refer to Tullie House as appropriate throughout</b>
Capita Symonds	Comprehensive but ..lacking in detail around delivery targets.		Disappointing that the original intent for a civic quarter has been dropped..		<b>Clarify outcomes and targets</b>
CBEN/CREA	...the strands have concerns about the visual appearance and natural habitats with the obvious links to people and connections.				
Brampton Chamber			Action points to Brampton are vague; A key issue for Brampton to expand as a service centre is parking and traffic flow in the centre...		<b>Strengthen references to Brampton as a service and employment centre</b>
Manufacturing Institute	<i>[No comment stated]</i>				
Infrastructure OSC	The Committee realised that growth would occur in Carlisle ....regardless of any action taken.... But growth needed to be carefully managed.	The basic assumption that Carlisle should grow in terms of population was acceptable...	concerns about which comes first, the growth of population or arrangements to put in place adequate infrastructure..		<b>Population targets</b>
Corporate resources OSC	<i>[No specific comments on the Strategy itself]</i>				
Community OSC			There is potential for tension between the desire to grow the City and the potential loss of quality of life..		<b>Population targets</b>

NWDA	the delivery of projects ..... For Rickergate and Caldew Riverside will form the flagship physical projects of Growing Carlisle.	Direction of travel in terms of population growth alongside growing Carlisle's retail, leisure, educational and commercial offer is fully supported.		NWDA expects ..... The City and County Council will use publicly held assets ... to facilitate redevelopment in these areas. Reference to the joint property review being undertaken between Carlisle City and Cumbria CC should be made in the strategy.	<b>Make reference to joint property review</b>
Eden District Council	Issues around development of the University, a new hotel or the airport will be particular areas where continued dialogue between us would be important in the future along with the effect of tourism promotions.	Eden residents are in part influenced by the Carlisle region and as the City develops it could become more attractive for employment, shopping and leisure purposes. This offers potential benefits for the residents of Eden.		Perhaps the current work to identify the most appropriate vehicle to take forward the economic strategy could also include a communications strategy which will determine how partners are to be kept informed and included in the future.	<b>Make reference to plans to communicate the strategy</b>
Copeland Borough Council	As a fellow Cumbrian authority, Place, along with Connectivity, are the themes of most concern to us.	The strategy is right to get the contemporary mix of executive accommodation, quality office space, and high quality cultural offer all within the city centre.	Our main concern is that you have made little of the potential to build up the financial and business district of the city. Carlisle has the greatest concentration of professional services in the sub-region and they probably need more attention in your strategy.	To successfully grow the economy, business and enterprise will need access to top quality finance, legal, marketing and design services. This coupled with a commitment to build the city's capacity to attract both re-investment and inward investment, are both seriously underplayed in this section.	<b>Consider stronger role for growth in business services</b>

<b>APPENDIX D</b>					
<b>Respondent</b>	<b>People overall reaction</b>	<b>Positive comments</b>	<b>negative comments</b>	<b>Other comments</b>	<b>CRED recommends</b>
Carlisle Leisure Ltd	<i>[No overall statement, but generally positive]</i>	The university is a fantastic opportunity which must work and be successful.			
Morton School	<i>[No comments on this theme]</i>				
Business Link Northwest	<i>[Gives strong support for the role of BL NW in delivering "Enhanced Business Support Services" and other business-related actions]</i>	<i>[supports need for strengthening network of business support].</i>	<i>[No reference to private sector organisations in tables under "business engagement"].</i>		<b>Should there be reference to private sector involvement as "Lead Organisations" under "business engagement"?</b>
Individual	Rubbish				
Cumbria Fire and Rescue Service	<i>[Generally supportive]</i>				
NWDA	<i>[No overall reaction given]</i>	Re businesses, the 7.8.5 section on growth areas make sense; opportunity to exploit the potential of the energy sector in west Cumbria.	There is not much detail on what is holding businesses back; not much information on exactly how routes into University of Cumbria will work.	quantify local demand and targets for growth.	<b>Employment growth targets</b>
Cumbria Higher Learning	<i>[No overall reaction given]</i>			<i>[Edited version of 7.5.7 submitted to clarify role of CHL in relation to individual Colleges].</i>	<b>Make change to table as requested</b>
Upperby Ward Councillor	Absolutely right	We need to move towards a more knowledge based local economy which is no longer dependent on a small number of big employers.			
Stagecoach North West	<i>[No comments on this theme]</i>				
Voluntary Action Cumbria	<i>[No overall reaction given, but seems supportive].</i>			It would be very welcome if this section could be developed to recognise the contribution of the third sector.	<b>Make reference to involvement of third sector</b>
Carlisle College		Good that it signals inclusivity and addressing needs of those on the fringes of prosperity.			

Cumbria Vision	Cumbria Vision agrees the priorities for action.			Re-order actions by most important first: Business Growth and Innovation; Improve Workforce Skills; Reduce Worklessness.	<b>Consider significance of the ordering of actions within this theme</b>
Cumbria CVS	Agree on the issues highlighted.		Third sector potential to contribute to the solutions could be reflected more.	<i>[Suggested inclusions on third sector given under 7.2, 7.5, 7.8].</i>	<b>Make reference to involvement of third sector</b>
Individual	OK but could be improved.			Where's the response to economic migration?	<b>Employment growth targets</b>
University of Cumbria	The University believes that this is the central theme of the plan.	<i>[Highlights the role of the university in achieving objectives]</i> The university also welcomes the focus on business growth and innovation.			
Carlisle Housing Association	<i>[Strong support implied in comments for growing employment, reducing worklessness and raising school performance].</i>		the role of social enterprises in supporting employment growth should be recognised (7.3.4).	<i>[Suggests reference to CHA as funding partner in Carlisle Employment Initiatives].</i>	<b>Refer to CHA as a partner involved in "Employment Growth and Opportunities"</b>
Sports Economy Partnership	<i>[No overall reaction given]</i>		Carlisle has several key sporting assets ...but no indication is given as to how these will be used to ...contribute to its economic growth.	<i>[Implies there is need to reference the Workforce Development Plan of Cumbria Sport Partnership and other Countywide initiatives].</i>	<b>Make reference where appropriate to Cumbria-wide strategies for Sport (perhaps under 7.8.5, bullet 6)</b>
Save Our Streets	<i>[No overall reaction given]</i>				
GONW		Expansion of the university ... growth of the retail sector, the broadening of options for leisure and the night time economy all make sense.	It is less obvious that Carlisle has a USP when it comes to proposed target industries such as financial services - other than as a centre to serve the local and neighbouring communities.		<b>Send full copies of SWOT and CRED Sector Review</b>
Environment Agency	<i>[No overall reaction given]</i>				
Pirelli	Good				
Borders Council	<i>[No overall reaction given]</i>	There are opportunities to develop stronger tourism links between the areas, particularly along the A7 corridor.			<b>City-region issues</b>

Individual		Paragraphs regarding reducing worklessness, improving workforce skills and business growth and innovation are very welcome.	Where are the people coming from to help the city achieve its ambitions?	There will have to be a major influx of migrants..... there is no recognition of this in the strategy.	<b>Employment targets (and migrant workers issues)</b>
Sustainable Brampton	<i>[No overall reaction given]</i>		There is no reference to agriculture or other land-based activity, in the Business Sector Analysis.	<i>[Suggests alternative sectors: localised energy generation; local organic food production and distribution; locally-produced biomass fuel].</i>	<b>Carbon emissions (alternative sectors)</b>
Hadrian's Wall Heritage	Good		<i>[Implies, I think, that there is insufficient recognition of job creation in heritage promotion and Hadrian's Wall Corridor in particular].</i>		<b>Where appropriate, refer to the potential employment benefits of Hadrian's Wall Corridor</b>
Carlisle Parish CA	<i>[No overall reaction given]</i>				
Cumbria Constabulary	<i>[No overall reaction given]</i>				
Individual		The university cannot compete with the likes of Sheffield, Newcastle, Manchester ....	<i>use Cumbria's natural resources - bio-fuels, sheeps wool for insulation; hydro-electricity; [Need to protect manufacturing base].</i>	Would like to see a high tech business park proposed and a site allocated.	<b>Carbon emissions (alternative sectors)</b>
Dalston Parish Council	<i>[No comments on this theme]</i>				
Cumbria CC	successfully covers the key priorities.	..successfully covers the key priorities of tackling worklessness, raising skill levels and ambitions and supporting indigenous business growth and innovation.	employment growth opportunities arising from developments of the sport sector; <i>[Also, comments imply that growth targets are unlikely to be met without significant increase in levels of inward investment].</i>	need an enhanced inward investment campaign linked to increased provision of high quality employment sites.; Civil Service relocation may offer opportunities.....	<b>Employment targets (consider the need to strengthen inward investment promotion)</b>
CC Local Committee		Welcome the emphasis on South Carlisle as a beneficiary of economic growth.			
Cumbria Tourism	<i>["Fully support" many stated aspects of this theme].</i>	Fully support the aim of providing targeted vocational training and leadership programmes within priority sectors.			

Tullie House	<i>[No comments on this theme]</i>				
Capita Symonds		<i>[Vital to develop local skills to deliver place agenda]</i>	new academies and university create strong links with business to deliver skills required locally		
CBEN/CREA	We are pleased this theme encompasses such a wide range of activities associated with people.				
Brampton Chamber	<i>[No comments on this theme]</i>				
Manufacturing Institute	<i>[No overall reaction given]</i>			<i>[implies a need to do more on the image, skills gaps, managerial skills, supply chains, ICT adoption in manufacturing].</i>	<b>Strengthen references to future of manufacturing</b>
Infrastructure OSC	<i>[No specific comments on this theme]</i>				
Corporate resources OSC	<i>[No specific comments on this theme]</i>				
Community OSC		Reducing worklessness - there was some good work in this section in terms of links and references to the university.	there was nothing about post-graduate development.		<b>Make reference to post-graduate development</b>
NWDA					
Eden District Council	<i>[No comments on this theme]</i>				
Copeland Borough Council	Overall, this section is excellent.	Developing a comprehensive City Employment Strategy is a masterstroke.	There does not appear to be a clear link made between new housing programmes and school sustainability.	Perhaps the City Employment Strategy could be boosted by a city skills audit or skills census.	

<b>APPENDIX E</b>					
<b>Respondent</b>	<b>Connections overall reaction</b>	<b>Positive comments</b>	<b>negative comments</b>	<b>Other comments</b>	<b>CRED recommends</b>
Carlisle Leisure Ltd	<i>[No comments on this theme]</i>				
Morton School	I see little point in expanding a city already struggling with traffic congestion.		<i>[comments generally suggest that significant population growth will require major changes to local roads which are not reflected in the strategy].</i>	I would like to see a road bridge over the Caldew ... to reduce traffic over Victoria Viaduct and the possibility of linking the Northern Development Route to the Motorway at Junction 42.	<b>Population targets (impacts on infrastructure)</b>
Business Link Northwest	<i>[No comments on this theme]</i>				
	Nonsense				
Cumbria Fire and Rescue Service	I hope we can play a significant role .... To ensure that we protect the public who use our...roads				
NWDA	<i>[No comments on this theme]</i>				
Cumbria Higher Learning	<i>[No comments on this theme]</i>				
Upperby Ward Councillor			I would take issue with the need for airport expansion, especially at this time when homes and businesses in the city are being told to reduce carbon emissions.		<b>Carbon emissions</b>
Stagecoach North West	comprehensive, robust and accurate assessment of the city and the issues affecting transport.	We clearly support measures (8.8, 8.9) aimed at improving bus priority and addressing parking strategy.	there needs to be a firm recognition that achievement ..... relies on proper and adequate funding.		<b>Delivery issues</b>
Voluntary Action Cumbria				Must demonstrate leadership in considering means by which the tension between transport plans and CO2 may be moderated.	<b>Carbon emissions</b>
Carlisle College	Essential for other goals are to be achieved.				

Cumbria Vision	Cumbria Vision agrees with the list of actions required to improve connectivity in Carlisle.				
Cumbria CVS	<i>[generally supportive]</i>		Would emphasize the need for improved support for third sector organisations to benefit from any improved ICT connectivity.		<b>Add note that ICT improvements will benefit all sectors - public, private, voluntary and community</b>
Individual	Dated		its time to be thinking beyond roads and airport as an answer to all economic ills.		<b>Carbon emissions</b>
University of Cumbria	University recognises this as a crucial element of planning for a successful and vibrant city.				
Carlisle Housing Association	<i>[No comments on this theme]</i>				
Sports Economy Partnership		I would endorse the proposals ..... to ensure that footpaths and cycle paths are incorporated into Carlisle's development.			
Save Our Streets	<i>[No comments on this theme]</i>				
GONW		plans for a freight facility at Carlisle Airport - giving Carlisle opportunities to strengthen its role as a centre for distribution and logistics.		<i>[Include map to show location of roads, airport, etc].</i>	<b>Include outline maps of key locations in City</b>
Environment Agency			<i>[Need to consider water supply and sewage for key developments such as Carlisle Airport].</i>	Infrastructure SWOT - Eden and Petheril scheme will reduce risk of flooding, but it is the Caldew and City Centre Scheme (2008-10) that will provide greater opportunity.	<b>Refer to Caldew and City Centre scheme in SWOT</b>
Pirelli	Good				

Borders Council		Growth of Carlisle Airport is a strategic opportunity that may have an impact on the Scottish Borders.			<b>City-Region issues</b>
Individual	There is much good thinking in this theme.		Does not come up with what will be needed for a population of 125,000.		<b>Population targets ((impacts on infrastructure)</b>
Sustainable Brampton			Developing freight services at Carlisle airport to trade in "specialist niches such as perishable goods"..... Is a backward step.		<b>Carbon emissions</b>
Hadrian's Wall Heritage	Excellent	HWHL fully supports the airport development.... Branded rail link to Newcastle and the west coast of Cumbria; walking and cycling.			
Carlisle Parish CA			<i>[emphasis is on recreational cycling rather than green solutions to traffic congestion].</i>	All major arterial routes need to provide safe bike routes that do not involve scenic detours; facilities for cyclists - bike parks, hiring.	<b>Consider schemes to promote cycling for commuting use</b>
Cumbria Constabulary	<i>[No specific comments on this theme]</i>				
Individual			There is an issue with congestion, but it appears to be overstated.	Remove unnecessary bus lanes and traffic lights.	<b>Consider addition of park and ride/walk schemes</b>
Dalston Parish Council			Cycling facilities should be enhanced, not just for recreational purposes.	<i>[Bicycle storage; cycle racks; car sharing, ]</i>	<b>Consider schemes to promote cycling for commuting use</b>
Cumbria CC	CCC will work closely with the City Council to ensure that all land use proposals are fully integrated with sustainable transport provision.		Transport funding is heavily constrained. Sources of funding will need to include NWDA and private developers.		<b>Delivery issues</b>

CC Local Committee		Support of Local Committee for the development of Carlisle Airport.			
Cumbria Tourism	Fully support the priorities identified in the connections theme.	..strong support for Carlisle Airport investment to raise profile and international image of the city.			
Tullie House	<i>[No comments on this theme]</i>				
Capita Symonds		We support development of the airport; we welcome the CNDR.	<i>[not bold enough on tackling congestion].</i>	tackle congestion through park and ride schemes.	<b>Consider addition of park and ride/walk schemes</b>
CBEN/CREA	Source of controversy, especially from an environmental point of view, however.....	the airport..... is very important for the development of the counties economy			
Brampton Chamber				Parking and traffic flow in Brampton town centre.	<b>Urban-rural issues</b>
Manufacturing Institute	<i>[No comments on this theme]</i>				
Infrastructure OSC	Additional investment in transport and infrastructure would be required to accommodate the growth.				
Corporate resources OSC	<i>[No specific comments on this theme]</i>				
Community OSC			In some areas of the city, there is an issue with public transport.		<b>Consider addition of park and ride schemes</b>
NWDA					
Eden District Council	<i>[No comments on this theme]</i>				

Copeland Borough Council	A great section which could benefit from showing off how well acquainted you are with other key strategies in the sub-region and how they dove-tail with Growing Carlisle.	You are right to focus on ICT as a key need.		Paragraph 8.6.4 should replace the WCSM with "The Energy Coast Masterplan for West Cumbria". Have you considered making Carlisle city centre a wi-fi zone? This has been done to great effect in the LB of Westminster and is the type of benchmark for ICT in the 21st century.	<b>Change WCSM to "The Energy Coast for West Cumbria"</b>
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<b>APPENDIX F</b>			
<b>Respondent</b>	<b>Further explanation required?</b>	<b>Priorities not addressed</b>	<b>CRED Recommends</b>
Carlisle Leisure Ltd	No	No comment	
Morton School	<i>[No comment]</i>	<i>[No comment]</i>	
Business Link Northwest	<i>[No comment]</i>	<i>[No comment]</i>	
	<i>[No comment]</i>	<i>[No comment]</i>	
Cumbria Fire and Rescue Service	No	<i>None, that I am currently aware of</i>	
NWDA	Not much detail on what is holding businesses back; how routes into University of Cumbria will work.	Links with the Cities of the North West .... and with Newcastle; exploit the potential of the energy sector in West Cumbria; Missing section on benefits/outcomes.	<b>City-Region issues; priorities; outcomes and targets</b>
Cumbria Higher Learning	<i>[No comment]</i>	<i>[No comment]</i>	
Upperby Ward Councillor	No - its clear and understandable	No, whilst I would disagree with the solutions to the city's problems, the document is well written and comprehensive.	
Stagecoach North West	We found the document to be a comprehensive, robust and accurate assessment.		
Voluntary Action Cumbria		<i>[Third sector engagement; climate change and Peak Oil]</i>	<b>Carbon emissions; third sector engagement</b>
Carlisle College	all very clear	No - these will grow and change as partners engage in projects.	
Cumbria Vision	<i>[Clarify population targets and research implications of different scenarios for services, schools hospitals etc].</i>	No	<b>Population targets and implications for services</b>
Cumbria CVS	No	<i>[Carlisle Hub - one-stop-shop for voluntary action - shared premises for the third sector - action plan PL3].</i>	<b>Consider idea of "Carlisle Hub?"</b>
Individual	Why is it based on the notion that Carlisle has to be like everywhere else?	Yes - Carlisle's place in the global marketplace. Impacts of global warming and climate change.	<b>Carbon emissions</b>
University of Cumbria	Deeper understanding of the need to support the development of the university.	Identify demonstrable links to other strategic plans and initiatives across the wider region; Carlisle should.. recognise its responsibilities ... to other deprived regions of Cumbria; only passing reference ..... to schools and ...achieving high quality school provision.	<b>City-Regions issues (Links to Cumbria-wide developments</b>
Carlisle Housing Association		<i>[Suggests setting up a forum "low carbon Carlisle"]</i>	<b>Carbon emissions</b>

Sports Economy Partnership	No	It is worth noting that both the RES and Cumbria Economic Plan make clear references to the importance of sport.	<b>Make links to Sport in the Cumbria Economic Plan</b>
Save Our Streets	<i>[Clarify population growth trends; explain how links too SW Scotland will work].</i>	<i>[Implications of global warming; needs of small business; community involvement].</i>	<b>Carbon emissions; population targets</b>
GONW	Lack of definition of what is meant by the Carlisle City-Region; need to join up beyond Carlisle's boundaries <i>[other parts of Cumbria]</i> ; Robustness of underlying evidence-base; prioritisation of the Strategy; lack of any quantifiable targets.		<b>City-Region issues; priorities; outcomes and targets</b>
Environment Agency		Impacts of climate change and potential effects on flooding.	<b>Carbon emissions (flooding impacts of climate change)</b>
Pirelli	More focus needed on attracting new economic activity to Carlisle - less focus on Carbon footprint.		<b>Consider strengthening inward investment promotion</b>
Borders Council			
None	<i>[Population targets and scenarios]</i>	Attracting necessary population through inward migration; more ambitious approach to infrastructure requirements.	<b>Population targets and implications for services</b>
Sustainable Brampton	<i>[Population assumptions; climate change implications; benefits and outcomes; sustainability appraisal].</i>	[Climate change and peak oil]	<b>Carbon emissions</b>
Hadrian's Wall Heritage	Roman heritage in Carlisle - Roman Governors House, Hadrian's Wall.	Roman heritage	<b>seek to make stronger references to Roman heritage</b>
Carlisle Parish CA		Hadrian's Wall needs specific section; impacts of school closure on Longtown.	<b>seek to make stronger references to Roman heritage</b>
Cumbria Constabulary			
Individual	Carlisle's economic future is tied to the Cumbrian economy, it cannot be separated.		<b>City-Region issues</b>
Dalston Parish Council			
Cumbria CC	The Strategy must... answer the question "what difference will it make".	<i>[Prioritisation required]; [Delivery vehicle unclear]</i>	<b>Priorities; Governance and delivery</b>
CC Local Committee		<i>[Delivery vehicle unclear]</i>	<b>Governance and delivery</b>
Cumbria Tourism			
Tullie House			
Capita Symonds	Targets and timescales somewhat lacking	Doesn't say how the various agencies are going to work effectively together.	<b>Governance and delivery</b>
CBEN/CREA	No		
Brampton Chamber			

Manufacturing Institute	<i>[Key challenges for manufacturing - image, skills, supply chain etc].</i>		
Infrastructure OSC		<i>[Role of OSC in shaping the Strategy unclear]</i>	<b>Governance and delivery</b>
Corporate resources OSC	Governance arrangements	<i>[Role of OSC in shaping the Strategy unclear]</i>	<b>Governance and delivery</b>
Community OSC	Advise which sections of the Strategy should different OSCs oversee.	<i>{Division of roles between different OSGs}</i>	<b>Governance and delivery</b>
NWDA	The emerging consensus for delivery arrangements, including formation of a private sector led leadership group ... should clearly be reflected in the delivery section.	Production of a prioritised action plan with identified delivery partners .... will be a critical next step.	<b>Priorities; Governance and delivery</b>
Eden DC		I do not think that there are key actions or priorities that have been missed.	
Copeland Borough Council	No. This is a well-produced document that is lucid and compact.	Perhaps there could have been more space given to how these actions inter-relate to each other, particularly in terms of retaining investment, generating re-investment and attracting inward investment.	<b>Consider strengthening inward investment promotion</b>