



CUMBRIA  
LOCAL  
ENTERPRISE  
PARTNERSHIP



Cumbria Local  
Enterprise Partnership

**ANNUAL REPORT 2020**

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# CHAIR'S FOREWORD



## Lord Inglewood

**2020 has been a year like no other and given the challenges that COVID-19 has presented for Cumbria's economy, businesses and people, much of CLEP's resource, focus and energy has rightly focused on this. At the outset of the year, none of us could have envisaged what would unfold and the impact that this would have on all of our lives. This impact has been felt deeply in Cumbria with some sectors, particularly the visitor economy and arts and cultural sector, being very badly affected.**

COVID-19 has inevitably meant that CLEP's priorities have shifted to concentrate on supporting Cumbria and its businesses to manage through lockdown and respond to the subsequent significant contraction of the economy.

CLEP led the Business and Economic Response and Recovery Group (BERRG), which brought together businesses, sector leads, business representative organisations, the public and voluntary and community sectors to ensure that mitigation actions were in place to protect our businesses; communications were in place to make sure that businesses understood what support was available and were learning from what their colleagues were doing; assessing the economic impact of COVID-19 in real time; and starting the recovery planning process.

It is clear that partners have found BERRG's work valuable and that Cumbria has played its part in helping to shape government's economic response. However, BERRG would not have been able to do what it has done without the excellent support of all of its members, who have actively contributed their time, intelligence and wholehearted commitment to making sure that the issues affecting Cumbria's businesses were listened to, heard and addressed through appropriate and timely interventions. I would like to also thank all of CLEP's governance bodies for the role that they have played in the recovery planning process – their commitment has been outstanding.

Turning to CLEP itself, the transformation that started on my arrival has continued, with government recognising this in awarding CLEP exceptional for its governance arrangements in its 2019/20 Annual Performance Review, which was very much welcomed. Over the past twelve months the Executive team has continued to grow, in order to make sure that CLEP can deliver more for Cumbria's economy and businesses, with the focus over the coming months and years being very much on economic recovery.

My attention and that of the Board is increasingly turning to the end of the transition period following Brexit and the implications of this for Cumbria's economy, dependent on the outcome of government's negotiations with the European Union. Again, we will look to work collaboratively with all of our partners to assess the implications and to mitigate the possible challenges.

Clearly, CLEP's contribution has been down to the Board and the Executive and I would formally like to place on record my thanks to the Board for all of their support and work on behalf of Cumbria's economy and the Executive Team who have worked tirelessly over the past twelve months. I would also like to formally record my thanks to Professor Patricia Livesey, who stood down from the Board during the course of year and welcome Lorraine Smyth, who replaced her as the Voluntary Community and Social Enterprise representative.

Finally, in my Foreword to the 2020 Annual Report I said that 2020 looked set to be an interesting year, and nobody could have appreciated quite how - let us all hope that 2021 is slightly less so! However, I am confident that by working together we can address whatever challenges we might face and ensure that Cumbria's economy recovers and moves forward in 2021.

With all best wishes.

# MEET THE BOARD

## Lord Inglewood Chair

"When I wrote a few words in last year's Annual Report on the previous year's activities, nobody could have guessed at what 2019/2020 has brought. In the face of one of the most serious national crises of past centuries, I can say without hesitation that Board members and staff have, each and every one, 'gone the extra mile' to respond to COVID-19 and to work for recovery. They all have my thanks. Things will not be easy, but we can and must get through a chapter in our county's history which will not be easy, but which will set a framework for many years to come."



## Jim Jackson Deputy Chair and Chief Executive of Fourwinds60 Consulting Ltd

"It has been an exciting first year as Deputy Chair. Our Investments through the Growth Deal continue to enable and safeguard jobs, housing and connectivity, supporting economic growth. An additional £10.5m to support COVID recovery is very welcome. We remain committed to spending all our Growth Deal funding by March 2021. Recent involvement with the Clean Energy Sector Panel has crystallised for me the great opportunity we have in Cumbria to make a massive contribution to the UK through the generation of clean energy, wind, hydro, nuclear. Net Zero Carbon has been a growing theme over the year and I expect it to be increasingly at the heart of everything we do."



## Stewart Young Vice-Chair, Cumbria County Council

"A year ago, the biggest challenge facing the Cumbrian economy was the impact of leaving the European Union. Twelve months on that challenge remains, with or without a deal, but it is compounded by the devastating impact of the coronavirus pandemic. The Cumbrian economy has been dealt a severe blow, from which it will take many years to recover. Never has the work of CLEP been more important, as we look to chart a path towards recovery, helping businesses to change and to grasp opportunities wherever they emerge. I look forward to playing my part in that difficult but essential journey."



## Peter Allen Lake District National Park Authority

"As Chair of the Places Strategy Group, I have been pleased to see the progress made this year on Cumbria's Town Deals and Future High Streets Fund as well as the development of Cumbria's Housing Delivery Strategy. Together this work presents tremendous opportunities for the county's economy and communities. Since the COVID-19 global pandemic, I have been proud of the fireless and proactive multi-agency approach taken in Cumbria at both strategic response level and in the actions developed to support the re-start of our vital visitor economy. This year, I look forward to seeing the continuation of this important work, building on the breakthroughs that multi-agency working has achieved."



## Graham Booth Board Director of E. H. Booth and Co. Ltd

"The LEP demonstrated its ability to respond to what became a rapidly emerging crisis at the start of the year. By gathering a huge amount of intelligence across all sectors of the Cumbrian economy, we have been able to provide reassurance and practical help to business as well as channelling feedback to government with one clear voice. I believe that we must be agile in order to remain relevant and by doing so will continue to provide support and leadership over what we all expect to be a further period of volatility."



## Steve Cole Chief Infrastructure Officer, Bae Systems Marine Ltd

"Completing my first year as a member of the CLEP Board has been a real privilege and given me a fresh insight to the challenges and opportunities facing Cumbria. The Board formed very well as a team, helping us adapt to play our role in the COVID-19 response and now recovery. The crisis has highlighted where our industrial base is resilient and adaptable and where it is less so. Learning the lessons will help refine the Industrial Strategy, creating a more resilient economy. I am positive about the future - we have the right strategy combined with a team committed to deliver."



## John Coughlan Managing Director, TSP Engineering

"From Brexit to COVID-19, the last year has been full of challenges for the manufacturing sector and the coming year will have even more. We are heading into a difficult economic climate where manufacturing sectors will be reevaluating their supply chains as 2020 has exposed vulnerabilities of the present situation. Businesses will diversify and begin to bring manufacturing back closer to their core operations, which will bring opportunities. There will be a great level of retraining required to reskill workers losing their jobs in some sectors to allow them to be retrained. So alongside challenges, there will be opportunities too and I think that this is where CLEP can make a difference in successfully supporting and kick starting Cumbria's economy."



## Dr Steve Curl Private Equity Chairman

"The past year has seen good progress on transport and infrastructure projects, most notably funding for the next stage of improving the Cumbria Coastal Line. We continue pushing for further investment in active travel, rail, roads and digital connectivity. With the Government's emphasis on infrastructure projects to support the post-COVID economy, we expect to progress further projects in the current year. The new Growing Our Potential grant funding has already supported growth for more than a dozen SMEs in manufacturing, food and drink, the visitor economy and the arts. I look forward to a continuing focus on sustainability, inclusivity and carbon reduction in all our activities."



## Carolyn Dodwell Business Consultant and CLEP SME Representative

"I was delighted to be appointed to the Board last year and have enjoyed working with talented colleagues and gaining more insight into the region and its many advantages and challenges. As the new Chair of the Business Strategy Group, I am working with a wide variety of people across the region whose different businesses and sectors illustrate how diverse and complex Cumbria is. Charing many of the weekly business zoom clinics which we developed, I have met some amazing people (speakers and participants), many of whom have demonstrated exceptional resilience, innovation and community wellbeing. I look forward to the year ahead and playing my part in Cumbria's future success."



## Prof. Julie Mennell, PhD Vice Chancellor, University of Cumbria

"For many reasons, 2020 has been a significant one for CLEP. Alongside playing key leadership and support roles within and across sectors to support Cumbria's COVID-19 response and recovery, it has further put Cumbria on a very firm footing to deal with the period ahead. With a very strong leadership team and Board in place, all committed to Cumbria, its economy and communities, we can be confident we have the resource and expertise to deal with our immediate challenges and position our county for future growth and prosperity."



**Emma Porter**

Construction Director, Story Contracting

"COVID-19 meant a huge shift in priorities and activities this year but the data gathering, support and online clinics hosted by the LEP along with the BERRG meetings played an important role. The sector panel shared guidance early on and a clear path to recovery is emerging. I believe that, as well as being incredibly challenging, there will be some benefits ultimately and some positives will begin to emerge. And I believe we will be in a good position to embrace the opportunities and changes for a more sustainable, collaborative and balanced future."

**Lee Roberts**

Barrow In Furness Borough Council

"2020 is a year none of us will ever forget. Many of us lost loved ones and have seen others become ill from the coronavirus pandemic. Everyone's lives changed. Public and private sector organisations reacted to the crisis and focused on protecting people. Charity and community groups responded to provide vital help and support. Along with CLEP, all these different groups came together in ways previously considered impossible to strategically identify and tackle the problems. This included coordinating PPE supplies, providing essential information and messaging along with addressing the ongoing severe economic impact to businesses and residents of Cumbria."

**Mary Robinson**

Eden District Council and CLEP's Rural Champion

"The challenges faced during the last year have been unprecedented in modern times. Our rural sector businesses rose to the challenge and many played a key role by evolving their business models whilst dealing with massive uncertainty and difficult circumstances. As the Environment Bill and Agriculture Bill move towards Royal Assent, we must have a clear strategy in place to support our rural economy, ensuring access to the skills and knowledge needed to deliver high quality food production whilst enhancing landscape and biodiversity as we move towards the future target of nett zero carbon emissions. With existing rural projects now in place through Heritage Lottery Funding and the Borderlands Growth Deal, and more projects under development, we have a busy and exciting year ahead."

**Mike Smith OBE**

Business Consultant

"The past 12 months has been dominated by the COVID-19 pandemic and its impact on the health of people and economic prosperity of the county. March saw the closure of schools and colleges for all but the most vulnerable of students and children of key support workers. A huge amount of work was done to move students to on-line study to maintain their education, and the success of this is a testament to the professionalism and dedication of educationalists across the county. We will continue to work with partners to mitigate the worst effects of the pandemic and ensure we give both our young people and adult unemployed the best possible opportunities to train and retrain and secure a long-term future."

**Lorraine Smyth**

Chief Executive, Action With Communities In Cumbria

"I joined the Board just before a time of significant challenge with an accelerated, direct role in reflecting on and mitigating the economic impacts of the COVID-19 pandemic. It has been a period of intense learning and amazing partnership working. The opportunity to input on third sector and community issues during this time has been significant. I am sure this positive working practice will continue, and I look forward to working with fellow Board members to embed the role of the sector in the economic future of Cumbria."

**Mayor Mike Starkie**

Copeland Borough Council

"I am delighted that CLEP has endorsed the Nuclear Prospectus. Nuclear provides the bedrock of the West Cumbrian economy and the opportunity to build on that is huge. This year will be my second and final year on the LEP and I would hope we can see some positive impact from the Growth Deal and the LEP actively supporting devolution in Cumbria."

**Sarah Swindley**

Chief Executive of the Lake District Foundation

"A prosperous economy that values and enhances our natural environment and is committed to green, inclusive growth has never been more important. This year, CLEP and its partners have made great strides towards achieving this and we have a clear leadership role to fulfil. Our businesses continue to innovate and come together for the benefit of our communities even in the most challenging times. We have much work ahead of us to ensure that the skills and ambitions of our young people match the needs of our businesses and that the wellbeing of residents is enhanced by our economic activity. I am confident that at CLEP we have the right people to do this and am proud to play my part."

**Rebecca Weston**

Chief Operating Officer, Sellafield Ltd

"While 2020 hasn't turned out as I think anyone could have predicted, there is an increased recognition and indeed commitment to resolving the twin challenges of inclusive and clean growth. The Clean Energy panel continues to broaden its remit and membership across existing and new clean energy system opportunities; offshore wind, hydrogen, nuclear amongst them. A key step forward this year, despite everything, is the issue of our Nuclear Prospectus, building on and leveraging our world-class capabilities, as well as attracting new investments to Cumbria. Into 2021, I look forward to promoting further collaboration across the different industry sectors."

**Nigel Wilkinson**

Managing Director, Windermere Lake Cruises Ltd

"The impact on the Cumbrian visitor economy of the COVID-19 pandemic has been devastating. This has necessitated support during the period of enforced closure and the development of a comprehensive plan to restart, reboot and rethink the sector. Cumbria's spectacular landscape and world class visitor experiences have made it one of the United Kingdom's leading destinations. Despite the current challenges, the sector has the fundamental strengths to make a sustainable and inclusive recovery, and to continue to deliver economic benefit and employment to our communities. Working with partners, our focus will be to provide the leadership to deliver that recovery."

**Andrew Wren**

Principal and Chief Executive, Furness College and CLEP's Diversity Champion

"I am delighted to have contributed to another successful year on the LEP Board. However, it is clear that the last few months have been an extremely difficult situation which none of us has encountered before and I am positive that the contribution and leadership of CLEP will help the county recover as well as any other area of the UK. I will play my part to contribute to education and skills development to support our young people to gain meaningful qualifications needed by employers and for adults to reskill where necessary to aid Cumbria's short- and long-term prosperity."



# CHIEF EXECUTIVE'S OVERVIEW



Jo Lappin

2020 has been a very different year from the one that I imagined at the start, which was very much based on delivering the growth ambition outlined in Cumbria LEP's (CLEP's) Local Industrial Strategy and building on the strong foundations that were established in 2019. Instead, my absolute focus has been on responding to the COVID-19 pandemic, not only in my role as Cumbria LEP Chief Executive but also as the Chair of the Business and Economic Response and Recovery Group (BERRG), which has led the response and recovery to COVID-19. The members of BERRG have been outstanding bringing their energy, intelligence and expertise to secure the best package of support for Cumbria's economy and businesses.

It has also been a privilege to be a member of the Local Economy Recovery Group, a national body, which advises Ministers on economic recovery. CLEP has been one of only two LEPs on the Group, which is hopefully an indicator of the value that partners in Cumbria have brought to economic recovery.

The impact of COVID-19 has adversely affected every economy, including our own here in Cumbria, causing significant challenges for our businesses, workforce and sadly serious hardship for some. At this point in time it is clear that recovery will not happen as quickly as we would like and it is therefore extremely fortunate that we have excellent businesses that are committed to **'restarting, rebooting and rethinking'** Cumbria's economy going forward. Clearly, CLEP stands ready to provide support at every step of the way.

I am extremely grateful to the members of CLEP's governance bodies, who have increasingly turned their attention to reviewing and developing their own sectoral or thematic recovery plans to respond to the impact of COVID-19. All members have dedicated significant time, energy and commitment to doing this at pace, in the interest of Cumbria's economy, businesses and workforce.

CLEP has continued to take seriously our commitment to good governance and has welcomed the joint scrutiny arrangements provided by all seven Cumbrian Local Authorities through the LEP Scrutiny Board. This has proved extremely valuable, as has the Scrutiny Board Chair's scrutiny oversight during lockdown.

CLEP remains collaborative and has continued to engage with a wide range of partnership bodies, to make sure that we are looking upwards and outwards, including engaging in the Borderlands Inclusive Growth Deal, NP11 (the 11 LEPs in the Northern Powerhouse geography), the national LEP Network and other individual LEPs on issues of mutual interest. Inevitably, CLEP has also needed to focus on some internal matters as we completed our first full year of operations as a company limited by guarantee. It was very pleasing to see our Executive team fully bed in and make significant progress in delivering CLEP's ambitious work programme. Equally pleasing was the positive endorsement of our systems and processes and as a consequence the clean bill of health that we received for our first statutory accounts for the 2019/20 financial year.

Finally, I would like to offer my thanks to the CLEP Board for their commitment, direction and support and to the Executive team for their unstinting hard work over what has been one of the most challenging periods in recent history.

With all best wishes.

# ECONOMIC OVERVIEW

## Cumbria's economy in 2020

**Inevitably, any review of Cumbria's economy this year is dominated by the impacts from COVID-19. In last year's Annual Report, prior to Covid-19, our economy was noted as in reasonable health, albeit facing a number of longer term challenges.**

The economic effects of COVID-19 really started emerging in March of this year, and by the end of that month, the UK society and economy was in complete lockdown. Consequently, by the end of April UK economic output had fallen by around 25% compared to February 2020.

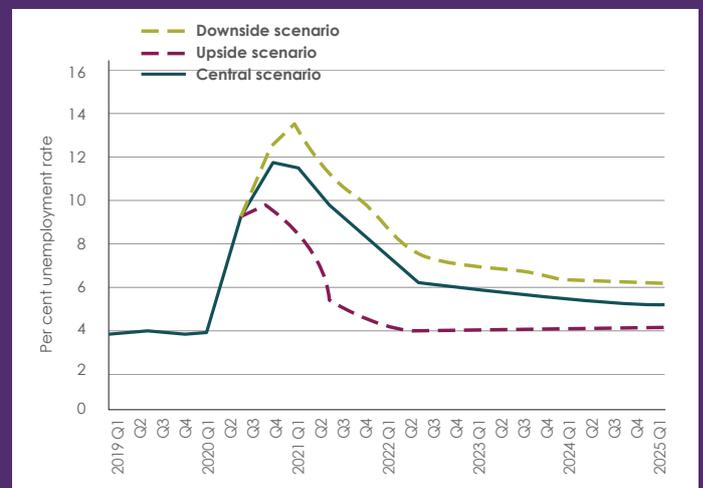
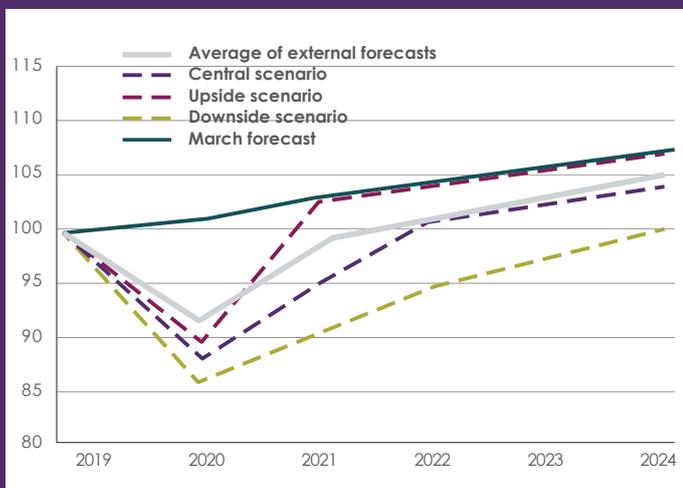
At the time of publication, there remains very considerable uncertainty as to the full economic impacts of COVID-19 at a UK level during the rest of 2020 and beyond. In July 2020, the Office for Budgetary Responsibility<sup>1</sup> (OBR) suggested three scenarios for the effects of Covid-19 ("downside", "central" and "upside"). Their scenarios suggested that, by the end of 2020, the fall in overall output compared to 2019 could range from 11% to 14%. However, under all scenarios, UK unemployment would rise to 10% by the third quarter of 2021.

The economic impacts of COVID-19 have had a particularly Cumbrian dimension. By and large, the work by CLEP on assessing the impact of COVID-19 on Cumbria has concluded that within each sector the effects have been similar to those at a UK level. Overall, the rate of contraction of our economy is likely to be broadly in line with the UK as a whole<sup>2</sup>. Other high level comparisons using very broad data have tended to overstate the relative degree of vulnerability of our economy.

Our very distinct sectoral composition explains how the economy overall and our local areas have performed. Although all sectors of the economy have been impacted, the most adverse effects have been on people-facing sectors, where there is the closest social contact. At a national level, the accommodation and food and the arts and entertainment sectors have seen the highest proportion of firms cease or pause trading and use the Coronavirus Jobs Retention Scheme (CJRS) to furlough workers. In Cumbria, our visitor economy entered a deep freeze in March that lasted to the end of June. Once restrictions were lifted as from the beginning of July, visitors started returning to the Lake District and Cumbria and the sector started to recover.

The economic effects of COVID-19 really started emerging in March of this year, and by the end of that month, the UK society and economy was in complete lockdown. **Consequently, by the end of April UK economic output had fallen by around 25% compared to February 2020.**

## Scenarios for medium term path of UK economic output and unemployment to 2024



Source: OBR, July 2020

<sup>1</sup> Fiscal sustainability report – July 2020

<sup>2</sup> Experian's June 2020 estimates were for a £1.7bn or 15% fall in Gross Value Added in 2020 compared to 2019 in line with the estimated GVA fall for the whole UK

Cumbria entered COVID-19 with a "tight" labour market overall, i.e. with generally low rates of unemployment and high rates of economic activity. By June 2020, the number of unemployment claimants had doubled to 14,000 or a rate of 4.7%. However, this rate was well below the national rate and had risen at a slight slower rate<sup>3</sup>. These initial effects were not evenly spread across the economy and there have already been noticeable increases in unemployment in those parts of Cumbria most dependent on tourism (Eden and South Lakeland) and amongst those aged 16 to 34.

Four waves of our real-time business tracker for Cumbria were carried out from early May to early July during the height of the lockdown. Over this period, gradual improvements have emerged in the proportion of business trading, in levels of trade and in business confidence. It has evidenced high levels of take-up by Cumbria firms of national support measures such as the furlough scheme, grants and the Bounce Back loan for small businesses. The take-up of loans has been accompanied by reductions in available funds for many businesses to deal with business challenges going forward. In the tourism sector and those parts of our economy supporting it, the prospects of a year of 'three winters' is a serious concern for businesses with few or no cash reserves.

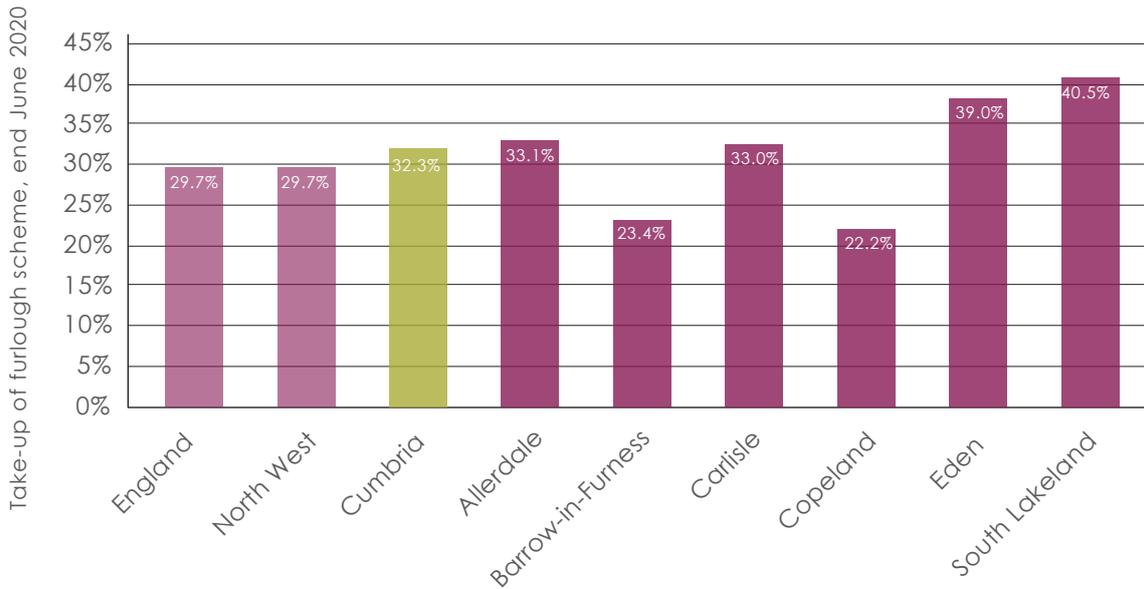
There has been a high take-up of the government's furlough scheme by employers in Cumbria, with at the end of June 2020, 73,400 jobs furloughed amongst our residents. This equated to 32.3% of total potential jobs, some 9% higher than the national take-up rate (29.7% for England). This is an important indicator of the potential vulnerability of parts of the economy as the furlough scheme unwinds during the autumn.

The localised concentration of our tourism economy is reflected in rates of use of the furlough scheme in South Lakeland and Eden, which are the two highest areas in the UK (over 30% above the national rate). Carlisle and Allerdale also feature above average take-up rates. However, in Barrow and Copeland the rates of take-up are some of the very lowest in the country reflecting the different drivers of these local economies and the relative degree of insulation these economies have, given their reliance on the shipbuilding and nuclear sectors.



**BAE Systems, Barrow – a key component of the South Cumbria economy**

# Rate of take-up of COVID-19 Job Retention Scheme, end of June 2020



Source: HMRC CJRS Statistics. Note: data is collected by place of residence of employees. It measures the actual take-up of furloughed jobs as a % of potential total jobs.

## The emerging economic lessons from Covid-19

Covid-19 has thrown into sharp relief the very different drivers of specific parts of the Cumbrian economy. It has also identified a number of future-facing issues and opportunities:

-  The critical importance of good digital connectivity for business and homes alike to provide business resilience and to be able to trade and work successfully in a digital age.
-  The greater use of digital communication has, in a positive way, underlined that Cumbria's relative physical distance from major centres of population need not be a barrier for successful business operations.
-  Similarly, the potential for Cumbria to attract more home-based skilled workers is clear given our great quality of life offer and available space compared to cities together with the changes in the approach to organising work.
-  The accelerated changes in how people shop and travel to work is affecting our town and city centres whose future roles and functions need to be rethought.
-  The strong community-based response and excellent working across organisations and businesses.
-  The need to re-think old business models and ways of operation across the public and business sectors.



Cumbrian businesses have had to adapt their ways of work in the face of the pandemic

# OUR VISION

## Restart, Reboot, Rethink – A Pathway Back to Cumbria's Vision



CLEP's vision for Cumbria remains unchanged, which is to be:

*"The place to live,  
work, visit and invest  
sustainably - where  
exceptional industry  
and innovation meets a  
breathtakingly beautiful  
and productive  
landscape"*

This vision remains realistic, achievable and grounded as it is based on Cumbria's unique economy and geography, which brings together wide and varied employment opportunities within a beautiful, clean and affordable location. Clearly, COVID-19 has had a significant impact on Cumbria's economy, with "Restart, Reboot, Rethink – A Plan for Cumbria's Economic Recovery" providing the pathway back to the ambition within the vision.

Cumbria has adopted a simple recovery model, based on restart-reboot-rethink. This recognises that recovery from COVID-19 will not follow a standard major incident trajectory, but will be an iterative and potentially longer term process. The Cumbrian recovery model is based on three different phases, which will operate in parallel, but at different speeds in both the economy as a whole and in different sectors within it. These phases are:

- **Restart** – getting the economy moving and leaving behind the emergency response phase.
- **Reboot** – defining a new path towards realising the Local Industrial Strategy (LIS), recognising that the economic landscape has changed significantly since the initial LIS development phase
- **Rethink** – New ways of looking at policy and economic activity, identifying opportunities and catalysing them locally if not nationally.

In taking forward this work the three strategic touchstones of productivity, inclusive growth and net zero carbon reduction will remain in focus as will government's priority for levelling up. However, in the short to medium term, the overriding priority is to preserve businesses and jobs, given the significant projected adverse impact on Cumbria's

economy. CLEP's focus on business and job protection will help to mitigate the serious health and wellbeing impacts caused by recession, which are likely to fall disproportionately on certain groups and undermine inclusive growth.

Each of the three phases have been considered from the following perspectives:

- **Mitigation** – ensuring that all actions to minimise impact and support businesses and the economy have been identified and taken.
- **Access** – getting people to, from and within employment and leisure locations in a safe and sustainable way.
- **Communication** – getting the right messages to the right people at the right time.
- **Measures** – taking all necessary measures to protect employees and customers in a way that is financially viable.
- **Attitude** – Developing measures to restore public confidence in returning to employment, retail and leisure.
- **Policy** – identifying opportunities and challenges to support post-response activity.

The framework will operate from both a strategic top-down level and an operational bottom up level, with detailed plans being developed by each of CLEP's governance bodies.

The Reboot considers the previously agreed LIS priorities to deliver the vision and re-prioritises these in the light of COVID-19 with focus and resource to be deployed accordingly.

Promoting Cumbria	Innovation and Ideas	People and Skills	Business environment	Infrastructure	Places
PC1: Develop Brand Cumbria to effectively markets Cumbria's enviable offer <b>H</b>	Id1: Anchor more R&D activity <b>M</b>	Sk1: Make best use of available talent (amongst the workless and older residents) <b>M</b>	BE1: Develop and nurture a stronger enterprise culture in Cumbria <b>L</b>	Inf1: Improve our digital connectivity <b>H</b>	PI1: Address cold spots of worklessness and social deprivation in Cumbria <b>H</b>
PC2: Develop soft landing packages for those re-locating to Cumbria <b>L</b>	Id2: Operate as the national testbed for new ideas <b>L</b>	Sk2: Develop and retain higher level skills in our economy <b>H</b>	BE2: Increase the rate of fast growing businesses in Cumbria <b>L</b>	Inf2: Invest in road and rail to facilitate growth and productivity <b>H</b>	PI2: Support local place shaping programmes <b>M</b>
PC3: Promote Cumbria as the place where outdoor lifestyle meets technology businesses <b>M</b>	Id3: Commercialise our excellent innovation and ideas <b>M</b>	Sk3: Create the future workforce and skills to meet the needs of our economy <b>M</b>	BE3: Develop strong and productive sectors and networks <b>H</b>	Inf3: Develop products and interventions to increase housing delivery <b>M</b>	PI3: Encourage housing which is the right product at the right price in the right place <b>M</b>
PC4: Promote Cumbria as a great location for inward investment <b>H</b>	Id4: Develop the Innovative Cumbria programme <b>H</b>	Sk4: Develop our future leaders and managers <b>M</b>	BE4: Enhance and exploit supply chain opportunities <b>H</b>	Inf4: Support development of new sites and premises in areas of demand <b>L</b>	PI4: Encourage and support bespoke local area economic diversification strategies <b>H</b>
	Id5: Identify opportunities for innovation in "clean growth" <b>H</b>	Sk5: Address worklessness and youth unemployment <b>H</b>	BE5: Increase trade and new investment <b>H</b>	Inf5: Ensure the key infrastructure to support the development of a resilient and green economy <b>H</b>	PI5: Work with public sector partners to deliver high quality public services <b>L</b>

**H** High importance      **M** Medium importance      **L** Low importance

The Rethink phase is also important to achieving the vision as it focuses on the opportunities that will provide a significant boost to economic recovery.

- **Clean Energy Production** – a world-recognised heritage and expertise which provides the platform for significant future investment in energy generation
- **Diversify to Thrive** – building on the pivoting that has taken place and moving it to the next level in terms of localisation of supply chains and movement into new markets
- **The New Visitor Experience** – capturing the changes in visitor behaviour by offering a world class experience to a wide range of markets

- **The Future of Food** – enhancing Cumbria's crop based food production to sit alongside its existing meat and dairy excellence
- **Cumbria - The UK's Natural Capital** – promoting and exploiting the benefits created by having the most protected landscape in England
- **The Way We Live, The Way We Work Now** – benefitting from the rethink that people are making about their lives and the way that they will live and work in the future.

The path may be different but the destination remains the same.

# CORONAVIRUS RESPONSE

## **CLEP has been supporting the county's multi-agency response to COVID-19 from the outset through its membership of, and input to, Cumbria's Local Resilience Forum (LRF) structure.**

The LRF consists of all organisations and agencies involved with emergency response in our communities. It was formed in 2005 following the Civil Contingencies Act 2004, which required organisations across specific areas to work together to prepare, respond and recover from different emergencies.

Its aim is to make sure that the duties stated in the Civil Contingencies Act 2004 (CCA) are achieved within a multi-agency environment. These are to:

- co-operate with other local responders
- share information with other local responders
- assess the risk of emergencies in the area
- put in place business continuity management arrangements
- put in place arrangements to warn, inform and advise the public in the event of an emergency
- provide advice and assistance to businesses and voluntary organisations about business continuity

CLEP Chief Executive Jo Lappin was a member of the LRF's Strategic Co-ordination Group through the response phase of the pandemic and has sat on its Strategic Response Co-ordination Group following transition to the recovery phase. She also chaired one of the key LRF sub-groups, the Business and Economic Response and Recovery Group (BERRG), responsible for developing

Cumbria's economic response to and recovery from the pandemic.

BERRG played a leading role in co-ordinating appeals to the Cumbrian business community for donations of equipment such as Personal Protective Equipment (PPE) – for onward distribution to front line health care staff – and modifications to production processes allowing firms to manufacture items ranging from medical ventilators to hand sanitiser.

CLEP personnel provided support in managing the logistics of the programmes, including direct appeals to businesses and co-ordination on collection and distribution to the relevant authorities.

The direct communications support function to BERRG was provided by CLEP and its communications team was also part of the LRF's Strategic Media Advisory Cell (SMAC). The role of SMAC, comprised of representatives from Cumbria's major public sector and health authorities, was to provide a forum through which public communications relating to COVID-19 could be co-ordinated and aligned, where necessary.

CLEP officers also joined other standing LRF sub-groups to help mitigate the effects of the outbreak through effective multi-agency co-ordination. These included the Tactical Co-ordinating Group, PPE Sub-group, Logistics Cell and Health Protection Board.

Much of this work is ongoing and will continue until the impact of the pandemic is greatly reduced.

## **Online resource hub**

### **At the outset of the pandemic, an online resource hub of Guidance for Employees, Employers and Businesses was established on CLEP's website.**

CLEP collated government, national and local resources and guidance to help Cumbria's businesses feel supported to mitigate the impacts of the outbreak.

After speaking to businesses, it became apparent that different sectors were being affected in different ways and tailored support was needed for each. CLEP therefore collated sector-specific information on a separate webpage.

A third page – a Business Advice Clinics event page – was subsequently added. These webpages are frequently updated in line with the latest information, which is also circulated through social media and emailed to CLEP's distribution list.

Over the last 7 months, these three webpages have had 3,686 Unique Pageviews (Google Analytics).

Guidance provided ranged from local projects – such as Cumbria Jobs Fuse (a new service helping those made jobless as a result of Coronavirus in Cumbria find employment) – through to national initiatives provided by Government and others.

These included, for example, a mental health and wellbeing resources pack, advice on loans, tax relief and grants (some administered by Cumbria's local authorities), guidance on working safely through the pandemic, advice for retail businesses, safe transport guidance for operators and links through to other schemes announced by Government to support businesses through the crisis, such as the Job Retention Scheme, the Coronavirus Business Interruption Loan Scheme (CBILS) and Coronavirus Large Business Interruption Loan Scheme (CLBILS).

## Media (traditional and social) Campaigns

**CLEP officers provided the direct communications support function to the LRF's Business and Economic Response and Recovery Group (BERRG). Items discussed at BERRG that were felt to be of public interest or significance were widely broadcast via CLEP channels to internal and external stakeholders and the national and local media.**

The CLEP communications team was also part of the LRF's Strategic Media Advisory Cell, which provided a forum through which public communications relating to COVID-19 could be co-ordinated and aligned, where necessary.

This proved beneficial in sharing and amplifying information produced by individual partners or the Government, such as the Stay At Home, Protect the NHS, Save Lives and Treat our communities with respect campaigns, alongside promotion of an emergency helpline for county residents and communications to combat domestic abuse.

Where appropriate, wider media coverage was secured (print, broadcast and web-based) through news releases and direct approaches. Social media channels (Twitter, Facebook, LinkedIn and Instagram) were heavily utilised, with Twitter being the primary channel used to direct people to the latest information.

There are 375 businesses and organisations on the main CLEP e-mail circulation list, which are contacted every Monday, Wednesday and Friday with the latest updates during the pandemic, helping to further extend the reach of relevant communications.

A communications strategy was adopted in early June to coincide with the easing of lockdown restrictions. Objectives of the strategy included demonstrating that Cumbria was opening for business across a wide range of sectors and in doing so was serious about the safety of employees, customers, residents and visitors.

A number of campaigns have been developed and implemented as the economy has re-opened including 'Think local, Buy local' to promote supporting our local shops, restaurants, museums and visitor attractions in order to protect businesses and jobs; and 'Protect your Business by Protecting your Customers and Employees' encouraging hospitality venues to comply with all guidance in relation to test and trace. These campaigns have been run via newspaper coverage, broadcast media interviews and social media activity.

Work is also underway to refresh and update the material designed for the Your Future campaign, which was postponed due to COVID-19. This is focused on promoting Cumbria as the place to live, work and invest.



Campaigns have been launched urging people to 'think local' – including visiting, shopping and enjoying overnight stays

James Walker, Cockermouth – just one of Cumbria's businesses that responded to the challenge of producing much needed equipment to fight the pandemic



## PPE Appeals

**In March, we launched a media appeal, on behalf of BERRG, asking businesses to donate any unused Personal Protective Equipment (PPE), which could be distributed to Cumbria's health and social care workers.**

This resulted in the donation of many thousands of units of PPE, which were diverted to front line workers in Cumbria to help address gaps in provision and keep people safe.

Many businesses responded with offers of Personal Protective Equipment but, as donated supplies were handed out to front line services, there was a constant need to replenish the supply line.

This was particularly applicable in the case of IIR fluid repellent face masks, surgical face masks, gloves, aprons and goggles.

It was important to ensure that donated equipment was of European approved clinical standard, meeting the required specifications for use in key services such as the NHS.

CLEP, working with other organisations on BERRG and the wider LRF structure, pointed potential providers to appropriate Government guidance to ensure compliance and helped co-ordinate collection and distribution to front line staff.

## Cumbria manufacturing challenge

**CLEP's appeal to Cumbrian businesses to support the county's front line health and care workers was further developed in mid-April with a media initiative launching the Cumbria Manufacturing PPE Challenge.**

This initiative built upon earlier appeals in which businesses were asked to donate any spare Personal Protective Equipment of the requisite standard so that items could be re-distributed to care workers who were experiencing shortages.

It focused on encouraging businesses with the necessary capacity and capability to produce medical standard PPE. Those able to do so were encouraged to re-purpose their production lines to produce equipment in line with the latest Government specifications for PPE.

Priority items once again included IIR fluid repellent face masks, surgical gowns, FFP face masks and visors/goggles.

## Economic Impact Assessment

The impact of COVID-19 will be dependent on the intersection of its economic and business base; the effect of government restrictions; the direct effect of loss of workers in businesses due to health reasons or because of self-isolation; the indirect effects on businesses as their customers and suppliers are affected; and the ability to access the government support schemes in place. These interactions are complex and vary from business to business depending on their underlying financial health and cash flow.

Therefore the approach adopted by BERRG was to:

- Understand the potential vulnerability of our business base and economy

- Assess what might happen under different modelling scenarios
- Real Time Tracking of the impact on key metrics

### Vulnerability Assessment

It was recognised that not all parts of the economy, business base and society would be affected in the same way by COVID-19 and the impact of the restrictions. In order to understand these relative vulnerabilities an assessment exercise was completed considering the degree of vulnerability by sector and type of business for both the business base and those working in Cumbria. This meant that UK level assessments of economic impact could be applied to Cumbria's economy.

The analysis was completed based on the 40 key sub-sectors, which make up Cumbria's economy, with a vulnerability score attached to each of these. This confirmed that Cumbria had a higher percentage of businesses and employees in the sectors that were most vulnerable to the adverse impact as outlined below.



### Modelling Scenarios

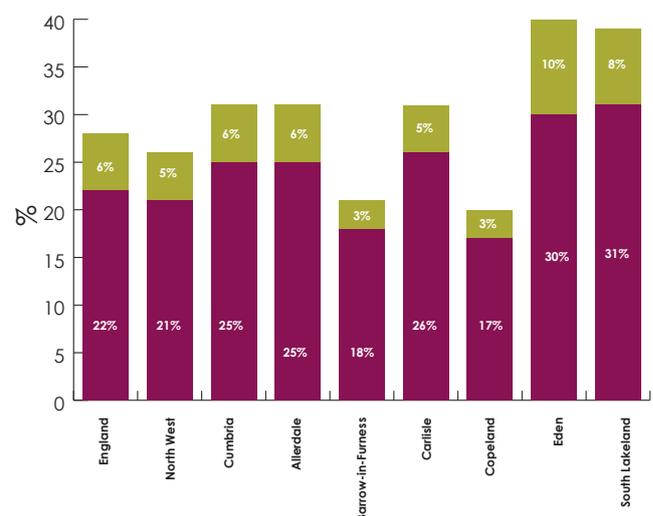
BERRG has also been reviewing emerging economic data to assess the impact on Cumbria's economy.

It was clear that there had been a significant adverse impact on Cumbria's economy with local projections estimating a 20.7% contraction in economic output between March and May 2020 compared to December 2019 and February 2020. This was slightly higher than the national position of 19.1%.

Cumbrian businesses had also benefitted from both the Job Retention Scheme and the Self Employment Income Support Scheme at a level higher than the national average.

At the point of publication the full economic impact of COVID-19 was still to become clear. Therefore, CLEP will continue to assess the impacts of COVID-19 as more data emerges and complete modelling work based on these.

### Numbers claiming CJRS and SEISS by area as % of population aged 16 to 64



Source: HMRC CJRS and SEISS statistics

## Real Time Tracking

An Economic Impact Survey was launched in April 2020 on behalf of BERRG to assess the effects that COVID-19 was having on Cumbria's businesses.

The first phase gathered 896 responses, with around half of those agreeing to be monitored on a regular basis, going forward.

The purpose was to better understand the impact of COVID-19 on Cumbria's individual businesses and overall economy. Private sector businesses provided 82% of replies with the other 18% coming from charitable, voluntary, community, and social enterprises, as well as the public sector.

Responses came from businesses across the county, with the highest levels coming from South Lakeland at 35% and just under a third from Eden at 29%. It was clear that those responding to the survey had experienced significant impact on their businesses with the visitor economy most seriously affected, given the COVID-19 restrictions placed on the Sector.

The impact on the workforce had also been high, with half of the businesses responding by using the Job Retention Scheme to furlough some of their staff.

On the positive side, most of the businesses were well-informed about the support available to help them during

the pandemic and there were excellent examples of businesses adapting quickly to the situation to continue trading. These changes included introducing home working, greater use of technology, introducing new products or services and selling direct to customers rather than through retailers.

Businesses which responded to the initial survey were asked if they would like to volunteer to join a tracker panel to assess the ongoing impact. The first tracker survey was completed with 223 businesses responding, with subsequent trackers completed initially fortnightly and subsequently monthly to assess impact in real time and to shape response and recovery activity.

The results from the tracker surveys have demonstrated that over time businesses have become slightly more optimistic about the future, triggered by a range of factors. For example, it was clear that Government's announcement on the re-opening of the retail, leisure and hospitality sectors on 4 July 2020 had a positive effect on improved business confidence, with a significant improvement in confidence levels on surviving the next six months and six to twelve months. However, there was limited improvement in longer-term business confidence.

This survey will continue whilst there is business commitment to its completion.

## Weekly BEIS report

### CLEP responded to requests for weekly reporting on the business environment to the Department of Business, Environment and Industrial Strategy.

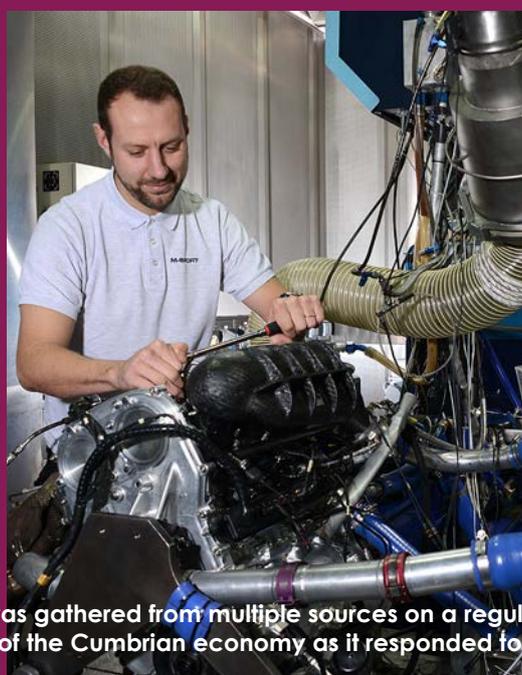
In late 2019 and early 2020, the focus of these was on EU Exit and ensuring Government had sound intelligence on business needs to mitigate potential economic impact.

CLEP held weekly roundtable calls with businesses and business representative organisations to track sentiment

and reactions to the various steps in the journey towards EU exit.

This action then moved to weekly tracking of the impact of COVID-19 on Cumbrian businesses, as well as delivering messages to Government of the needs of the business community and the impact on specific sectors, particularly those that were most adversely affected.

This work is ongoing and involves collating data from Growth Catalyst, economics surveys, Labour Market Briefings, other organisations (e.g. Cumbria Tourism, Experian, etc.) and the media, amongst others.



Information was gathered from multiple sources on a regular basis to test the condition of the Cumbrian economy as it responded to the pandemic

## Business Advice Clinics

### CLEP offered Cumbrian businesses the opportunity to take part in free weekly advice clinics with specialist advisers and businesses to help guide them through the impact of the COVID-19 pandemic.

A number of firms from the professional services sector, with expertise in fields such as HR, law, finance and accounting, offered their services free of charge for one hour video conferencing sessions, which started in early May.

The sessions have been delivered as Zoom webinars, with professionals presenting on a topical issue, responding to questions from businesses. These were either provided in advance, or posted during the webinar on the sidebar.

The sessions also showcased 'real examples' of businesses that had experienced the particular topics being presented, such as accessing business loans, delivering safe working practices and engaging customers in different ways.

The clinics are designed to provide clear understanding and practical insight into key issues to meet the demand of Cumbrian businesses, which require advice and support.

A special advice clinic was arranged for Voluntary, Community and Social Enterprise (VCSE) organisations to address the specific issues facing those operating in the sector. This was focused on the challenges presented by COVID-19 with special consideration of HR and finance issues.

High on the priority list were topics such as the Job Retention Scheme, Support for the Self-Employed and the Coronavirus Business Interruption Loan Scheme (CBILS).

CLEP organised the sessions after consulting with BERRG and identifying that an increasing number of businesses in Cumbria were seeking guidance and needing specific advice from an HR, finance and accounting and legal perspective.

The Clinics took the form of entirely interactive Q&A sessions, facilitated by the Chair of CLEP's Business Strategy Group, Carolyn Dodwell, or the Chair of the Professional Services Sector Panel, Joanne Holborn.

## Safer Working Campaign

### One of the first initiatives launched by CLEP, on behalf of the Business and Economic Response and Recovery Group (BERRG), was promoting the benefits of safe working and creating a COVID-19 secure working environment.

It was initiated soon after lockdown restrictions were introduced and stressed the importance of creating a safe working environment for those businesses that could legitimately continue to operate and could not offer home working arrangements for staff. Ensuring that those businesses encouraged to continue operating safely were able to do so, was essential to keep the economy moving and protect businesses and jobs.



Oxley Group, Ulverston – an exemplar of safe working practices

Businesses were urged to consider whether or not they could restart or scale-up their operations in line with the then newly-published guidance, which was designed to protect employees and encourage economic activity at the same time.

Other types of business – in the retail, leisure and hospitality sectors, for example – had been told to close at that point.

Initial Government guidance was produced in consultation with industry and covered workplace settings that were allowed to be open, from outdoor environments and construction sites to factories and takeaways.

It set out practical steps for businesses focused on five key points, which Government said should be implemented as soon as was practical:

- Work from home, if you can;
- Carry out a COVID-19 risk assessment, in consultation with workers or trade unions;
- Maintain two metres social distancing, wherever possible;
- Where people cannot be two metres apart, manage transmission risk;
- Reinforcing cleaning processes.

A number of press releases and blog articles reflecting this theme were picked up by the local media. Case studies highlighting specific businesses that had successfully applied the guidelines in order to continue working were published.

All webpages featuring 'safe working' coverage were shared on CLEP's social media channels and the email distribution list and there was excellent support from partners in sharing these messages.

Subsequent communications stressed the need for businesses that had been asked to close to maintain basic maintenance checks throughout lockdown to combat, for example, the risk of Legionella infection of water supplies.

Property owners were also encouraged to ensure that correct service intervals were maintained for systems including fire alarms and fire safety, emergency lighting, lifting equipment, gas servicing and security/intruder alarms.

## Welcome Back - Think Local Buy Local Campaign

Once the easing of lockdown restrictions began, CLEP launched another campaign, on behalf of BERRG, in June 2020. This time encouraging people to 'think local buy local' to support local businesses as economic activity started to recover.

This campaign was the product of close partnership working with other agencies, particularly Cumbria Tourism, which was promoting a Residents' Reassurance Plan to allay concerns around the influx of visitors' post-lockdown.

The retail sector was given the go-ahead to resume in mid-June with businesses in the visitor economy, hospitality, leisure, arts and culture sectors following shortly afterwards.

As a result of COVID-19 restrictions, many residents had rediscovered their local suppliers, many of which played a vital role in making sure that food and goods were available throughout lockdown.

When restrictions were eased, residents were encouraged to continue to 'think local buy local' by rediscovering what was on their doorstep, trying new experiences, exploring and 'staycationing' in Cumbria, as well as celebrating local produce by continuing to buy from local producers and suppliers.

News releases were issued, accompanied once again by extensive social media activity. Case studies highlighting specific businesses that had re-opened, or were about to do so, were published.

This gave those businesses the opportunity to demonstrate how they had applied COVID-19 Secure measures to protect staff and customers to ensure a safe experience for all concerned.

Government initiatives, such as the 'Eat Out to Help Out' scheme that operated during August, were publicised with residents encouraged to participate in order to protect businesses and jobs.

Close co-operation was established with other key partners to ensure that key messages were aligned and shared where appropriate. This campaign will be continued during the recovery period.



## Skills

### The skills system across Cumbria faced unprecedented challenges in supporting learners, employers and communities following the Covid-19 lockdown.

CLEP's People, Employment and Skills Strategy Group (PESSG) has worked in partnership with schools, colleges, universities, training providers, employers, Government departments and other key agencies across the skills system to support the continued delivery of learning.

Cumbria's high quality, responsive skills system has:

- **Supported young people to progress to the next stage in their learning journey** – working with Cumbria Association of Secondary Heads, FE Principals, Cumbria Careers Hub and Hello Future to develop Cumbria Activate Your Future. This on-line resource brings together a range of activities, advice and guidance for young people making choices about their next steps and enabled young people to engage with colleges, apprenticeships and universities at a time when access to support needed to be redefined. In addition, Cumbria Careers Hub worked with a number of employers to deliver an on-line careers event that brought young people together with employers to receive advice and support on employment and skills. The videos developed for this event have been viewed over 7000 times

- **Supported individuals seeking employment** – the PESSG launched the Jobs Fuse project with National Careers Service. The Jobs Fuse programme links individuals seeking employment with vacancies and links closely with the Cumbria Skills Support for Unemployed programmes. The Jobs Fuse project has also helped a number of employers with support in workforce development.
- **Re-focused skills support programmes** – the PESSG worked with partners to support skills support programmes focused on emerging priorities. The skills system across Cumbria adapted to difficult circumstances and responded to ensure learning continued through on-line methods. The innovation shown across the sector has enabled students in schools, colleges and universities and apprentices with employers to continue with their programme of learning wherever possible

As we move forward, the PESSG is working with partners to respond to the Plan for Jobs produced by the Government, which will see the introduction of a range of skills support initiatives that will support employers, young people and the unemployed. It will be essential that these programmes are effectively targeted at local needs and co-ordinated to ensure maximum impact.

This will be done through the development of the Local Skills Responsiveness Programme. The collaboration delivered by PESSG members during this challenging time shows that the Cumbria skills system is prepared to meet this challenge.



# PEOPLE AND SKILLS

## CLEP and its partners established a series of skills priorities within the Local Industrial Strategy.

These priorities, based upon a robust evidence base compiled by CLEP's People, Employment and Skills Strategy Group (PESSG), reflect the skills needs of our employers, young people and communities. In delivering these priorities, Cumbria's high quality, responsive skills system will support employers to develop the workforce of the future, enable young people to access career opportunities across Cumbria's unique economy and address pockets of inter-generational worklessness.

These priorities are to:



PESSG brings together schools, colleges, universities, training providers, voluntary and community sector organisations and employers to develop proposals to address these priorities. There are many examples across Cumbria of innovative solutions to support young people and adults to develop their careers and employers to develop their workforce.

The Cumbria Careers Hub provides young people across Cumbria with access to a wide range of support to help them develop exciting careers with leading employers. It has worked with schools and colleges to deliver high quality careers education, develop careers leaders and strengthen the links between the world of education and the world of work. The Careers Hub continues to drive the ambition for world class careers education in Cumbria, supported by a wide range of employers as Enterprise Advisers, with a group of Cornerstone Employers now in place.

These employer partnerships have actively participated in events such as UlverSTEM, which brought together employers, young people, parents and carers to Ulverston to showcase the range of Science, Technology, Engineering and Maths (STEM) related careers in the area; and the First Lego League, which saw 75 teams from schools across Cumbria taking part in an international competition supported by business mentors to develop technology and employability skills.

## CASE STUDIES

### 1. UNIVERSITY OF CUMBRIA – INSTITUTE OF HEALTH

The University of Cumbria has a long standing history of providing a range of education to support both new recruits into a variety of health and social care professions, as well as upskilling and continuing education to support professionals in the workplace.



However, in August 2019, the University made a significant step in increasing its much needed provision to the region. Under the leadership of Professor Brian Webster-Henderson, Deputy Vice Chancellor (Health, Environment & Innovation), the University created its Institute of Health, its Centre for Research in Health and Society and its Centre for Excellence in Paramedic Practice.

Together, they are now providing a range of degree programmes and upskilling of professionals to support the practice of health care and its research across Cumbria. Only one year old, the University of Cumbria is able to identify significant success;

- An increase in recruitment of student nurses, physiotherapists, radiographers, occupational therapists and social workers – all of which are needed in the region;
- Partnering in a multi-million pound research collaboration with the University of Newcastle in addressing health and social inequalities across the region;
- Launching a range of paramedic degree partnerships for the North West and across wider parts of England for the next 5 years;
- Growing its midwifery programme by almost doubling the amount of midwives it now educates.

Professor Brian Webster said: "The University is a key player in providing much needed health and social work professionals across Cumbria and is committed to supporting the growth and development of the workforce."

The partnership between schools, colleges and employers within the Careers Hub and wider partnership has enabled Cumbria to deliver substantial progress against the national benchmarks for careers education, with Cumbria being a strong performing area. Going forward, CLEP will continue to work with partners to deliver on the ambitions for careers education set out in the Careers Strategy for Cumbria.

One example of how the partnership works in practice is the Local Labour Market Aligned Curriculum at Beacon Hill School in Aspatria, where employers work with the school to develop and deliver industry based projects.

Supporting young people to transition from education into the world of work provides the platform for their future career in the wide range of opportunities available in Cumbria. The apprenticeship programme in Cumbria remains one of the best in the country, with three times more young people accessing apprenticeships than the national average and young people securing the highest success rates for apprenticeships in the country. Apprenticeships continue to evolve in order to meet the skills needs of employers and the career aspirations of both young people and adults.

The commitment of employers to developing the workforce of the future is also evident in the outcomes secured through the skills support for the workforce programme, The Edge. Led by Carlisle College, and bringing together a range of skills providers, this programme has now entered a new phase and continues to provide a flexible, high quality solution for employers to find the skills they need.

## 2. LOCAL LABOUR MARKET ALIGNED CURRICULUM PIECE

Students at Beacon Hill School, Aspatria, took part in a range of innovative Industry Projects delivered by a range of significant local employers. Students worked in teams over a period of six weeks to respond to real world problems and challenges set by employers.

All Industry Projects also included a site or work place visit. Projects included:

- Designing a white water storage facility with Iggesund Ltd. near Workington;
- Conducting a feasibility study for a new railway station with Story Contractors;
- Leading a building survey on site at Sellafield;
- Building and programming a robot with Forth Engineering, near Maryport;
- Recycling plastic waste with Innovia Ltd., Wigton;
- Developing contingency plans for post-Brexit medical supply chains with DBD.

Students are graded not with traditional exam levels, but via employer feedback against a set of employability skills developed in conjunction with a group of employers and CLEP. The school has seen significant benefits in terms of student engagement, confidence, attainment and importantly ambition and aspiration as a result of these projects.

The Industry Projects, as a part of the LLMAC (Local Labour Market Aligned Curriculum), require a significant amount of support and commitment from the businesses involved. That said, the response and support from industry so far has been extremely positive. Almost all employers have committed to returning and working with future groups of students, some offering multiple projects for different year groups.

A Year 10 Beacon Hill student, who was one of the first cohort to take part, said: "Previously I was unsure of what career I wanted to pursue, or even what college or sixth form I wanted to go to. I had thought about a job as a hairdresser or beautician but wasn't sure. I had no idea that there were so many opportunities available locally. I've really enjoyed all of the projects and think I've got a lot out of them."

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## 3. CORNERSTONE EMPLOYERS

In January 2020, CLEP was delighted to announce the first two organisations - Lakeland Arts and Oxley Group - to become Cornerstone Employers, businesses that provide strategic support to clusters of secondary schools and colleges to enable careers provision in Cumbria. The businesses partnered with CLEP and The Careers & Enterprise Company to pledge to invest time and resources working to inspire young people across the county and ensure that they had access to meaningful engagements with employers. These organisations were joined in February by BAE Systems. Through the programme, the Cornerstone Employers will work with the Careers Hub Team to develop approaches that will support innovation and engagement between schools/colleges and employers in the world of careers education. This will help young people in Cumbria gain the vital work experience they need to help them make informed choices about their futures. The Cornerstone Employers act as 'champions' to encourage more businesses to get involved, as well as encouraging their own staff to become volunteer Enterprise Advisers and pass their business knowledge on to the next generation.

Darren Cavan, CEO at Oxley Group, said: "Oxley is delighted to partner with the LEP and the Careers Hub in becoming a Cornerstone Employer. We are totally committed to building employability skills for the future and helping to raise the aspirations of young people; supporting them in making informed decisions about their future and providing positive career role modelling."

Helen Tappenden, HR Manager at Lakeland Arts, said: "This fantastic initiative is a great way help prepare young people for the world of work. By working with local schools across Cumbria and partnering with other local employers we can develop skills across arts, heritage and many other sectors whilst also highlighting to our young people the breadth of employment that is available in Cumbria."

The focus of this phase of the Edge programme was on higher level skills. The programme has been designed to contribute towards increasing the pool of higher level skills in the county and focus on key sectors of the Cumbrian economy. This commitment to supporting the key sectors in developing the higher level skills they require is clear in the University of Cumbria's development of an Institute of Health.

Cumbria's higher level skills offer will continue to develop to meet employer needs with the introduction of the new T Level programme from the 2020/21 academic year. The programme will be available in digital, education and childcare, health and science, construction and engineering, and will offer a higher level skills programme with industry placements. In order to ensure that Cumbria continues to be at the forefront of technical education innovation, CLEP will be working with partners to develop a Technical Education Vision for Cumbria.

The on-going development of the skills offer to meet employer and individual needs is critical to addressing the challenges of worklessness and youth unemployment in the county. In this challenge, Cumbria has benefitted from effective, targeted skills support that has supported hundreds of residents into employment or developed skills to bring them closer to the labour market. The skills support for unemployed programmes, The Key, led by Inspira, and Journey to Work, led by G4S, offer a range of support to learners to secure employment. CLEP intends to build on this success by developing an escalator model of support for unemployed residents.

In working with partners across the skills system, CLEP has been able to develop and support skills solutions that meet the needs of our young people, adults and employers. These solutions support our ambitions for inclusive growth across the Cumbrian economy and support our young people find careers that match their aspirations. Our partnership was proud to sponsor the Golden Apple Awards in 2019, in partnership with University of Cumbria, which showcased partnerships between talent education professionals, learners and employers and how this leads to successful outcomes for those involved.

#### 4. GEN II - BEN TICKLE

Ben Tickle started his Data Analyst level 4 apprenticeship with Gen2 in September 2019.

This is the first time this apprenticeship has been delivered in Cumbria. Its aim is to use data intelligence to drive business advantage. The training is delivered via a virtual classroom with weekly sessions incorporating both theoretical and practical project work. Subject areas include performing statistical analysis, using analytical software, forecasting and modelling techniques to predict trends and producing performance dashboards and reports.

Ben said: "I currently work as a commercial analyst with a well-known organisation in Cumbria who specialise in drainage products for commercial and domestic customers. The data analyst apprenticeship is giving me tools to enhance my job.

"I have learned two analytics programmes that help analyse large sets of data. I attend virtual taught sessions once a week and carry out practical and theoretical work. The skills I have learned during my apprenticeship will enable me to look at all aspects of the business including pricing, sales and logistics and will help support business decisions for the future."



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#### 5. THE EDGE

Penrith Building Society approached Cumbria Chamber of Commerce/ Cumbria Business Growth Hub looking for support with staff development. A referral was made to The Edge to support with Leadership and Management training and Carlisle College was then identified as the provider that would support them.

Penrith Building Society identified four members of staff to undertake ILM Leadership and Management qualification, all of whom had a number of years of experience within the company.

The Level 4 Leadership & Management qualification was delivered via Microsoft Teams allowing study to take place remotely. As a small company, it was not practical for 20 per cent of staff to be offsite to complete a training course and so the course being conducted remotely worked well. The training provided by Carlisle College and funded by the European Social Fund (ESF) via The Edge has ensured that the staff/learners now have the knowledge and support via the completed training and development to deliver their leadership and management roles well and to the best of their ability.

One of the learners has already expressed an interest in progressing onto a Level 5 Leadership and Management course, which she will be completing with Carlisle College. The company is keen to keep updated with further funded training and development opportunities - funding being the key to developing its workforce.

## 6. THE KEY – INSPIRA

The Key is the ESF funded, employer-led employability programme for unemployed Cumbrians, commissioned by CLEP and the ESFA, and delivered by Inspira.

In 2019-2020, 943 unemployed people accessed The Key pre-employment programme. Of these, 25% were aged 19-23, and 19% were aged 50 or above.

250 participants progressed into employment, traineeships, apprenticeships or further learning. Of the 221 progressions into employment, the top sectors were retail, hospitality, cleaning, construction, care, transport and logistics. 2,594 qualifications were completed in 54 different subjects, including construction, security, warehousing, care and customer service.

### *Employer Perspective*

The Glenmore Trust is based in North Cumbria and is a 'not for profit' organisation providing support services for adults with disabilities. Christine Woodward of The Trust got in touch with Inspira after hearing Chief Executive Mark Bowman on BBC Radio Cumbria talking about the effects of the pandemic on the Cumbrian labour market. She had a number of vacancies caring for adults with disabilities to fill and contacted Inspira to find out if the Key could help with this. A sector-based work academy was arranged to prepare people for the application process and help them develop the skills required for a career in care. As the country was still in lockdown, this course was delivered digitally, with participants using Google Classroom and Meet to work with their adviser. The participants undertook an interview with the Glenmore Trust, with several moving into jobs, and all gaining valuable feedback.

### *Customer Perspective*

David was long term unemployed without basic English and Maths skills and without any recent work experience. David was applying for work online but not receiving any responses. Inspira worked with David to identify different sectors that interested him and met his current skill-set. David improved his confidence with digital job search by practicing during job club sessions. As a result, David undertook a work experience placement with Impact Housing and gained paid role with Carlisle United as a steward.

## 7. GOLDEN APPLES

CLEP and Cumbria Careers Hub were delighted to support the 2019 Golden Apple Awards to help celebrate the inspirational people and organisations that make up Cumbria's education, skills and training sector.

The awards allowed us to show our support for the high quality, responsive skills system that helps change lives in Cumbria and open the door to the growing career and educational opportunities that now exist on our doorstep. It was a chance to celebrate the talent and dedication across the skills system -- within employers, educators and support staff -- and highlight the impact this has on:

- Young people reaching their potential;
- Enabling people to access high quality employment opportunities;
- Supporting those in the workforce to develop the skills they need for the future;
- Enabling employers to access the skilled workforce they need.

The Awards presentation evening took place at Energus, Workington, in October. CLEP was Associate Sponsor of the event, along with the University of Cumbria. CLEP also sponsored three of the categories featured -- Best Student, Best Industry Engagement and Best Community Initiative.

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## 8. CUMBRIA CAREERS HUB

The Cumbria Careers Hub, is a joint project between CLEP and The Careers & Enterprise Company, which was launched in January 2019 and supports 40 secondary schools to deliver world-class careers education.

It offers a range of opportunities for local businesses and organisations to engage and benefit from partnership with local schools and colleges, such as:

- **The Enterprise Adviser Network** - where senior business volunteers are invited to give approximately eight hours a month to a specific school or college and work strategically to strengthen and support career programmes.
- **Cornerstone Employers** – encouraging businesses to take on the role of 'championing careers education.
- **Give an Hour** - in which individuals are asked to volunteer one hour to share their career story and inspire the next generation.

# INNOVATION AND IDEAS

**CLEP was successful in a bid to become part of the MIT REAP programme – a Massachusetts Institute of Technology ‘Regional Entrepreneur Acceleration Programme’ – focused on creating a framework for encouraging entrepreneurship across the North West (Powerhouse) region of Cumbria, Lancashire and Cheshire-Warrington.**

The team, made up of LEPs, universities, innovators, investors and large corporations, developed a Clean Growth related project idea, which is being tested with regional innovative thinkers, prior to being floated more widely as a concept. If this concept stands up to scrutiny then it will be developed as a real tangible project.

CLEP has also undertaken a major Innovation Mapping exercise to clarify innovation capacity and capability in Cumbria, given that the usual metrics (patents etc.) tend to understate Cumbria’s position on this. CLEP is identifying all businesses that have innovated in Cumbria, by collating a database of participants in innovation related schemes such as Made Smarter and Cumbria Manufacturing Service, firms that have secured Innovate UK, Horizon 2020 and other grants and KTPs (Knowledge Transfer Partnerships), and many other programmes which exist to support innovation. This work will help to shape and inform the direction of the Ideas and Innovation Programme, going forward.

So far, 500 impressive Cumbrian businesses have been identified via the mapping process. The ultimate aim is to create an interactive map that can easily demonstrate the high level of innovation in various categories (e.g. product, process, marketing etc.) in order to build a network of Cumbrian innovators and help these businesses continue to grow. At the same time, these businesses will be profiled as exemplars and brought together with other businesses to encourage and inspire further innovation across the business community.

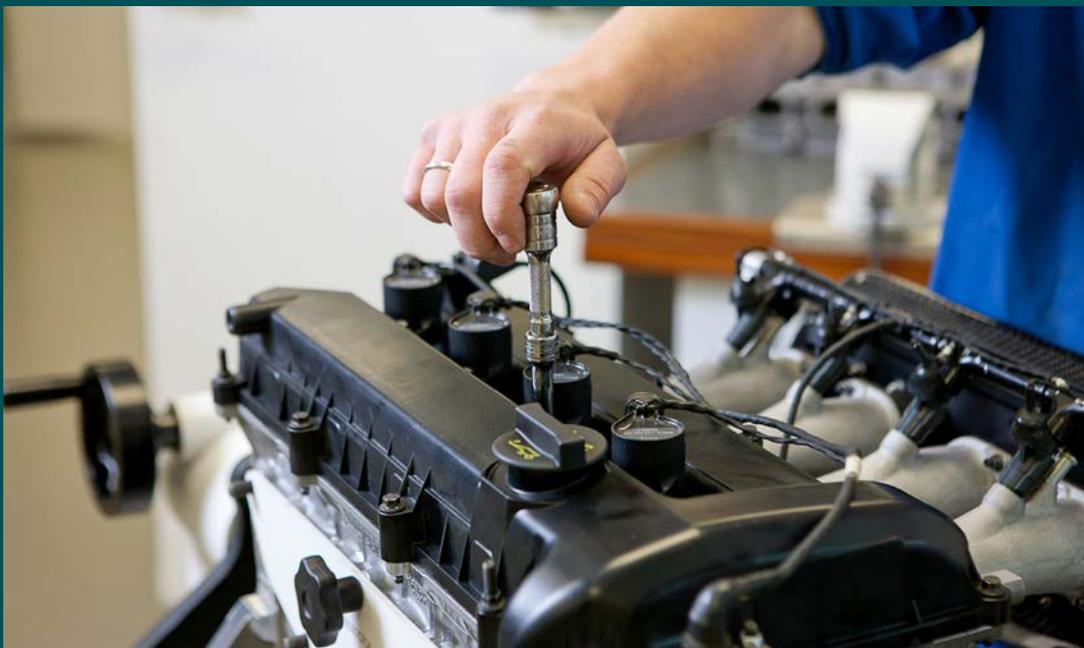
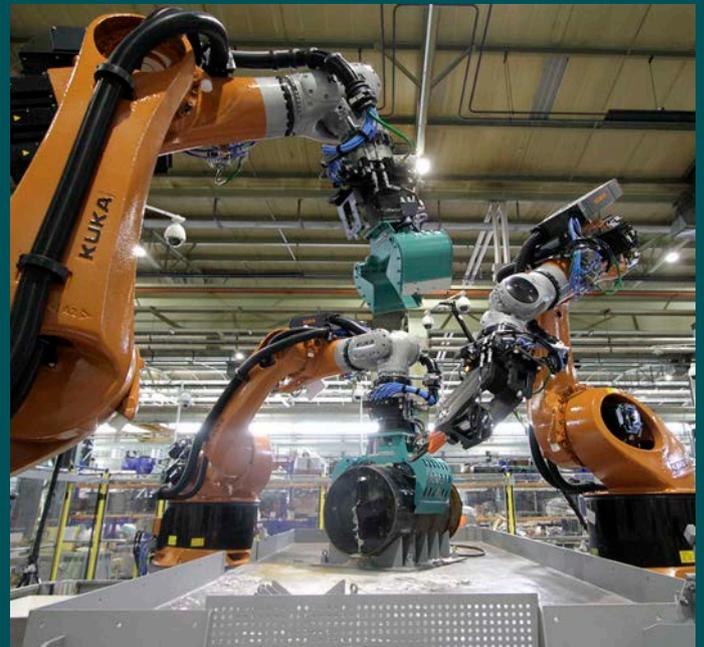
The CLEP team has been developing a Digital Strategy, drawing together the county-wide improvement plans and upgrades to deliver better digital infrastructure, enhanced business services, the creation of a world class digital skills offer, more efficient and inclusive public services and digital inclusion, so that nobody is left behind. The strategy looks to position Cumbria as the first Smart Rural County, making connectivity and improved digital capability available to all.

Prior to lockdown, CLEP’s Head of Business and Innovation Miranda Kirschel, made it a priority to visit businesses around the county, to better understand them and their needs and to signpost them to partners such as DIT, and programmes such as Made Smarter and Cumbria Growth Catalyst, to support their continued growth, where helpful.

Seeing the innovations and hearing the stories of transformation towards the growth of businesses like Hawkshead Relish, Marl, Forge Europa, Playdale, Cumbria Crystal - the business world cannot fail to be impressed. Once lockdown restrictions had lifted, the CLEP team continued to identify and track these businesses, through the Innovation Mapping and other activities and ensured that the exemplar businesses received recognition through CLEP PR as well as through platforms such as the Business Advice Clinics (BACs), where they could share learning with their peers.

A number of businesses took part in the Business Advice Clinics, organised in response to the Coronavirus outbreak. Companies who shared how they had rapidly innovated or pivoted to respond to COVID-19 included Booths Supermarkets, Oxley Group, Story Contracting, BAE Systems, WYG, Createc, Wax Lyrical, Shed 1 Distillery, Sellafield Ltd, Umbel Restaurant Group, and Responsive Group/CumbriaSME. CLEP will continue to seek platforms for these world class firms as part of the overall path to delivering recovery and growth through partnership. One key approach to harnessing this is through our Internationalisation Strategy (see page 26).

Businesses profiled through the BACs included **Booths Supermarkets, Oxley Group, Story Contracting, BAE Systems, WYG, Createc, Wax Lyrical, Shed 1 Distillery, Sellafield Ltd, Umbel Restaurant Group, and Responsive Group/CumbriaSME**



Innovation remains a priority for the Cumbrian economy – from sustainable energy to robotics, advanced manufacturing and nuclear decommissioning

# BUSINESS ENVIRONMENT

**The Business Environment has experienced an extremely volatile year, with the multiple challenges of COVID-19 and preparation for the end of the EU Exit transition year. CLEP has therefore worked hand in hand with the business community, to bolster its resilience.**

CLEP responded to requests for weekly reporting on the business environment to the Department of Business, Environment and Industrial Strategy (BEIS). In late 2019 and early 2020, the focus of these was on EU Exit, ensuring Government had sound intelligence on business needs to mitigate potential economic impact.

CLEP held weekly roundtable calls with businesses and business representative organisations to track sentiment and reactions to the various steps in the journey towards EU exit. This action then moved to weekly tracking of the impact of COVID on our Cumbrian Businesses, as well as delivering the messages to Government of the needs of the business Community and Cumbria's very specifically impacted sectors.

We have continued to provide business support throughout the year, through management of the Cumbria Growth Catalyst contract, serviced by our delivery partner Cumbria Chamber of Commerce. We have seen some 200 Cumbrian businesses benefit from a wider variety of support such as digitalisation, business planning, financial and accounting and marketing support through this programme.

A number of additive programmes have been enabled by BEIS, including a Supplementary Funding programme, which aims to strengthen Growth Hubs and level up the UK's regions, and has provided businesses with critical professional services advisory support at a time when they have most needed it. As part of a BEIS-funded nationwide initiative, CLEP has also initiated a Peer to Peer Networking programme, which will support almost 100 businesses around the county.

## Internationalisation Approach in the Business Environment

**During the year, CLEP worked with Mickeldore Ltd and partners to develop an Internationalisation Strategy. This was focused on both developing Cumbria's export capability and positioning Cumbria as an excellent location for inward investment.**

The Brexit situation meant that the strategy was refined and it was then impacted by COVID-19, which resulted in it being 'paused' to enable recovery scenarios to shape the strategy.

In addition, the Business Strategy Group has come together to identify a more ideal business support framework, with a focus on the Local Industrial Strategy priorities such as encouraging more start-ups and scale-ups and working with the Clean Energy Panel to bring together the Offshore Wind and other renewable sectors with the nuclear sector to identify and harness synergies.

In order to support this, the Offshore Energy Alliance, a cluster of the North West and North Wales developers, government representative bodies, ORE Catapult and others, was established to encourage the development of a stronger supply chain in the sector. CLEP has worked closely with Barrow site offshore wind owner, Orsted, to initiate and drive interest in Cumbria's active involvement in this sector.

CLEP is also bringing sectors together to develop concepts and plans around a potential circular economy of food and drink, agriculture, clean energy, and advance manufacturing, to connect and harness a stronger ecosystem that services the nation and the international market.

Along with a number of partners, including the District and County Councils and the Cumbria Chamber of Commerce, CLEP has helped reinstate the Cumbria Business Survey. This will be conducted largely by telephone to gather stakeholders' insights into the practices, priorities, needs and approaches to growth by 2,000 businesses across Cumbria. The survey, which was formerly biennial, will provide a very helpful profile of the range of businesses in our county and how we can better support them going forward.

The overarching aim remains to sell Cumbria in a more consistent way with a clear and targeted message.

Cumbria has a significant part of its manufacturing base owned by global businesses and CLEP will continue to work with these businesses to ensure that they are retained and investment takes place.

Alongside this, CLEP will look to attract new business opportunities linked to new and emerging technologies and strengths such as clean energy, for example offshore wind and new nuclear, including Small and Advanced Modular Reactors.

# INFRASTRUCTURE

## Energy Coast Rail Upgrade (Cumbrian Coastal Line)

The Cumbria Coastal Line is critical to major businesses in West Cumbria, including the servicing of national nuclear assets at Sellafield and the Low Level Waste Repository, near Drigg.

The line has suffered from under-investment and requires upgrading to improve capacity and resilience. Since the Strategic Outline Business Case was approved by Department for Transport, CLEP has been working closely with Network Rail and other partners to develop an Outline Business Case, outlining the improvements.

After successfully securing £7.5m of DfT funding, CLEP invested £835,000 of its Growth Deal funding to progress this important scheme to the next phase.

The scheme aims to identify rail infrastructure requirements, which will modernise the line, making it fit for future rail freight and passenger services. Scheme development and design work is progressing well and is on target to deliver an Outline Business Case to DfT in June 2021.

After successfully securing £7.5m of DfT funding, **CLEP invested £835,000 of its Growth Deal funding** to progress this important scheme to the next phase.

## Lakes Line

The Lakes Line connects the West Coast Mainline at Oxenholme, near Kendal, to Windermere in the heart of the Lake District World Heritage Site. The line is critical to supporting the visitor economy and the clean growth agenda by enabling visitors to travel in a more sustainable way. Capacity improvements are required to support increased services between Oxenholme and Windermere. Cumbria County Council (CCC) is working with Network Rail (NR) to secure a funding package to develop a Strategic Outline Business Case (SOBC) for the Lakes Line.

## Port of Workington (Siddick Bridge)

This project will deliver a replacement road-over-rail bridge serving the Port of Workington. It will demolish the existing deteriorating masonry arch bridge and replace it with a new structure designed to serve the Port and adjacent land for a significant period, into the future. Project completion is targeted for May 2021 with bridge installation expected during Easter 2021.

## ROADS

### Carlisle Southern Link Road (CSLR)

St Cuthbert's Garden Village is part of the Government's Garden Town programme, in recognition of the significant potential for housing led growth in Carlisle. The Carlisle Southern Link Road is a new 8km road connecting Junction 42 of M6 to A595. This will unlock delivery of the 10,000 homes in St Cuthbert's Garden Village while also enhancing cross city movement and M6 connectivity.

The funding for this was announced on 14 February 2019. Further funding of £32 million has been agreed to enable the scheme to be fast-tracked.

Other significant road projects that CLEP is providing support to include:

- A689 trunking/ Warwick Bridge de-trunking;
- A590 Cross-a-Moor Roundabout;
- A66 Brigham/Broughton Roundabout;
- A595 Grizebeck improvements;
- A595 Bothel improvements;
- A590 improvements including Ulverston Bypass;
- A66 Dualling Eastwards Penrith.

## DIGITAL CONNECTIVITY

There has been much improvement in digital infrastructure across Cumbria, with 94.4% of properties now able to access superfast broadband and 3.2% able to access gigabit capable services. However, there is still a lot of work to improve digital connectivity and a need for further investment to expand access to gigabit connectivity, recognising the increased importance of digital infrastructure as a result of COVID-19. The focus going forward is therefore to secure:

**F20 UK Gigabit Investment** - is critically important in ensuring that Cumbria has world class future connectivity. The case will be made for Cumbria to be a priority for the F20 UK Gigabit Programme to support COVID-19 recovery plans. Full fibre connectivity is essential for the tourist economy in order to attract visitors and to ensure the county is not left behind.

**Shared Rural Network (SRN) investment** - Mobile connectivity is also critically important and the SRN must deliver improvements in Cumbria, supplemented by a properly funded 4G infill programme. 4G will form the backbone of 5G as it develops and we want to ensure that Cumbria can benefit from this new technology, not just through faster connectivity, but through new applications such as remote monitoring and control.

## DECARBONISING TRANSPORT

Over the past twelve months, work on decarbonising the transport agenda has progressed through initiatives including:

- Rural Mobility (piloting on-demand rural bus services);
- Barrow Electric Bus Town (developing an all-electric bus fleet);
- Local Walking and Cycling plans (focused on the county's six main towns);
- Strategic cycling corridors - along A590, A66, A591 and Hadrian's Wall (developing continuous off-road multiuser cycle trails).

The Cumbria Transport and Infrastructure Plan (CTIP) will set out the infrastructure priorities for Cumbria over the next 25 years. The development and progression of the CTIP reflects the Government's desire for greater integration between transport, decarbonisation and economic growth.

The CTIP will position Cumbria to be able to make the strategic case to secure investment in our infrastructure.



Improved linkages from the M6 are part of CLEP's priority work streams

# PLACES

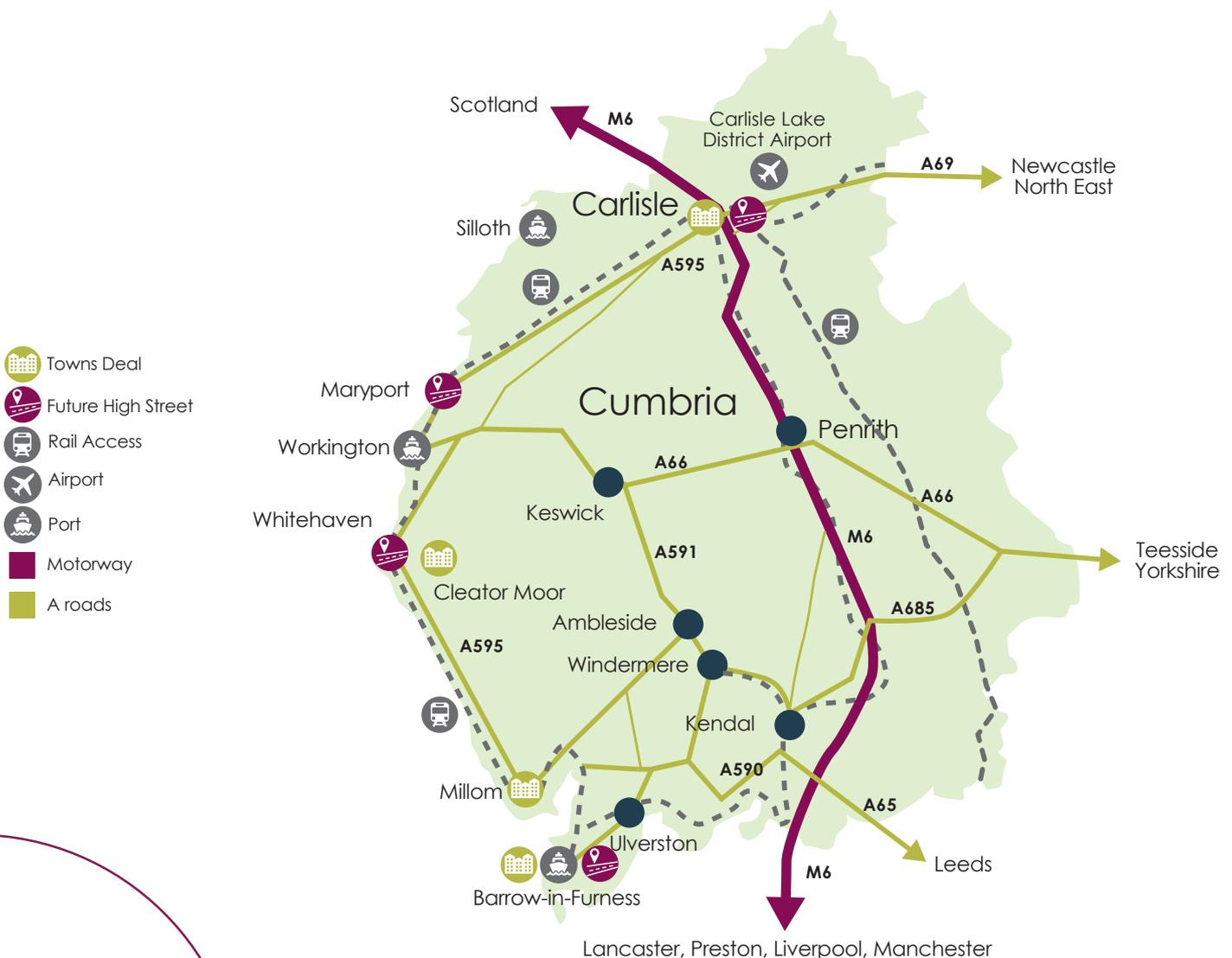
The work of the Places Strategy Group continues to focus on the place making, place shaping and inclusive growth agenda and the Places theme priorities identified in the Local Industrial Strategy for delivering these, namely to:

- ✓ **Address cold spots of worklessness and social deprivation in Cumbria**
- ✓ **Support local place shaping programmes**
- ✓ **Encourage housing which is the right product at the right price in the right place**
- ✓ **Encourage and support bespoke local area economic diversification strategies**
- ✓ **Work with public sector partners to deliver high quality public services**

## Towns Funds

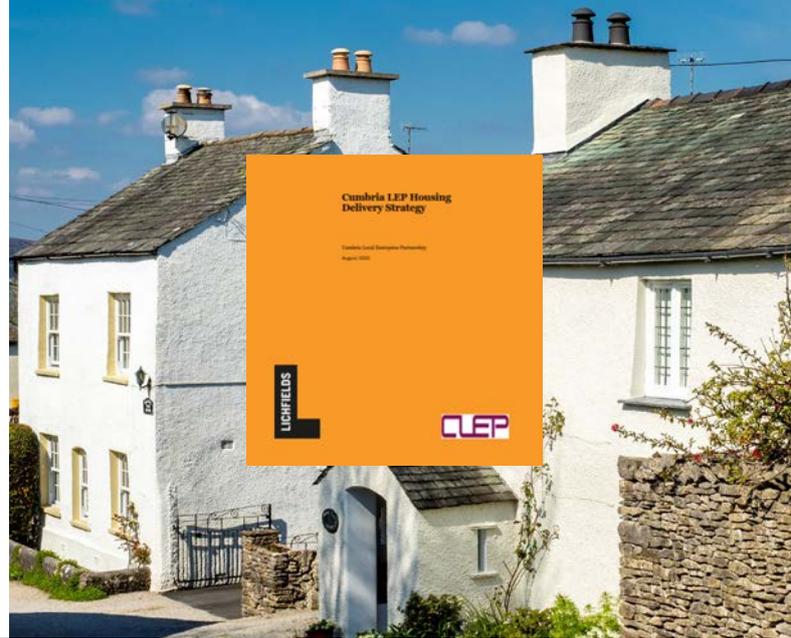
The announcement of Cumbria's significant success under the Town's Funds programme, with Cumbria securing 4 Future High Street areas (Barrow, Carlisle, Maryport and Whitehaven) and five Towns Deals (Barrow, Carlisle, Cleator Moor, Millom and Workington) has inevitably meant that the Strategy Group has been used as a forum to share experiences, review progress and provide support. This recognised that the towns fund programme could directly support four of the five strategic priorities and indirectly support one of these.

CLEP brought together a 'Star Chamber' consisting of highly experienced specialists with regeneration, economic and property expertise to provide a 'Chatham House' review of individual Investment Plans as these were moving towards completion. This informal process helped development teams to anticipate and build in the questions that were likely to be raised by government during the assessment process.



## Right Product, Right Price, Right Place

The responsibility for housing delivery clearly rests with individual District Councils. However, the Group recognised the opportunity to add value on working collectively to support all areas to accelerate the delivery of their local housing strategies. CLEP therefore appointed Lichfields to work collaboratively with local authorities, developers, registered priorities and others to identify the barriers to delivery and the opportunities to address these. This has resulted in an action plan which CLEP and all partners will be working to implement, going forward.



CLEP  
CUMBRIA  
LOCAL  
ENTERPRISE  
PARTNERSHIP

**CALMING CUMBRIA**

Buttermere, The Lake District National Park

**Build Your Future in Cumbria**  
Where there's time to reflect on a majestic landscape

#cometocumbria  
*The heart of the UK*

CLEP  
CUMBRIA  
LOCAL  
ENTERPRISE  
PARTNERSHIP

**CLEVER CUMBRIA**

University of Cumbria

**Build Your Future in Cumbria**  
Where the future is being designed and developed today

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*The heart of the UK*

CLEP  
CUMBRIA  
LOCAL  
ENTERPRISE  
PARTNERSHIP

**CAPTIVATING CUMBRIA**

Carlisle Cathedral

**Build Your Future in Cumbria**  
Where the spirit of an ancient kingdom inspires a unique culture

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CLEP  
CUMBRIA  
LOCAL  
ENTERPRISE  
PARTNERSHIP

**CREATIVE CUMBRIA**

Tullie House Museum & Art Gallery

**Build Your Future in Cumbria**  
Where creativity is celebrated

#cometocumbria  
*The heart of the UK*

## Your Future

In addition to the priorities identified for the Places theme the group has also focused on the overarching priority to Promote Cumbria, in particular to 'Develop Brand Cumbria to effectively market Cumbria's enviable offer'. At the outset of the year CLEP launched the Your Future campaign, which was focused on selling Cumbria as the place to live, work and invest, in line with the vision outlined within the LIS. The campaign was soft launched in March based on selling Cumbria based on everything that it had to offer to those looking for a change of location or an ideal location to invest.

Lockdown restrictions meant that the campaign was paused until the housing market re-opened and people could legitimately explore new locations to live, work and invest. There has now been a 'reboot' of the campaign, which has gained fresh impetus as people think about 'The Way We Live and the Way We Work Now,' and increasingly look to relocate to smaller towns and rural locations as more flexible working patterns are adopted.

# SECTOR PANELS

## SECTORS

Cumbria is home to a diverse range of economic sectors, distributed across the county in a range of sectoral hubs – a genuinely polycentric economy. Some sectors, such as creative and cultural, are dispersed, with a plethora of activity taking place across the county, with others such as clean energy, focused in key locations. CLEP works with eight key sectors, accounting for over two thirds of Cumbria's economy in both economic value and jobs terms.

Since the start of the COVID-19 pandemic, in line with the UK more generally, the economic downturn in Cumbria has been pronounced, with some specific sectors facing large and immediate challenges. Others face an uncertain future on a longer term basis, and CLEP continues to work with partners to support recovery. A number of trends have been identified which have already had an impact on sectoral recovery within Cumbria, and will continue to do so for some time.

## CURRENT TRENDS IN RECOVERY

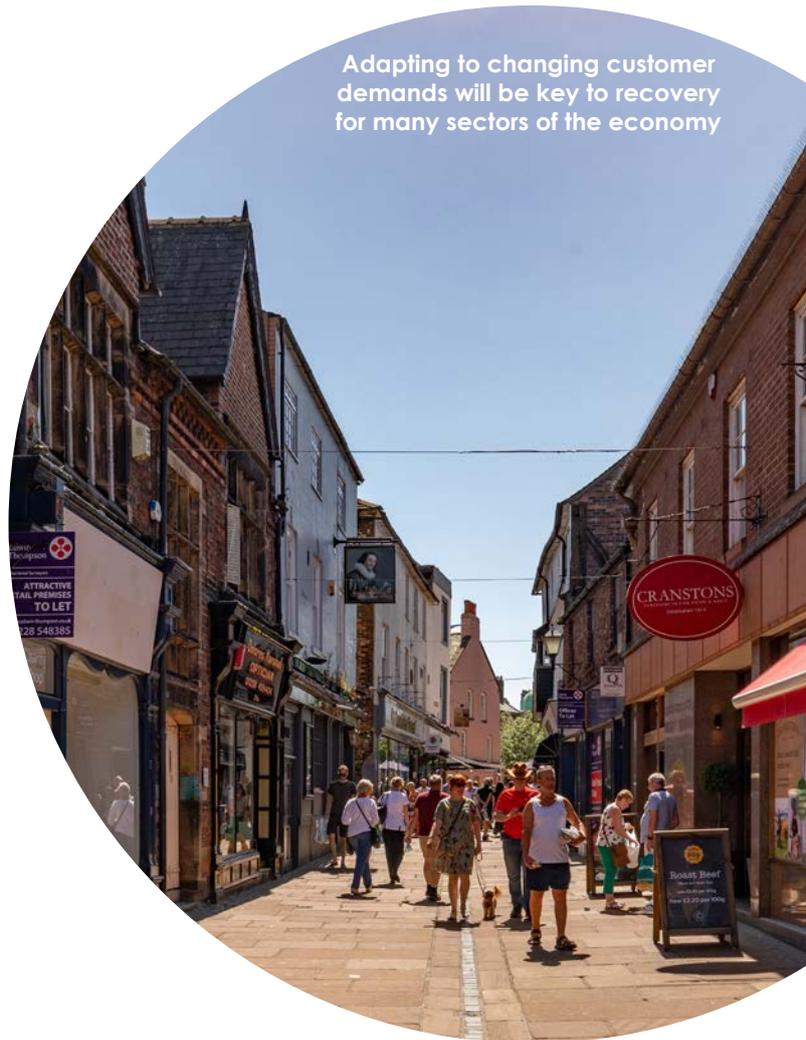
### Most Affected Sectors

The visitor economy and creative and cultural sectors suffered from a complete cessation of trading for a protracted period from mid-March. Small Business and Retail, Leisure and Hospitality grants together with a package of Arts Council and Heritage Lottery funding provided much needed support to help preserve these sectors, alongside the furloughing of significant numbers of staff through the CJRS. However, these sectors are very much dependent on consumer confidence, and therefore vulnerable to further shocks, especially throughout the traditionally quieter trading months of the year, with lockdown eating into a significant part of the peak season. Future opportunities, for both sectors, lie in extending the season, diversifying and adapting to changing consumer demand, and effectively communicating new and existing offers to new and returning audiences and visitors.

### The Way We Work Now

The rise of online and remote working has seen an increase in digital take-up and usage in Cumbria, with businesses using the internet to increase their customer base locally, nationally and in some cases, internationally. A range of digital skills programmes have been made available to businesses to enhance their online presence, which have been very welcomed, with strong take-up within the business community. It is expected that additional digital activity will sit alongside the more traditional ways of doing business, going forward.

Adapting to changing customer demands will be key to recovery for many sectors of the economy



## Government's COVID-19 Support

The finance that government has made available to support businesses and employees through COVID-19 has made a significant difference to businesses in Cumbria. The Small Business and Retail, Leisure and Hospitality Grants have undoubtedly ensured the continuance of many businesses in Cumbria. The take-up of the funding of these grant schemes has been at a rate equivalent to the national average, with over £164m allocated by Local Authorities across Cumbria, as the schemes move to closure.

The take up of Bounce Back Loans has been widespread and welcomed in the business community. There has also been good take up of the Coronavirus Business Interruption Loan Scheme (CBILs), with a number of Cumbrian businesses accessing this.

The Coronavirus Job Retention Scheme (CJRS) and Self-Employment Income Support Scheme (SEISS) have also offered a lifeline to many businesses, with high take-up across Cumbria. The CJRS, in particular, has been extremely important to those sectors that were closed during lockdown with take up in South Lakeland and Eden amongst the highest in the country.

## Business Supporting Communities

Since the outset of the COVID-19 pandemic, Cumbrian businesses have supported the communities, in which they operate. An early call out for spare PPE to support the NHS saw thousands of safety kits being delivered to where they were needed most. Activities included re-purposing 3D printers to provide visors; care packages being provided to those most vulnerable by hospitality and catering businesses; and furloughed staff volunteering to help out in a wide range of critical role, outside of their own organisations.

This business-backed community support is set to continue – helping to create resilient communities, increase community cohesion and support the place making and the place shaping agenda.

## Constructive Collaboration

The pandemic has seen a multi-agency approach to addressing response and resilience within Cumbria and has demonstrated that working in collaboration is an effective way to amplify results – with the sum of the parts adding up to more than the parts themselves. This partnership approach will continue to be important going forward as recovery planning and implementation progresses.

## SPOTLIGHT ON SECTORS

### Advanced manufacturing



The advanced manufacturing sector in Cumbria is diverse and significant, representing over 23% of the county's GVA. There is a significant supply chain for BAE Systems Ltd and Sellafield Ltd, alongside excellence in paper goods production, food manufacturing and specialist product engineering and plastics. COVID-19 has seen differential impact on different sub-sectors, based on a range of interlinked factors such as supply chain availability, stockpiling and practical logistical considerations came into play. Wellbeing in the workforce has been a high priority for the sector, with serious effort being applied to creating COVID-Secure working environments and developing systems to support Test and Trace. The CJRS has been used to support the recovery process, with businesses in many parts of the sector now operating effectively. COVID-19 has highlighted the opportunity to develop a more localised and diversified supply chain within Cumbria, which is being taken forward as part of the restart phase of "Restart, Reboot, Rethink – A Plan for Cumbria's Economic Recovery."



## Clean Energy



Cumbria is well placed to be an exemplar in clean energy generation, contributing to the national energy output and supporting the creation of innovative and sustainable economy.

The combined drivers of climate change, 'levelling up,' COVID-19 recovery, energy security and resilience all contribute to the need to generate new forms of low carbon energy. The decarbonisation agenda needs to be implemented in a way that delivers both supply chain and employment opportunities.

Clean Energy Generation is a key theme in CLEP's recovery planning. Cumbria is well positioned to play a role, nationally, given its existing capabilities and future opportunities, including:

- **Offshore wind** – growing our existing significant capability via Round 4 licensing opportunity
- **Nuclear** – new generation opportunities building on the offer within the Cumbria Nuclear Prospectus
- **Hydrogen and synthetic fuels** – creating a new pathway to carbon neutral fuels
- **Cluster development** – proactively supporting local businesses and supply chains to prepare to maximise the benefit from future clean energy development;
- **Research, development and innovation** – supporting both new energy and existing environmental remediation developments to drive new innovation opportunities
- **Integrating the 'whole energy system'** - to decarbonise heat, power and transport through offshore wind, nuclear and hydrogen
- **Local community energy development** – building on large generation opportunities to incentivise community energy to support farming, food, tourism business.



## Construction



The Construction sector faced some early challenges during the pandemic due to an initial lack of clarity on the operation of construction sites. National figures confirm that the construction sector has significantly reduced its workforce due to COVID-19, either through temporary furloughing or redundancies. This raises some challenges around skills retention, which will be a key focus for the sector going forward as building contracts increase. Public procurement has ensured that the construction sector has been able to remain in operation and going forward will be key to supporting the sector's revival. Opportunities around supporting a green recovery and the priority to move to net zero carbon will help to drive innovation in the use of materials and the fabrication of buildings, whilst also presenting significant commercial opportunities for the sector.

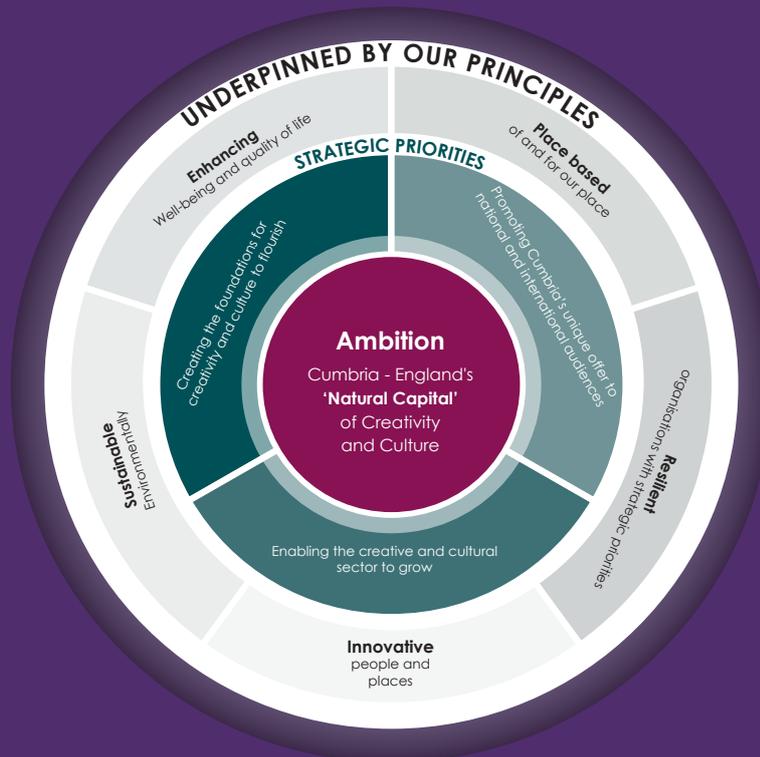
## Creative and Cultural



The arts and cultural sector has been significantly affected by COVID-19, due to closure during lockdown and the subsequent loss in consumer confidence affecting people returning to attractions, once these re-opened. Emergency Arts funding has been welcomed, however with high numbers of SMEs and freelance practitioners in Cumbria, the sector still faces significant challenges to realise a full recovery. Despite this, this vibrant sector has been innovative and quick to respond to digital adoption and adaptation, providing arts activities both online and in creative socially distanced ways.

With the onset of COVID-19, it is apparent that the sector is, and will need to be, at the heart of recovery for our communities in Cumbria, with the arts, heritage and culture playing an important role in supporting resilience in mental health and wellbeing.

### *Cumbria's Creative and Cultural Strategy: The Natural Capital of Culture*



This year saw the release of the new Creative and Cultural Strategy, co-produced by Cumbria County Council and CLEP. This identifies key strategic priorities for enabling the sector to grow:

1. Creating the foundations for creativity and culture to flourish;
2. Enabling the creative and cultural sector to grow;
3. Promoting Cumbria's unique offer to national and international audiences.

The strategy forms part of the medium to long term recovery goals for the sector, recognising that significant joint-working and support will be necessary to ensure that the sector is able to realise its full potential as the natural capital of culture locally, nationally and internationally.

## Logistics



The logistics sector in Cumbria is well established and widespread across the county with the concentration of jobs and in-land transport above the national average, reflecting the strong road transport links, especially the M6 /A66 axis along the east of the county.

Businesses within the sector took advantage of furlough through CJRS, initially. However, with more people working from home and using online delivery services and internet shopping, the logistics sector has responded to keep the county and country moving. The pandemic highlighted significant opportunities within the sector, specifically around local delivery and supporting the development of more local supply chains going forward. This year also saw a consultation on Freeports, which could significantly impact the logistics sector into the future, should a Cumbrian bid be successful.

## Professional Services



The professional services sector has provided vital support for Cumbrian businesses during COVID-19. This has varied from underpinning digital development and online trading through to legal advice, supporting and delivering coronavirus loan applications and finding re-locators their new rural home. The sector has played an invaluable role in ensuring that the Cumbrian economy continues to function. There are now considerable opportunities to actively support the recovery phase, by working with local businesses to sustain their recovery, by supporting new businesses to anchor themselves within the county, and more generally to support general business and sectoral growth.

## Rural



The Dairy Recovery Fund and the relaxation in competition rules around dairy production were welcomed early on, during the pandemic, in order to support the dairy sector. However, many agricultural businesses were unable to make use of the Small Business Grant scheme, and with existing gearing in businesses within the sector there has been a reluctance to take on more debt from the C-Loans available from government. An increased trend in buying local produce quickly emerged, and this consumer behaviour could be key to supporting the agricultural economy in Cumbria, going forward. On the conservation front many projects have continued, although potentially at a reduced capacity, especially for initiatives within the social-natural capital axis. Mental health and wellbeing has been a key concern, with several active networks providing key services for supporting business owners within the sector. A green recovery will be at the heart of the county-wide recovery strategy, and this will be realised through key partnership working and buy-in from across Cumbria.



## Visitor Economy



The Visitor Economy in Cumbria has faced very severe challenges this year, with the total shutdown of the sector for a protracted period. Retail, Leisure and Hospitality grants have supported many accommodation providers and visitor attractions and have been well received. Since lockdown restrictions were lifted, Cumbria has seen an increase in new visitors, including more day visitors and a strong take-up in some areas of accommodation, although this is not consistent across all types of provision. Some early initiatives have supported the sector's recovery, such as a quality mark accreditation and the Government-backed "Eat Out to Help Out" scheme. The impact of the pandemic is expected to be seen far beyond the end of 2020, with the shorter operating season together with the end of furlough through the CJRS and the long-term fixed operating costs leaving the future of some businesses very uncertain. The sector is supporting recovery with a comprehensive and nuanced communication strategy, which has been delivered by key partners from the start of the outbreak; a strong bid for Tourism Zone status; and ensuring that the entire county can benefit from visitors through 'attract and disperse' to encourage visitors to less well known parts of Cumbria.

# KINGMOOR PARK

## Carlisle's Kingmoor Park is the only Enterprise Zone in Cumbria and is a former Ministry of Defence site, located adjacent to junction 44 of the M6.

CLEP was delighted to work with partners to help secure Enterprise Zone status for the site back in 2016.

That status continues to add impetus to maximising the opportunities that the site can provide for the area's economy, offering a combination of business rates relief and capital allowances.

The Enterprise Zone site is 122 hectares in total, of which 49 hectares are already developed, including high quality employment space. It is currently home to over 150 companies employing some 2,500 people.

The site offers over 2 million square feet of space and buildings for industrial, office and warehouse and distribution use.

A key aim is to take advantage of Cumbria's outstanding reputation as a centre for excellence in the nuclear and power generation sector, as well as building on a vibrant advanced manufacturing and logistics base.

Kingmoor Park has the potential to create an additional 3,000 jobs in advanced manufacturing, nuclear supply chain and logistics. It is highly accessible and offers considerable opportunity to attract new investors to the county and offer grow-on space for existing businesses.

A Delivery Board was established to oversee the implementation of the Enterprise Zone, with membership drawn from the CLEP Board, Carlisle City Council, Cumbria County Council and the Kingmoor Park Executive Team.

## Highlighted activity during 2020 included:

- **Capital Investment Portfolio** – CLEP worked with partners at Carlisle City Council and Kingmoor Park Properties to secure inclusion within the Northern Powerhouse Area of DIT's Capital Investment Portfolio. This is shared via DIT with international partners considering investment in the North of England.
- **Solar Farm** – completion of a four-acre solar farm to provide a green energy solution to the site's private supply. Data so far suggests that on several occasions, Kingmoor Park has only used energy from the Solar Farm.
- **Masterplan Development** – developing this further with a view to securing project partners.
- **Energy from Waste Power Plant** – progressing this proposal with the Environment Agency permit in consultation phase, with the option to purchase looking to be extended beyond 2021.
- **Inward Investment** – Kingmoor Park is on the map internationally, with increased interest from international investors in locating at Kingmoor Park.
- **Highways Signage** – Planning permission received for 6m totem signage at all entrances to Kingmoor Park from the bypass. Grafix Signs has been instructed to install these.
- **ModVillage** – Re-purposing of 24 shipping containers (totalling 18,000sqft) to create modern office space. The first containers are now on site pending occupiers.



# INVESTMENT FUNDING

## Growth Deal Funding

**CLEP's £60m Growth Deal Programme is nearing its conclusion having successfully invested in a range of projects delivering economic growth, jobs and supporting vital infrastructure improvements.**

Once the benefits of Growth Deal have been fully realised, 4,000 jobs will have been created or safeguarded, 1,700 learning opportunities supported, 3,000 new homes created and over 60,000m<sup>2</sup> of new business space delivered.

CLEP has supported 35 projects through the Growth Deal with investments ranging from £0.2m to £7.2m. At the point of publication, 11 projects have been successfully completed with output monitoring underway, 14 are live with a further 10 in contracting

Projects include a £4.4m investment in Ulverston to support a number of strategic road improvements in the town, including junction redevelopments to unlock the newly created Beehive Business Park. The site has recently witnessed the opening of a number of national retailers including Marks & Spencer, Aldi and Screwfix.

In Carlisle, Growth Deal Funding is enabling the delivery of a new visitor attraction at Tullie House Museum. The 'Dressed to Impress' project will open up two original spaces concealed in the 1990's to create two costume and textile galleries, showcasing around 40 exhibits using contemporary and innovative interpretation. The project will attract more visitors and associated spend to Cumbria.

Once the benefits of Growth Deal have been fully realised, **4,000** jobs will have been created or safeguarded, **1,700** learning opportunities supported, **3,000** new homes created and over **60,000m<sup>2</sup>** of new business space delivered.

Whitehaven's bid for support from the national Future High Streets Fund programme is being boosted through a £1m catalytic investment to help fund the purchase of a series of vital strategic buildings in the town centre. The properties are central to delivering the transformational objectives of the Future High Streets Fund scheme, which will ultimately deliver an additional £20.5m of GVA, over ten years.

At the end of Q4 2019/20, CLEP's Growth Deal Programme has achieved the following outputs:

Programme Outputs	Jobs (Created Safeguarded)	Investment (Public & Private Match/Follow-on Investment)	Learning Opportunities	Housing	Sq. Metres Premises (Created/Refurbished)	Premises with access to superfast broadband
<b>Outputs in BEIS Growth Deal Offer Letter</b>	4,000	£100,000,000	1,700	3,000	62,000	5,000
<b>Allocations/Commitments</b>	6,099	£134,419,095	5,304	3,750	235,501	5,925
<b>Forecast</b>	6,903	£146,954,171	6,274	3,649	253,583	11,240
<b>Achieved</b>	<b>1,830</b>	<b>£44,271,885</b>	<b>2,169</b>	<b>507</b>	<b>95,001</b>	<b>10,529</b>
<b>Achieved (% of BEIS Target)</b>	<b>45.8%</b>	<b>44.3%</b>	<b>127.6%</b>	<b>16.9%</b>	<b>153.2%</b>	<b>210.6%</b>
<b>Still to be achieved (From Offer Letter Target)</b>	2,170	£55,728,115	<b>EXCEEDED</b>	2,493	<b>EXCEEDED</b>	<b>EXCEEDED</b>

Growth Deal Spend in Cumbria	
	£ms
<b>Total Approved Funding</b>	<b>£60.32</b>
<b>Spend to end 2018/19</b>	<b>£40.20</b>
<b>Final Spend 2019/20</b>	<b>£7.30</b>
<b>Forecast Spend 2020/21</b>	<b>£12.82</b>

## Cumbria Growth Catalyst

The Cumbria Growth Catalyst Programme delivers a range of business support provision to SMEs throughout Cumbria. Designed to complement other key funding streams such as European Regional Development Fund (ERDF), the Programme has been delivered via a contract with the Cumbria Chamber of Commerce, which also runs the successful Cumbria Business Growth Hub. The value of the programme for 2019/20 was £0.246m with the following outputs delivered:

- 523 Diagnostics (3 hour support package).
- 112 Scale-Up Assists (12 hours of intensive support for businesses with the potential to increase turnover by 50% within three years).
- 32 Workshops across Cumbria.

Eligible businesses included those in the retail, leisure and hospitality, agriculture and visitor economy sectors, all critical to Cumbria's economic success.

An independent Interim Review of the Growth Catalyst conducted by Amion Consulting Ltd in June 2019 concluded that:

- *The Growth Catalyst has had a positive impact in supporting businesses in the priority sectors and is expected to contribute towards job creation and increases in business turnover.*
- *The Catalyst has been well managed and delivered.*
- *There is likely to be a continuing need to provide support to ERDF-excluded businesses.*
- *Future delivery should consider if businesses can receive more support than currently allowable under the scope of Growth Catalyst (i.e. more than 3 hours for non-Scale-Up businesses).*
- *In future programmes, the method for output recording and claims should be changed – i.e. to allow completion of outputs over a financial year and to claim to BEIS based on actual performance rather than in advance and by forecasting.*

The planned Final Evaluation was due to be undertaken in May 2020. However, as a result of the Covid-19 pandemic, this has been deferred until the end of the 2020/21 financial year to ensure that essential business engagement and survey activity to underpin the findings, can be completed.

The contract with the Chamber of Commerce to deliver the Growth Catalyst has been extended for a final year through until March 31, 2021. During this period, the following outputs will be delivered:

- 538 Diagnostics (3 hour support package).
- 121 Scale-Up Assists (12 hours of intensive support for businesses with the potential to increase turnover by 50% within three years).
- 24 Workshops throughout Cumbria.

In addition to this core offer, during 2020/21, CLEP will also be delivering an additional £0.216m of supplementary Catalyst support targeted at providing Covid-19 recovery support as well as additional Professional Services advice and guidance to businesses across Cumbria. This reflects identified gaps in current provision as well as a timely response to identified business needs in the current

economic climate. There is also an intention to deliver the Peer to Peer Network Programme bringing together groups of businesses to share experiences on key business recovery issues with the support of an expert facilitator. These aligned injections of funding will contribute to a holistic and coordinated approach to business support across the county.

## European Structural & Investment Funds (ESIF)

CLEP continues to support the management of the European Structural Investment Funds (ESIF) programme 2014-20, which includes the European Regional Development Fund (ERDF), the European Social Fund (ESF) and European Agriculture Fund for Rural Development (EAFRD).

Cumbria has an allocation of £49.4 million of ERDF, based on current exchange rates, with at July 2020, £40.4 million of this contracted or in application stage, representing 81% of the total.

In addition, CLEP had an allocation of £33.3m of ESF with a wide range of projects underway aimed at supporting skills improvements from basic level skills through to Level 4 and above as well as providing support for people to secure jobs.

As part of the national response to Covid-19, the individual Managing Authorities have implemented a number of flexibilities within the ERDF and ESF Programmes to provide vital support as the nation recovers from the pandemic. Individual projects have been able to adopt these, removing prior barriers to receiving support such as those faced by many of Cumbria's priority sectors. In addition, under the ERDF Programmes, the Cumbria Chamber of Commerce was able to benefit from a share of a £10m Visitor Economy Recovery Fund as well as a £20m enhancement to local business support through its Growth Hub. This additional funding will, amongst other key activities, provide small grants to SMEs to enable them to implement COVID-19 recovery plans, build their resilience and safeguard vital jobs.



**Cumbria benefitted from a share of a £10m Visitor Economy Recovery Fund from the ERDF programme**

## Growing our Potential programme

CLEP created the Growing Our Potential Programme to provide vital capital grant support to SMEs to deliver jobs and growth. The Programme has already approved grant requests totalling over £1m across 13 individual projects, supporting the creation of 60 jobs. The diverse range of projects includes a new caravan and camping site on the West Coast, digital and creative industry hubs, online business expansion and investment in equipment purchase to support productivity increases (examples featured below).

## CASE STUDIES

**Project Title: Total Power New Premises**  
**Applicant: Total Power Installations Limited**  
**Value of Grant: £120,000 (Total Project Cost £379,000)**

After being served notice to vacate their rented premises, into which they had invested heavily, Total Power Installations sought a grant to assist with the purchase of their own premises. This project has facilitated the purchase, redevelopment and fitting out of a new premises to provide a permanent headquarters for Total Power Installations, as well as a new home for Laser Quest and Total Enigma, as tenants within the building at Hillcrest, in Carlisle. The financial security this will provide for the company has meant that they expect to create six new jobs, with the business looking to have a bright future.

**Project Title: The West Wing**  
**Applicant: Graphskill Limited**  
**Value of Grant: £99,000 (Total Project Cost £250,000)**

Graphskill Limited found increasing demand meant they were working at capacity in their existing premises. This project is the second phase of a redevelopment of their manufacturing site, and will see the construction of a new build extension to the existing factory and warehouse and an investment in a new laser cutter. This will enable the business to expand its manufacturing capacity and increase the range of services and products offered, creating five jobs by June 2021.

**Project Title: Maryport Harbour Camping Park**  
**Applicant: Maryport Harbour and Marina Ltd**  
**Value of Grant: £123,033 (Total Project Cost £307,583)**

This project is to develop a camping park at Maryport Harbour, providing twenty-six serviced caravan and motorhome pitches including six camping pod options, as well as an amenities block and café and all hard and soft landscaping. Developing a new camping park for Maryport will add a dimension to the tourism accommodation for Maryport, and in so doing satisfy a latent need that in a post-Coronavirus environment is considered likely to be more substantial and in demand. Once fully functioning, it will bring over 9,000 extra overnight visitors to the town across the full year and create 3.9 jobs directly with additional indirect and induced job creation in the town through additional visitor spend of over £500k per year.

**Project Title: Fourth Generation Latex Print Farm**  
**Applicant: Ast Signs Ltd**  
**Value of Grant: £149,069 (Total Project Cost £374,023)**

This grant is supporting the purchase of equipment to enable Ast Signs Ltd move to environmentally friendly wide format printing. Investment has already been made by the company into innovative water-based latex technology, and this further investment will support increased capacity and versatility, offering a broader business base and aiming to create eight jobs over the next four years.



# FORWARD LOOK 2021

**Jim Jackson**  
Deputy Chair



**2021 is a really important year for CLEP in terms of investment funding. In my role as Chair of CLEP's Investment Panel, I will be focused on three priorities:**

- **Ensuring that Cumbria's Growth Deal is fully spent** – by 31 March 2021, when the current round of funding expires. This is important in creating Cumbria's case as a credible location for significant future investment funding from both government and private investors.
- **Securing investment funding for April 2021 and beyond** – to deliver on our recovery priorities and move forward with our growth ambitions, CLEP needs flexible and long term capital and revenue investment finance from government. CLEP will therefore be sharing our thoughts in our responses to both the BEIS Post-Pandemic Select Committee Inquiry and CSR 2020.
- **Supporting Business Recovery** – exploring the potential to extend direct investment support to businesses, increasing the number of businesses that benefit, to aid recovery. The Growing Our Potential programme has been doing this successfully and over the coming months I will be exploring how we can take this forward into the future.

I look forward to working with the CLEP Board and the Investment Panel to deliver on these priorities.

**Stewart Young**  
Vice Chair



**2020 has been one of the most challenging years that many of us will ever have experienced, with COVID-19 testing the public, private and voluntary and community sectors to effectively respond to the health and economic impacts of the pandemic. Alongside colleagues across the public sector, including my own organisation Cumbria County Council, I was pleased to witness the leadership responsibility that Cumbria LEP demonstrated in co-ordinating the business and economic response and plotting a course to recovery.**

It is clear that recovery will take some time and as such CLEP's absolute focus for 2021 must be on supporting our business, employees and communities to build back better, making sure that going forward Cumbria's economy is more resilient, sustainable and inclusive. Cumbria has some unique recovery opportunities, given our economic structure, and it is really important that we do everything possible to deliver on the ambitions outlined in 'rethink'.

In respect of the Accountable Body role, I was very encouraged that CLEP secured an exceptional marking for its governance and accountability and I look forward to CLEP maintaining the standards that it has put in place, by working alongside the Accountable Body.

# GOVERNANCE

**CLEP operates a comprehensive governance structure, which informs, shapes and works collaboratively to focus on economic and business growth and development. The structure is designed to be inclusive, action-focused, focused on Cumbria's strategic economic and sectoral priorities and operates to the highest standards of accountability and propriety. All governance bodies are ultimately accountable to the CLEP Board, with the exception of the LEP Scrutiny Board, which scrutinises CLEP and its activities.**

Inclusivity is taken very seriously by CLEP and there is a strong commitment to ensuring that all governance bodies are fully representative of the communities that we serve. We have ensured that the public, private and VCSE sectors are actively engaged in these structures and have appointed a VCSE lead on the Board to provide an effective conduit to the sector. Equally, we have a lead representative on the board to engage with Cumbria's SME businesses.

CLEP's investment decisions rest with the Investment Panel, which is responsible for overseeing and developing the pipeline of investment opportunities, in particular Growth Deal and Cumbria Infrastructure Fund monies. The Investment Panel operates to the same governance standards as the main Board, given its financial decision making responsibilities.

All governance bodies are committed to CLEP's three touchstone priorities of productivity, inclusive growth and net zero, with each considering how these can be mainstreamed within their work programmes.

The structure is aligned to the Local Industrial Strategy, with five Strategy Groups reflecting the five foundations of productivity: Ideas and Innovation, Transport and Infrastructure, Business Environment, Places, and People, Employment and Skills. Collectively, these Strategy Groups form the structure for delivering actions to address their overarching thematic issues, alongside the issues identified by sector leads.

Alongside the Strategy Groups there are eight Sector Panels, which focus on addressing the key issues that will either facilitate or inhibit growth in the sector. The Sector Panels are action focused, with each producing work plans that identify how they will take forward growth opportunities and address any barriers to growth. The eight Sector Panels are:

- Advanced Manufacturing
- Clean Energy (Formerly Nuclear)
- Construction
- Creative and Cultural
- Logistics
- Professional Services
- Rural Economy
- Visitor Economy



**Advanced  
manufacturing**



**Clean Energy  
(Formerly Nuclear)**



**Construction**



**Creative and  
Cultural**



**Logistics**



**Professional  
Services**



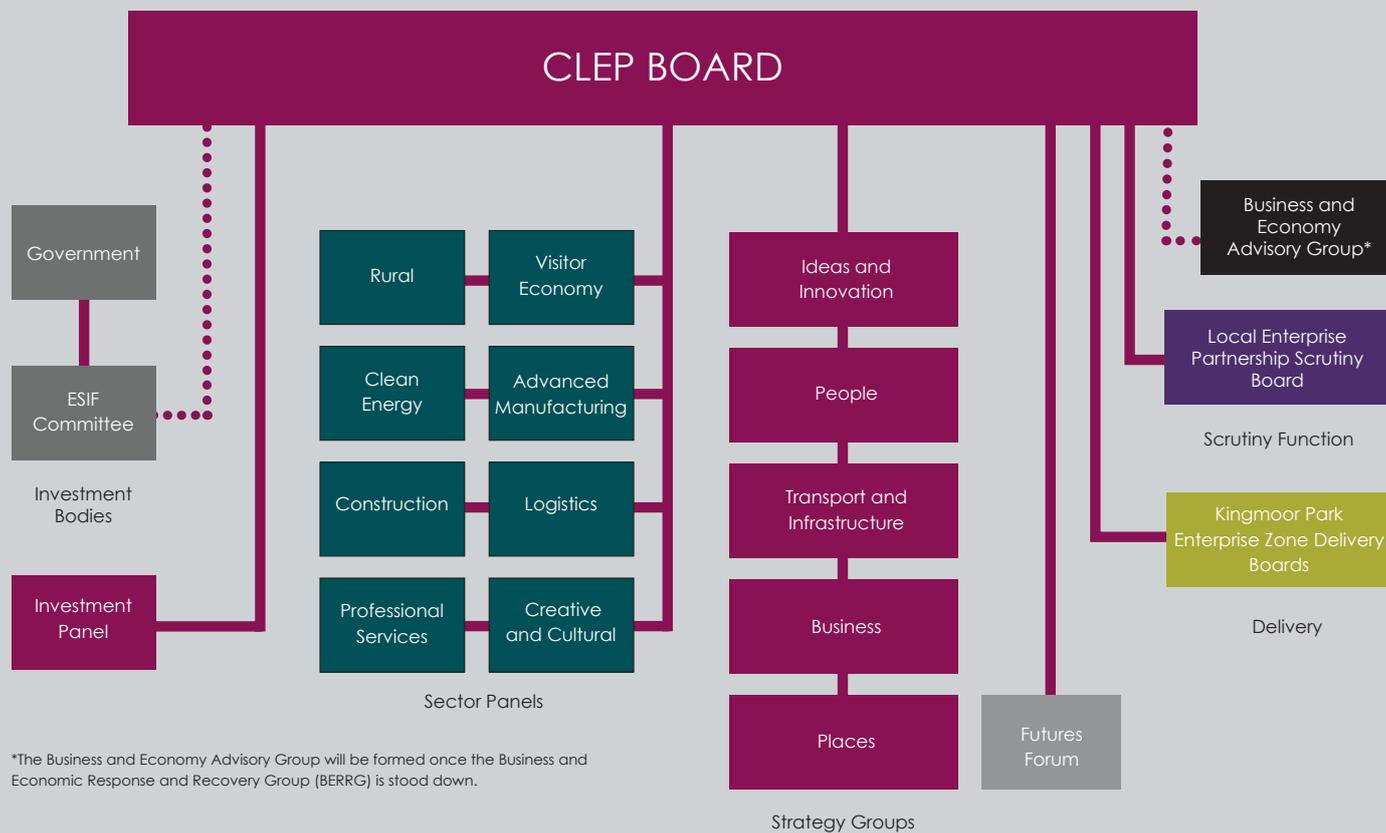
**Rural  
Economy**



**Visitor  
Economy**

Once the Local Resilience Forum was stood up at the start of the COVID-19 pandemic, CLEP was invited to lead the Business and Economy Response and Resilience Group (BERRG), the body responsible for the economic response and recovery. BERRG has been extremely active and productive, engaging over 70 business leaders, local authority and third sector partners to develop Cumbria's response to the economic and business impact of COVID-19 and to develop "Restart, Reboot, Rethink - A Plan for Cumbria's Economic Recovery"

The value of BERRG has been such that the CLEP board determined that once the LRF was stood down BERRG should transition to become the Business and Economy Advisory Group (BEAG) and formally adopted within CLEP's wider governance structure, providing an advisory voice and sounding board on issues related to the economy and businesses. The revised governance structure, once BERRG becomes BEAG, is outlined below.



CLEP is accountable to the LEP Scrutiny Board, which is made up of Cumbria's seven Local Authorities and chaired by Cumbria County Council, as CLEP's Accountable Body. This is fully compliant with government's requirement to see local government involved in the scrutiny of LEPs.

The Kingmoor Park Enterprise Zone (EZ) Delivery Board is responsible for oversight of Cumbria's only Enterprise Zone. It ensures that the benefits of Enterprise Zone status are maximised for Carlisle and Cumbria, more generally.

Local partners continue to participate in the nationally-led Ministry of Housing Communities and Local Government European Structural and Investment Fund Committee.

All LEPs had a target to achieve at least a third female Board membership by 2020 and equal representation by 2023. The first milestone was achieved a year ahead of schedule. Importantly, four of the eight Sector Panels are now led by female Chairs. CLEP is committed to making equally strong progress on broader diversity issues and in encouraging representation from under-represented groups and people with protected characteristics.

This year saw the inaugural meeting of the Futures Forum, which is made up of sixteen 18-35 year olds, who live and work in Cumbria, with a keen interest in economic development and a commitment to reach out to gain the views of other young people. CLEP recognises that young people are one of our most valuable assets and it is therefore important that they have a stake in the future of Cumbria's economy and are involved in influencing CLEP's activities going forward. The Futures Forum reflects the make-up of Cumbria's economy, with individuals invited from the private, public and voluntary sectors.

The LEP Board, Executive and Governance Structure Chairs would like to thank all of our businesses, public and voluntary and community sector colleagues for the important contribution that they have made to taking forward Cumbria's growth and more recently the response to COVID-19, and for their continued engagement with the Cumbria LEP governance structure. During such unprecedented times, the unwavering support of members has been, and continues to be important to Cumbria, its economy, its businesses and people.

# ACCOUNTS

## 2019/2020 Accounts

I am pleased to present Cumbria LEP's (CLEP's) audited accounts for 2019/20, the first set for the company, following the completion of its first full year of operations on 31 March 2020. I am grateful to Armstrong Watson LLP for preparing the accounts and to David Allen Chartered Accountants for auditing these.

It was very reassuring to note that no material weaknesses in the accounting and internal control systems were identified and that no significant difficulties were encountered during the audit. Importantly, there were no significant findings from the audit that needed to be drawn to CLEP's attention. There were also no unadjusted items for the auditors to report.

In considering the accounts it is worth noting that the surplus funding brought forward and credited to the Profit and Loss Account in the period amounted to £526,879, and the Contingency Reserve recognised in the Profit and Loss Account, before being transferred to reserves, was £331,582. Therefore, the expenditure for 2019/20, net of interest and taxation, exceeded the income by £148,030. Corporation tax of £105.26 is due to be paid for the year.

Importantly, CLEP is in a healthy financial position carrying forward both a revenue and contingency reserve forward into 2020/21. Clearly, CLEP will continue to maintain its effective systems and processes and look to secure further funding so that going forward its expenditure does not exceed its income.

I would like to thank my Finance, Audit and Resource Committee colleagues – Dr Steve Curl, Sarah Swindley and Andrew Wren - for the role that they have played in ensuring CLEP is in good shape financially and to Paul Turney for providing the Accountable Body's input to the Committee. More generally, the Accountable Body has played a strong, supportive and productive role in ensuring that CLEP fully meets the requirements of its Local Assurance Framework. Finally, I would like to thank all of the organisations that have provided financial, secondment and/or in-kind support to CLEP, namely, Sellafield Ltd, Cumbria County Council, Allerdale Borough Council, Barrow Borough Council, Carlisle City Council, Copeland Borough Council, Eden District Council and South Lakeland District Council, which has been very much appreciated.

### Nigel Wilkinson

Chair, Finance, Audit and Resources Committee



## Statement of comprehensive income for the period ended 31 March 2020

	Period ended 31 March 2020 £
Income	2,085,216
Staff costs	(721,598)
Administrative expenses	(653,636)
<b>Operating surplus</b>	<b>709,982</b>
Interest receivable and similar income	554
<b>Surplus before tax</b>	<b>710,536</b>
Corporation tax	(105)
<b>Surplus for the financial period</b>	<b>710,431</b>

There were no recognised gains and losses for the period ended 31 March 2020 other than those included in the statement of comprehensive income.

## Statement of financial position as at 31 March 2020

	Note		2020 £
<b>Fixed assets</b>			
Tangible assets	6		10,429
			10,429
<b>Current assets</b>			
Debtors: amounts falling due within one year	7	198,578	
Cash at bank and in hand	8	612,186	
		810,764	
Creditors: amount falling due within one year	9	(110,762)	
<b>Net current assets</b>			700,002
<b>Total assets less current liabilities</b>			710,431
<b>Net assets</b>			
<b>Revenue Reserves</b>			
Contingency Reserve	10		331,582
Revenue Reserve	10		378,849
			710,431

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with the provisions of FRS 102 Section 1A - small entities.

# MEET THE TEAM



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# THANK YOU TO OUR GROUP AND PANEL MEMBERS

Thank you to all members who have contributed to, or continue to contribute to our governance structure in 2020. Your involvement in the work of the Cumbria LEP is greatly valued.

## INVESTMENT PANEL

Jim Jackson, Chair/ Fourwinds60 Consulting Ltd  
Keith Ashcroft, Environment Agency  
Steve Curl, Private Equity Specialist  
Alison Hatcher, Cumbria County Council  
Peter Hensman, Lake District Estates  
Simon Sjenitzer, WYG Ltd  
David Southward, Cumbria County Council  
Mike Starkie, Copeland Borough Council  
Chris Watson, International Nuclear Services

## BUSINESS STRATEGY GROUP

Martin Allman, Cumbria County Council  
Paul Armstrong, University of Cumbria  
Sue Barnard, British Business Bank  
Emily Bond, Futures Forum / Eden District Council  
Mark Bowen, Lancaster University  
Suzanne Caldwell, Cumbria Chamber of Commerce  
Anne Champion, The Growth Company  
Carolyn Dodwell, Chair  
Eleanor Farrell, Cumbria County Council  
Paul Foster, Federation of Small Businesses  
John Grainger, Britain's Energy Coast Business Cluster  
Gill Haigh, Cumbria Tourism  
David Hall, National Farmers Union  
Andrea Hines, Allerdale Borough Council  
Phil Holfield, University of Central Lancashire  
Sue Howarth, Family Business Network  
Richard Jeffery, The Growth Company  
Grahame Latus, Enterprise Answers  
Barry Leahey, Playdale Playgrounds  
Garry Legg, Carlisle City Council  
Gary Lovatt, Federation of Small Businesses  
Alistair Mackintosh, NFU  
Steve Smith, Copeland Borough Council  
Tiffany Solender, Department for International Trade  
Mike Starkie, Copeland Borough Council  
Karl Susol, Department for International Trade  
Charles Watt, CW Consultancy  
Alistair Westwood, CBI  
Stewart Wren, Capita

## IDEAS AND INNOVATION STRATEGY GROUP

Frank Allison, Innovation 2 Commercialisation (I2C) Ltd.  
Andy Buchan, Consultant  
Gareth Candlin, South Lakeland District Council  
Jeff Chambers, Consultant  
Andrew Cooney, Sellafield Ltd  
Adrienne Easterbook, Energus  
Sami Falou, BEIS  
Chris Ford, University of Lancaster  
Daniel Heery, 5GRIT/Cybermoor  
Andrea Hines, Allerdale Borough Council  
Rick Holland, Innovate UK  
John Hodgson, Consultant  
Helen Houston, Barrow Borough Council  
Stuart MacLennan, Circular 1  
Matt Mellor, Createc  
Amaya Munoz, University of Manchester  
Caroline Redhead, Burnetts Solicitors  
Ken Royall, The Lakes Currency Project  
Matt Simpson, Typhon Treatment  
Caroline Waters, Balfour Beatty  
Chris Watson, Marmalade  
Andy Wicks, NHS  
Adam Vaughan, The Idol

## PLACES STRATEGY GROUP

Tazeem Abbas, The Tranquil Otter  
Peter Allen, Chair / LDNPA  
Sarah Mitchell, Copeland Borough Council  
Phil Davis, Cumbria Action for Sustainability  
Matt Williams, South Lakeland District Council  
Angela Jones, Cumbria County Council  
Kevin Kerrigan, Allerdale Borough Council  
Alison Hatcher, Cumbria County Council  
Hannah Latty, Lake District National Park  
Jane Meek, Carlisle City Council  
Sam Plum, Barrow Borough Council  
Cath Purdy, South Lakes Housing  
Steve Robinson, Carlisle City Council  
Oliver Shimell, Eden District Council

## PEOPLE, EMPLOYMENT AND SKILLS STRATEGY GROUP

Mark Bowman, Inspira  
Chris Dempsey, Cumbria County Council  
Victoria Dixon, Education and Skills Funding Agency  
Sarah Glass, Centre for Leadership Performance  
Grant Glendinning, Carlisle College  
David Gregson, Lancaster University  
Andrea Hines, Allerdale Borough Council  
Heather Murray, Department of Work and Pensions  
Tony Higgins, SP Logistics Training  
Jonathan Johnson, West Lakes Academy  
Jane Meek, Carlisle City Council  
Sarah Mitchell, Copeland Borough Council  
Chris Nattress, Lakes College  
Judith Shafer, Beacon Hill School  
Leily Sharif, G4S Welfare to Work  
Mike Smith, Northern Skills Alliance  
Dan Barton, Cumbria County Council  
Les Studholme, Sellafield Ltd  
Janet Garner, BAE Systems  
Naomi Hollows, BEIS  
Amanda Towers, City and Guilds (GEN2)  
Robert Trimble, University of Cumbria

## TRANSPORT AND INFRASTRUCTURE STRATEGY GROUP

Chris Connelly, Direct Rail Services Ltd  
Matt Cope, Avanti  
Steve Curl, Private Equity Specialist  
Jason Graham, Network Rail  
Alison Hatcher, Cumbria County Council  
John Hope, Highways England  
Lucy Hudson, Transport for the North  
David Hughes, Cumbria LEP  
Jo Lappin, Cumbria LEP  
Keith Little, Chair / Cumbria County Council  
Stewart Mounsey, Environment Agency  
Nicola Parker, Cumbria County Council  
Richard Perry, Department for Transport  
Owain Roberts, Northern Trains Ltd  
Stewart Young, Cumbria County Council

## **FUTURE FORUM**

Lexie Barton, Lake District Estates  
Tiffanie Blair, CCL Solutions  
Emily Bond, Eden District Council  
Asia Connor, Mountain Goat  
Liam Edgley, Furness College  
Daniel Hamilton, Cumbria County Council  
Sophie Hodge, Carlisle Diocese  
Laura Kay, Fairlight Communications  
Ruth Leahy, South Lakeland District Council  
Jason McAleese, Riverside Recruitment  
Mitchell McCombe, Copeland Borough Council  
Michael Natrass, Sellafield Ltd  
Thomas Shaw, University Student  
Karla Thomas, Playdale Playgrounds  
Adam Turley, Baines Wilson LLP  
Ryan Wilkie, CCL Solutions

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## **ADVANCED MANUFACTURING SECTOR PANEL**

Paul Ashley, Clark Door  
Mark Brook, James Walker  
John Coughlan, Chair / TSP Engineering  
Kate Dixon, University of Cumbria  
Jonathan Hardisty, Siemens  
Nik Hardy, Allerdale Borough Council  
Michael Heaney, Pladis Global  
Philip Jardine, Nuclear Advanced Manufacturing Research Centre  
Jonny Lowe, Innovia  
Ross McMahon, Kendal Nutricare  
Jonathan Miller, Tornado Wire  
Jayne Moorby, Oxley Group  
David Moore, Copeland Borough Council  
Andy Okolowicz, New Balance  
Alan Otway, Marl International  
Chintan Patel, GSK  
Adrian Rawlinson, Marl International  
Paul Storey, Gen2  
Dave Watson, James Cropper PLC  
Adam Wellings, Ast Signs  
Matt Williams, South Lakeland District Council  
Alan Wilson, Pirelli

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## **LOGISTICS SECTOR PANEL**

Robin Brown, SP Logistics Training  
Chris Clouter, AB Ports  
Tony Higgins, SP Logistics Training  
Chris Hoban, Copeland Borough Council  
Jeremy Lihou, Port of Workington  
Celia MacKenzie, Whitehaven Harbour Commissioners  
Anthony Markley, Cumbria County Council  
Helen Parkhill, Butterworths Solicitors  
Neil Robinson, Chair / Tyson H Burridge Ltd  
Karen Stalker, Stalkers Transport  
Tracey Taylor, A W Jenkinson Transport Ltd  
Sue Todd, Mountain Goat  
Philip Wanless, CBEN  
Jennifer Whyberd, WM Armstrong (Longtown) Ltd  
Kate Willard, Carlisle Airport

## **CLEAN ENERGY SECTOR PANEL**

Lexie Barton, Futures Forum / Lake District Estates  
Sian Beaty, High Moorside Consulting Ltd  
Tiffanie Blair, Futures Forum / CCL Solutions  
Kate Dixon, University of Cumbria  
Adrienne Easterbrook, Eneragus  
Paul Fletcher, Jacobs  
Richard Griffin, Allerdale Borough Council  
Daniel Hamilton, Futures Forum / Cumbria County Council  
Alison Hatcher, Cumbria County Council  
Sophie Hodge, Futures Forum / Diocese of Carlisle  
Paul Howarth, National Nuclear Laboratory  
Francis Livens, The Dalton Institute, University of Manchester  
Stuart MacLennan, Circular 1  
David Musco, Musco Consulting  
Sally Shenton, Generating Better  
Gary Shuttleworth, Morgan Sindall  
David Southward, Cumbria County Council  
Emma Toulson, Orsted  
Martin Walkingshaw, Low Level Waste Repository Ltd  
Rob Ward, Copeland Borough Council  
Rebecca Weston, Chair / Sellafield Ltd

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## **CONSTRUCTION SECTOR PANEL**

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Adrian Ash, Waitings Ltd  
Darren Brown, Cumbrian Roofing Solutions  
Stuart Conway, Ashtead Plant Hire Company Ltd  
Monica Costelloe, CITB  
Tommy Cubby, Cubby Construction  
Kate Dixon, University of Cumbria  
Nicky Gordon, Genesis Homes  
Paul Graham, Top Notch Contractors  
Stephen Hall, Cumbria County Council  
Paul Hardon, Morgan Sindall  
Nick Hayhurst, Copeland Borough Council  
Greig Hill, Roland Hill  
Tony Metcalfe, Metcalfe Plant Hire  
Emma Porter, Chair / Story Contracting  
Chetna Reay, Construction Risk Consultants  
Allen Sharpe, Coombe and Sharpe  
Chris Snow, Eric Wright  
Mark Steele, Thomas Armstrong  
Adrian Stubbs, Hanson Contracting  
Tracy Todd, All Together Cumbria  
Ryan Wilkie, Futures Forum / CCL Solutions  
Ian Wishart, RHI Construction  
David Wright, Gleeson Homes

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Matt Burke, Kendal College  
Colette Conroy, University of Cumbria  
Chris Hogg, Cumbria County Council  
James Cobbold, Theatre by the Lake  
Catherine Coulthard, Prism Arts  
Darren Crossley, Carlisle City Council  
Richard Elder, Rosehill Theatre  
Richard Foster, Arts and Culture Network / LICAF  
Colin Glover, Chair / Carlisle City Council / Cumbria's Museum of Military Life  
Rhian Harris, Lakeland Arts  
Dawn Hurton, Cumbria County Council  
Tracey Ingham, Cumbria County Council  
Lou Kneath, +3K Animations Ltd  
Elizabeth Kwasnik, Beacon Museum  
Adrian Lochhead, Eden Arts  
Michael McGregor, Wordsworth Trust  
Andrew McKay, Tullie House Museum and Gallery  
Liz Moss, Lakeland Arts  
Maddi Nicholson, Art Gene  
Miriam Randall, Brewery Arts Centre  
Jacqui Scott, Kendal Mountain Festival  
Tom Speight, BBC/Rural Touring Network  
Rebecca Stamper, Allerdale Borough Council  
Nick Turner, Intro  
Imelda Winters Lewis, South Lakeland District Council  
Amanda Yellowley, Eden District Council

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Kathryn Fox, University of Cumbria  
Patrick Freeman, University of Cumbria  
Joanne Holborn, Chair / Baines Wilson LLP  
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Stephen McCullough, Armstrong Watson  
Abigail O'Brien, Rachel Bell Wealth Management  
Sarah Pemberton, Copeland Borough Council  
Rachel Ritson, Grisdales Estate Agents  
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John Stashkiw, Logic Business Systems Ltd  
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First Milk, Royal Association of Dairy Farmers  
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Paul Evans, Cumbria Local Nature Partnership  
Sami Falou, BEIS  
John Gelgard, Low Foulshaw Farm  
David Hall, National Farmers Union  
Simon Humphries, Natural England  
Keith Jones, Forestry Commission  
Naomi Kay, Solway AONB  
Andy Lees, North Pennines AONB  
Garry Legg, Carlisle City Council  
Alistair MacKintosh, NFU  
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Jessica Patten, Environment Agency  
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Alistair Wannop, Linstock Castle AD Ltd  
Julian Whittle, Cumbria Chamber of Commerce  
Matt Williams, South Lakeland District Council  
Jez Westgarth, National Trust

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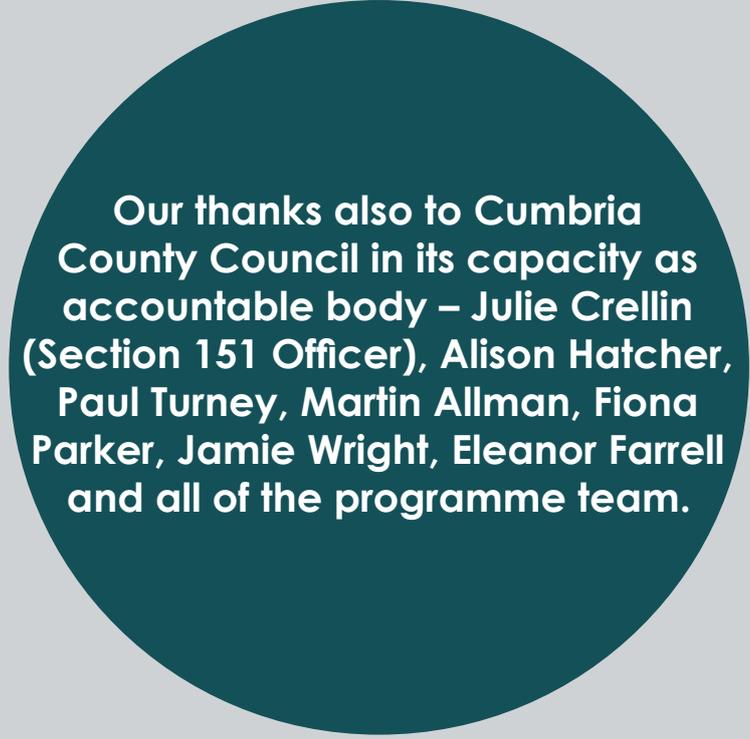
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Ali Westwood, CBI  
Julian Whittle, Cumbria Chamber of Commerce  
Nigel Wilkinson, Windermere Lake Cruises  
Matt Williams, South Lakeland District Council  
David Wright, Gleeson Homes



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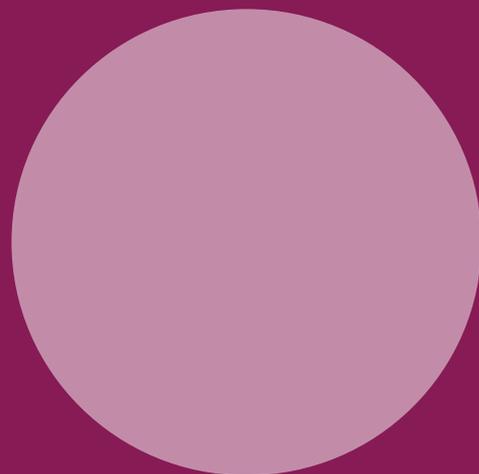
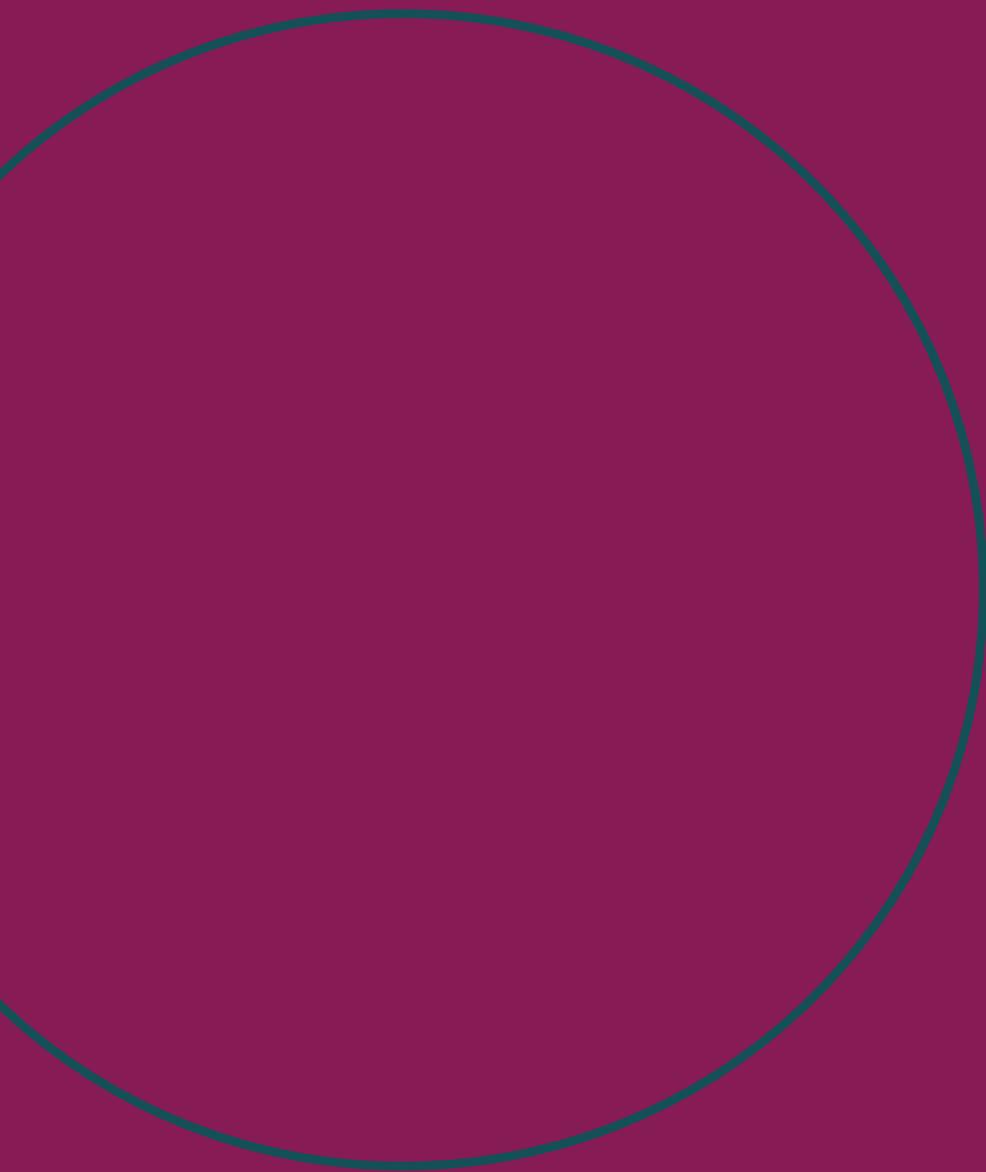


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**ANNUAL REPORT 2020**

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