

The background of the report cover features a scenic landscape. The top half shows a range of rolling hills or mountains under a clear blue sky with a few wispy clouds. The bottom half shows an aerial view of a town, likely Carlisle, with its characteristic stone buildings and a church spire, surrounded by trees with vibrant autumn foliage in shades of orange, yellow, and green. A large, dark teal circular graphic is positioned on the left side, partially overlapping the town image.

CLEP

CUMBRIA
LOCAL
ENTERPRISE
PARTNERSHIP

ANNUAL REPORT 2023

NORTHERN
POWERHOUSE 100 Government

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CHAIRMAN'S FOREWORD

I am pleased to provide the Foreword to Cumbria Local Enterprise Partnership's (CLEP's) 2023 Annual Report, which provides an overview of some of our activities to support Cumbria's economy and businesses.

Over the last few years, I have been optimistic that the next year will see a significant improvement in the economy. However, the reality is that we remain in a challenging economic environment for businesses with inflation remaining high and not reducing in line with forecasts, interest rates increasing and many of our businesses continuing to face labour supply challenges, all set against the background of national and global political turbulence. Hopefully, there is now light emerging at the end of the tunnel, with consumer price inflation actually reducing in June for the first time since January 2023.

In order to respond to the challenging circumstances, the LEP has continued to implement the six rethink themes within our "Restart, Reboot, Rethink – A Plan for Cumbria's Economic Recovery", which focuses on the areas where Cumbria has a genuine competitive advantage and there is an alignment with Government's policy and investment. I have hosted a number of events in the House of Lords to showcase some of these significant growth and investment opportunities to Parliamentarians and investors.

CLEP has continued to prioritise addressing labour supply issues through its Labour Supply Working Group, which continues to deliver its comprehensive action plan. Additionally, the LEP has turned its attention to the resilience and employability of our younger people based on feedback by both our businesses and education system, where it is clear that the impacts of the pandemic are still being felt. The scale of the labour supply challenges mean that action will continue for the foreseeable future, particularly given the significant planned growth planned by a number of our major businesses.

Government's policy decision to integrate LEPs activity with local government was taken further forward with the decision to remove core funding in 2024/25. Whilst this was disappointing, it was not unexpected and CLEP had made financial provision for this to ensure that it could successfully operate throughout both 2023/24 and 2024/2025. Importantly, we have healthy reserves, which will allow us to continue to deliver our work programme and enter 2024/25 in good financial shape.

My priority and that of the LEP Board is to focus on 'business as usual' and I am pleased that both the leaders of both Cumberland and Westmorland and Furness councils are supportive of this approach. Going forward, the Board and I will be working with our local authority colleagues and other stakeholders to agree a way forward that works for our economy and businesses, in the longer term.

CLEP's effective performance was again recognised by the Government in its Annual Performance Review for 2022/23, in which CLEP received the best markings possible for

governance, strategy and delivery. Our commitment to the highest standards of governance, propriety, transparency, and competency remains, and we continue to constantly demonstrate this commitment.

CLEP's progress, during a challenging period, would not have been possible without the knowledge, expertise, and commitment of our Board members. I would therefore like to take this opportunity formally to thank my Board colleagues for their leadership of Cumbria's economic agenda. Since the last Annual Report was produced, we have welcomed Julie Clayton, Jennifer Cormack, Emma-Lea Dalton, and Claire Deekes to the Board as private sector members, and said goodbye to Des Moore and Janett Walker, who I would like to thank for their service and commitment.

Local Government Reorganisation (LGR) was a major change in the operating environment and is the most significant change in the public sector landscape since 1974. I am therefore very much looking forward to working with the new councils, are both now members of the CLEP Board, with Lisa Brown, representing Cumberland Council and Jonathan Brook representing Westmorland and Furness Council.

Following LGR, I would also like to extend a big vote of thanks to public sector colleagues, who stepped down, starting with Stewart Young, Vice-Chair, Cumbria County Council, who was the longest serving public sector member on the Board. Thanks are also extended to Robin Ashcroft, Mike Johnson and John Mallinson, representing South Lakeland District Council, Allerdale Borough Council and Carlisle City Council, respectively, for their contributions.

CLEP as an organisation remains fully committed to partnership working, and I would therefore like to recognise and thank all of our partners for their ongoing support to CLEP and absolute commitment to Cumbria, its economy, and its businesses.

I hope that this annual report provides a clear sense of what the LEP has been doing over the past twelve months. This is very much down to the significant efforts of the Board, the LEP team and our wider partners, who have worked so tirelessly to support Cumbria's economy and businesses.

Finally, I would like to reiterate our offer to support all our businesses, we are here to help, whatever your requirements.

Lord Inglewood

MEET THE BOARD



LORD INGLEWOOD
Chair



STEPHEN COLE
Deputy Chair
Chief Infrastructure Officer,
Bae Systems Marine Ltd



ALYSON ARMETT
Strategy & Planning
Director, Sellafeld Ltd



JONATHAN BROOK
Leader Of Westmorland
And Furness Council



MARK BROOK
Manufacturing
Director, James Walker
SPS Ltd



LISA BROWN
Deputy Leader of
Cumberland Council



JULIE CLAYTON
Chief Executive, Eden
Valley Hospice, Jigsaw
Cumbria's Children's
Hospice



JENNIFER CORMACK
Sale & Marketing Director,
Windermere Lake Cruises



JOHN COUGHLAN
Managing Director,
TSP Engineering



EMMA-LEA DALTON
SME Champion
Director, MKO Properties,
My Kind Of Clean,
Brizzolari's Bar



CLAIRE DEEKES
Chief Customer Officer,
Cumberland Building
Society



TIFFANY HUNT MBE
Deputy Chair, Lake District
National Park Authority



PROF. JULIE MENNELL PHD
Vice Chancellor,
University Of Cumbria



EMMA PORTER
Managing Director,
Story Contracting



LORRAINNE SMYTH
Chief Executive,
ACTion With
Communities In
Cumbria



SARAH SWINDLEY
Chief Executive,
The Lake District
Foundation



NIGEL WILKINSON
MBE
Managing Director,
Winander Leisure
Limited



ANDREW WREN
Diversity Champion
Chief Executive Officer
South Cumbria
Multi-Academy Trust



CEO'S OVERVIEW

We all recognise that the economic challenges for our businesses have not yet gone away, with inflation and interest rates still higher than we would like and the labour supply challenges that Cumbria faces still not reducing as they are in other locations. That's why it's important to seek out the positives - whilst labour supply is a challenge it also means that we are not facing the gradual increases in unemployment that some other areas are experiencing, and here in Cumbria we have the genuine opportunity to deliver on our commitment to inclusive growth. We aim to make sure nobody in Cumbria is left behind and everybody has the chance to get a good job that supports them as well as our economy.

There are also once-in-a-generation opportunities emerging, including BAE Submarine Systems' planned expansion of its build programme, with the DLUHC Secretary of State identifying Barrow as the new 'Powerhouse of the North' given the scale of this. This presents an opportunity not only for Barrow but for the whole of Cumbria, due to the manufacturing and other supply chain opportunities that it will generate. Alongside this there are new nuclear energy generation opportunities emerging in Cumberland, which could further enhance Cumbria's existing 5.6% contribution to the UK's clean energy generation. This is in addition to a range of significant opportunities emerging with Spirit Energy's Carbon Capture Underground Storage proposal in Morecambe Bay, the new offshore wind farms Morgan and Mona, and numerous hydrogen opportunities from Carlton Power and Kimberley Clark's plans to the hydrogen test facility at Spadeadam, and the planned fuelling facility at the Golden Fleece. These examples really show how Cumbria is leading the way on net zero.

This year saw the publication of our apprenticeship strategy, which looks to further, and to build upon our already excellent track record by addressing development areas around simplification, better alignment with the labour market, and improving outcomes for all participants. Our work on addressing our labour supply challenges continues and more recently we have been focusing on supporting the resilience and employability of our younger people as this is an issue that has been flagged by both our businesses and skills and education providers. This is work that we will be developing further over the coming months to make sure that all of our young people have the confidence and competences to build a great career here in Cumbria.

At the LEP we remain committed to our values of pride, pace, professional, and partnership, and these have remained at the heart of what we do, along with and through others. Whilst CLEP is a strategic organisation, focusing on the big things that will deliver transformatory change CLEP is also a delivery organisation that makes things happen and delivers its programmes really well. This is demonstrated throughout this report, from becoming one of the best performers of Skills Bootcamps nationally from a standing start, to implementing the Innovating for Success Programme following its launch at last year's annual general meeting. This is as well as our

'business as usual' activity on business support, careers and enterprise programmes, inward investment, and sector work amongst others.

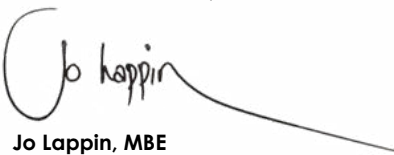
Innovating for Success has been an excellent programme, encouraging our businesses to innovate or decarbonise through providing catalytic grant funding. The first projects have already been completed and are seeing the benefits of the investment, as shown in some of the case studies included in this annual report.

Our work on the six re-think themes has continued at pace and whilst we have given serious focus to clean energy and business decarbonisation, we have also completed intensive work on the future of food, rural skills, and wider rural issues. Detailed implementation planning is now underway. We were also delighted that colleagues in Cumbria Tourism secured Local Visitor Economy Partnership status and have committed the LEP's support to the development of the Destination Management Plan. Clearly, we continue to take forward all of our existing sector work plans and programmes activity.

Finally, I would like to offer my thanks to the Chair and the Board for their commitment to Cumbria's economy and businesses, to the LEP team, and to all of the members of our wider governance structure for their time and unwavering commitment. Finally, to all of the executive team members for their hard work, dedication, and continued commitment to serve Cumbria, its businesses and its people.

I very much look forward to working with all of our businesses, and our public, voluntary and community sector partners over the coming year.

With all best wishes,


Jo Lappin, MBE

ECONOMIC OVERVIEW

National Position

The last 12 months have seen continued economic turmoil globally, across the UK and therefore also in Cumbria. In the UK, inflationary pressures developed during 2022 and have continued into 2023. This was driven by the strong post-Covid-19 economic bounce back from the summer of 2021, coupled with energy, raw materials and food price shocks driven in large part by the war in Ukraine. Inflation grew rapidly during 2022 peaking at 11% last October and slowly falling to reach 7% by July 2023. The Bank of England has responded by gradually increasing the base interest rates in steps to by 5.25% by August 2023.

The UK was expected to enter a mild recession in 2023 but has proven relatively resilient. However, the economy is now, in effect, flatlining and is now expected to only grow modestly (less than 1%) during 2024, as the impact of the interest rates rises and the strong contraction in real wages squeeze the economy.

On average across the UK, pay rates have been rising as workers try and catch up with inflation, although they have continued to lag, inflation during most of 2022/23. However, by the spring/summer of 2023, average wages were rising by 8%, just ahead of inflation at 7%, and the annual fall in real wages had stopped compared to the 3% in later 2022/early 2023.

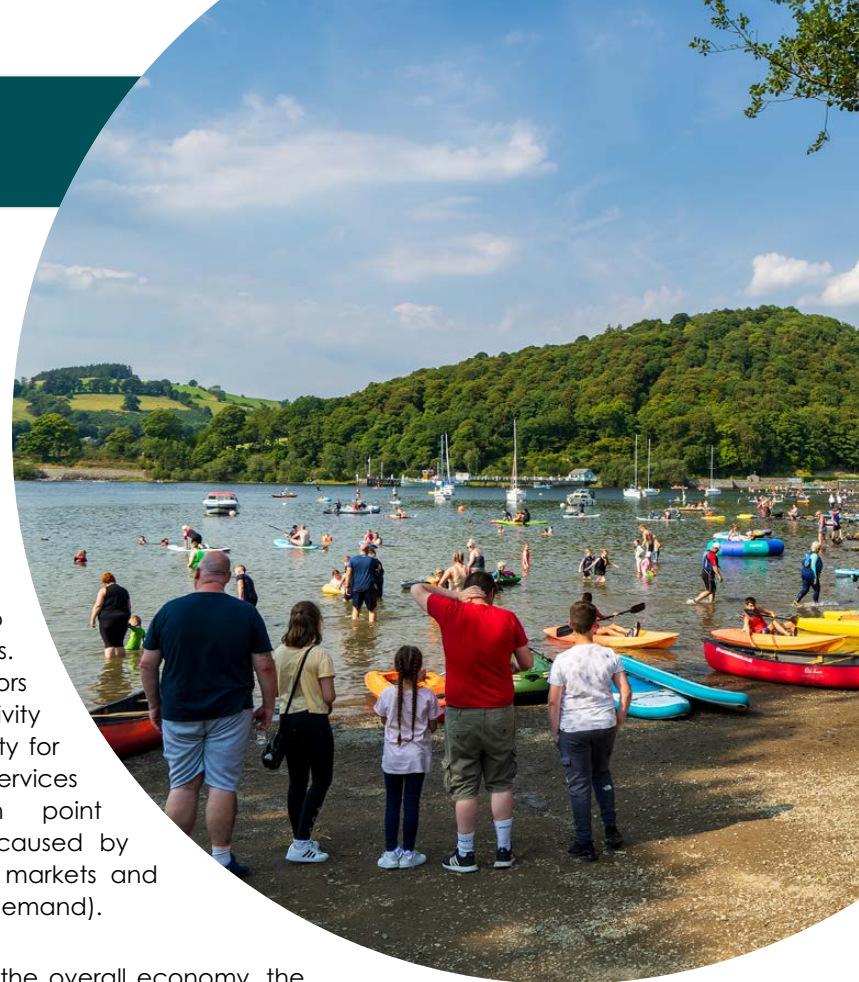
International comparisons suggest that the UK has had both one of the greatest economic contractions due to Covid-19, and has performed less well in recovering to pre-Covid-19 levels of economic activity. There are several reasons postulated by economists for this including: the impact of Covid-19 on long term sickness and labour supply, coupled with economic effects from Brexit, which are unique to the UK.



**Stephen Nicol, Nicol Economics,
CLEP Economist**

As of August 2023, there is clear evidence of a steady fall in house prices and some fall in new housing starts as the housing market cools down due to interest rate rises. Leading indicators of economic activity – orders and activity for manufacturing, services and construction point to falling orders (caused by weakening export markets and sluggish domestic demand).

Below the level of the overall economy, the evidence suggests that London and the wider South East are seeing stronger economic growth and that the squeeze on real wages will be less acute there than elsewhere in the UK¹. In part this is because the economic pressure appear stronger in the manufacturing sectors and services are performing better.



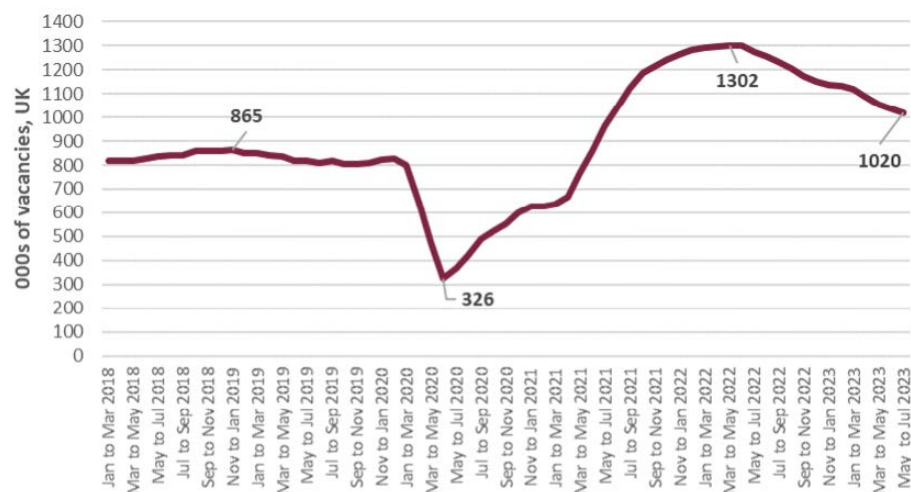
¹ EY ITEM Club, UK Regional Economic Forecast, February 2023

Labour market issues

As noted in last year's Annual Report, the national labour shortages that started emerging in 2021 have continued. At a UK level the most recent [labour market data](#) shows that the number of people in work has nearly returned to pre-pandemic levels as has total hours worked. However, there are still around 300,000 more people, who have become economically inactive compared to 2019. The economic inactivity rate is 0.7% points above pre-pandemic levels. The rates of inactivity have been falling slowly since peaking in the summer of 2022, particularly amongst those aged 16 to 35, but remain well above pre-Covid-19 levels for those aged over 50. It is likely that pressures on incomes due to the cost of living crisis are encouraging workers to return to the labour market.

At a UK level, the number of recorded vacancies is still well above pre-Covid-19 levels (by around 20%). However, there is evidence that labour demand is starting to tail off and levels of vacancies are now 22% below their peak last year (due to the recessionary factors that are growing).

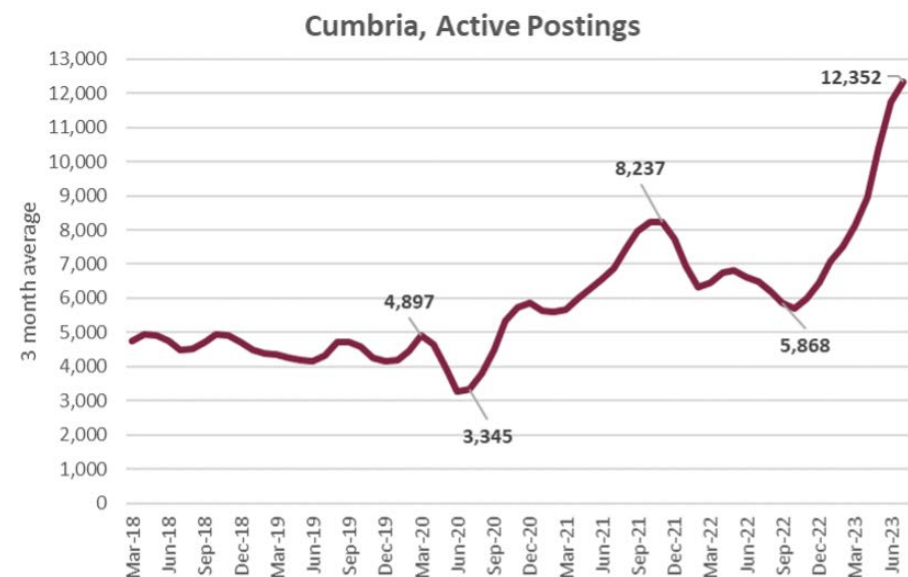
CHANGE IN UK VACANCIES



Sources: UK ONS labour market overview

A similar pattern since 2019 has been seen in Cumbria with strong growth in jobs postings after the end of the lockdowns in 2021. However, unlike the rest of the UK, there is no evidence at present of any dropping-off in the number of new or active postings. The number of postings is well above pre-Covid-19 levels.

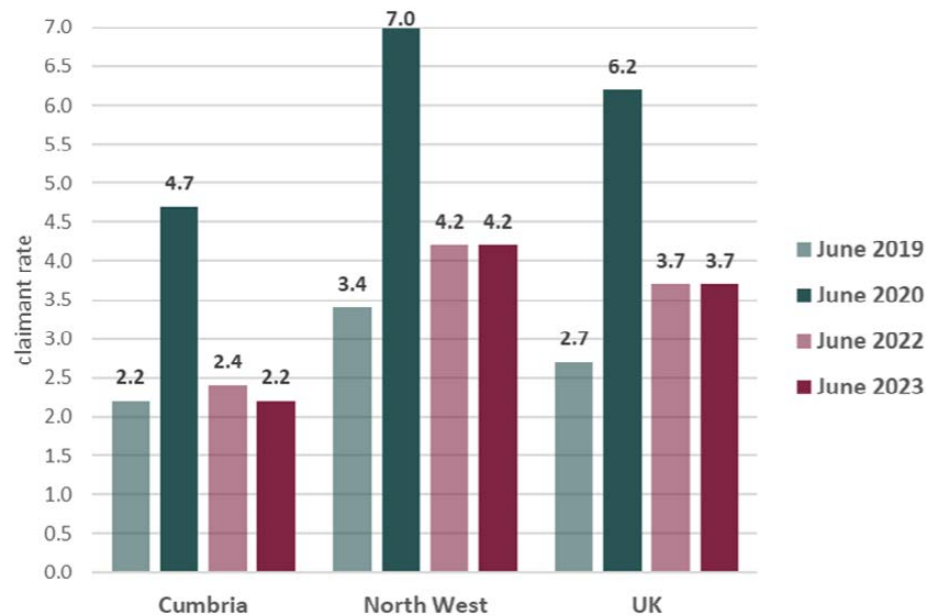
CHANGE IN CUMBRIA JOB POSTINGS



Source: Cumbria labour market briefings based on data from Lighcast Note: these are not seasonally adjusted, three month rolling average.

The trends in job postings in Cumbria during 2023 to date, which run counter to the evidence of cooling-off at a national level, are also consistent with other recent data on the labour market in Cumbria. The claimant rate at 2.2% in June 2023 (6,700 claimants) has both fallen slightly on June 2022 (when it was 2.4%) and has now returned to pre-Covid-19 levels, unlike in the rest of the North West or nation wide.

CHANGE IN CLAIMANT RATES



Source: ONS claimant count via Nomis. Note: all those claiming work related benefits as % of all aged 16 to 64.

There is also now emerging evidence that average wages are rising faster in Cumbria than nationally or regionally², driven by the extremely tight labour market, competition between employers and shortages of staff across most sectors and occupations. All this points to the labour market shortages in Cumbria having real consequences for businesses and other organisations, especially those that are unable to pass on cost to customers.

² Median pay as recorded by PAYE data in June 2023 was 12.0% higher for residents of Cumbria than 12 months ago compared to 9.7% for the UK (and 11.4% for East Cumbria and 13.6% for West Cumbria). The higher rate of increase in West Cumbria which encompasses Barrow may reflect the impact of expansion by BAE Systems.

Key Economic Issues for the Cumbria Economy

As of 2023 Cumbria faces a series of short term and longer term economic challenges and opportunities. None of these are new, but they are playing out against a difficult national economic picture, the cost of living crisis and near recessionary economic outlook.

1. First it is clear that Cumbrian firms are experiencing the national labour shortage issues but in a **particularly acute way**, leading to strong pay rises in those sectors where this is possible (largely outside the public sector) and restrictions on output/activity (evidenced by many hospitality businesses operating on reduced hours). Higher-than-average wages increase business costs, but also increase the incentive to invest in training and staff productivity.
2. The local and national **squeeze on real incomes** means that businesses relying on consumer spending (leisure, hospitality, household goods) are experiencing reduced demand, with shifts in consumer spending away from non-essentials to essentials (more on food and energy, less on luxuries). There is some evidence that this is feeding through to the visitor economy.
3. The overall impact on **domestic tourism activity** is uncertain, given that there might be a post Covid-19 fall in staycation spend, although international travel from the UK is suffering because of airline disruptions (linked to staff shortages). The real income squeeze is likely to lead to less spend per trip by domestic visitors and the increase in cost of fuel and reduced real incomes is likely to reduce day trips to Cumbria.
4. High producer input inflation was a major problem for **agriculture and the more energy and raw materials intensive** sectors during 2022. However, more recently [producer price inflation](#) has slowed down and indeed overall is now falling in part driven by falls in energy costs, although imported food products are still seeing rapid price rises. The main issue is now rising labour costs.
5. Below average rates of productivity in Cumbria remain an issue. The most recent data now available for 2021 suggests that overall labour productivity sits at around 20% below the UK average (per hour and job filled) and are at pre-Covid 2019 level. However, within Cumbria there has been a shift and West Cumbria has seen relative productivity rise, in large part due to changes in Barrow driven by the major investment in the UK's nuclear submarine programme, whilst East Cumbria has seen it fall since 2019.

OUR VISION

The LEP's vision for Cumbria is for it 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 has been constant as it is realistic, achievable, and rooted in Cumbria's unique economy and geography, which brings together wide and varied employment opportunities within a beautiful, clean and affordable location.

In parallel with delivering on all of our work programme, we have continued to prioritise the six re-think themes that were outlined in "Restart, Reboot, Rethink – A Plan for Cumbria's Economic Recovery" as these provide genuine transformational opportunities for Cumbria's economy.

- **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** – extending Cumbria's existing meat and dairy excellence into new markets.
- **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** – promoting Cumbria as a great location for people to rethink the way that they will live and work in the future.

The LEP continues to use its three strategic touchstones - productivity, inclusive growth, and net zero carbon – to guide its activity and interventions. The importance of the touchstones has never been greater given the current global economic challenges, and the role that these can play in helping reduce costs, improving people's economic prospects, helping create clean energy opportunities, and reducing consumption to move towards net zero.

However, a vision is meaningless if it does not translate into action and in the LEP we are proud of the progress that we have made over the last twelve months on many fronts.



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

SPOTLIGHT ON INNOVATING FOR SUCCESS

At last year's annual general meeting, the LEP announced its £1million Innovating for Success (IFS) programme, which was designed to encourage Cumbria's SMEs to invest in their business by providing catalytic grant funding. The programme had two strands of grant support, with Strand 1 focused on innovation and Strand 2 focused on decarbonising businesses.

Expressions of interest were invited with 96 businesses formally submitting an expression of interest, of which 52 related to innovation and 44 decarbonisation. Eligibility checks were completed on the expressions of interest, with 91 businesses invited to complete and return a full application by 6 January 2023.

In order to assist the SME applicants, CLEP appointed FIS360 to provide innovation advice, with CLEP's in-house team to provide decarbonisation advice. During the development process, 36 applications were formally withdrawn or not progressed, with 23 decarbonisation and 32 innovation applications.

The grant request from all of the full applications was £1,557,880 with a total eligible expenditure of £5,226,839. The breakdown being:

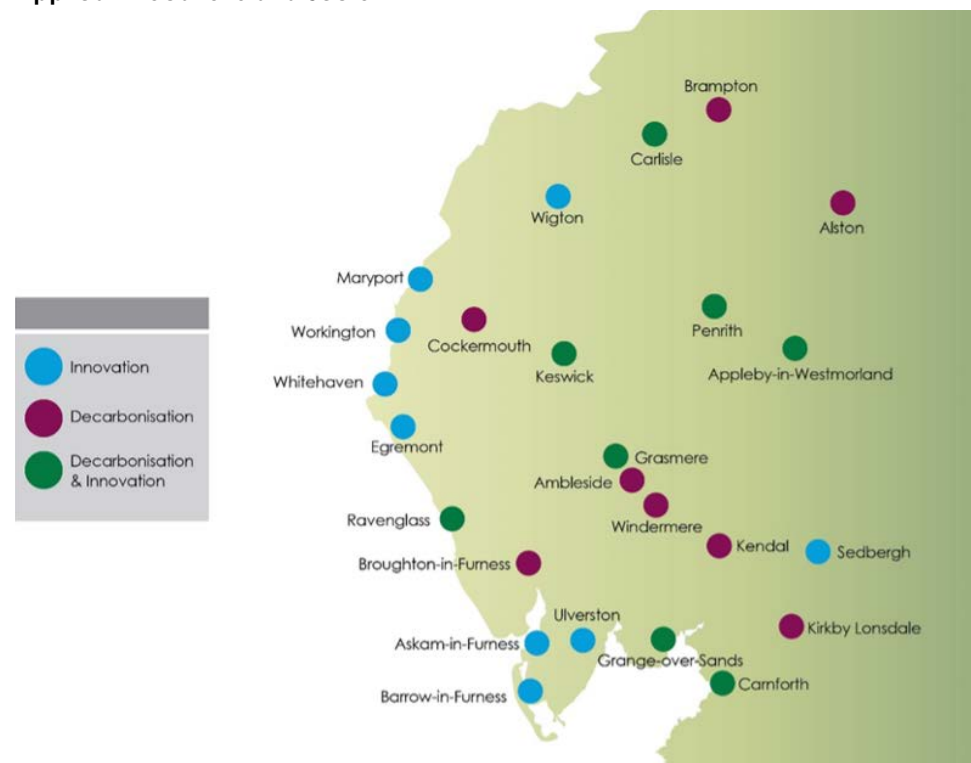
- Decarbonisation £390,986 for a total project expenditure of £2,273,057
- Innovation £1,166,895 for a total project expenditure of £2,953,782

Clearly, this exceeded the funding available and as such a formal appraisal and prioritisation process was completed, with economic consultants, Stantec, supporting CLEP in this work.

This resulted in recommendations being presented to the Investment Panel, which agreed that 34 projects should receive offers of grant funding, in line with the £1million funding pot available. Grant offers were made to all successful project applicants, with two applicants advising that they were no longer able to proceed with their projects. Subsequently, a further two SMEs advised that they would not be taking their projects forward, and as such 30 SMEs are now delivering their projects, with all expected to complete by 31 March 2024 and most expected to complete significantly earlier.

In agreeing their decisions, the Investment Panel was very conscious that the determining factor was the availability of funding, with some projects that were not funded being of sufficient quality to be funded, should monies become available. Members felt that this particularly applied to the innovation projects. The Executive therefore reviewed those projects that fell below the cut off for funding to explore the potential for creating a prioritised list of 'reserve' projects that could be funded should further monies become available. This work has been concluded and a small number of projects have been asked if they would like to have their project re-considered for funding. Decisions on these will be made in September 2023.

Applicant Locations and Sector



Lakes Speciality Foods – Innovation Strand

CLEP invested £50,000 towards total project costs of £188,000 for Lakes Speciality Foods to purchase packaging equipment that will enable the business to extend product shelf life and further develop the company's product range.



Jacksons Timber – Innovation Strand

CLEP provided £50,000 of funding towards total project costs of £100,000 to develop a new production facility, comprising cutting-edge machinery for the industry. This would help expand production capacity three-fold and improve production efficiency.



Casterton Golf Course Ltd – Decarbonisation Strand

CLEP provided £12,078 of funding towards total project costs of £36,600 for the installation of two automatic robotic mowers, which would be charged from existing solar panels, along with the required cabling, Epos power unit, charger and reference station. This eliminates the need to use diesel powered ride-on mowers and the diesel-powered tractor and attachments to mow these areas, saving on average 31 hours of diesel machine use a week, and therefore reducing the carbon emissions from the course. The machinery has an expected 10 year lifespan.



Burlington Slate Limited – Decarbonisation Strand

CLEP provided £20,000 of funding towards total project costs of £239,775 for the installation of a solar panel system on the production roof space, that will help create a substantial amount of the business's electricity needs. This will reduce production costs and significantly reduce the business's carbon footprint.



SPOTLIGHT ON LABOUR SUPPLY AND SKILLS CHALLENGES

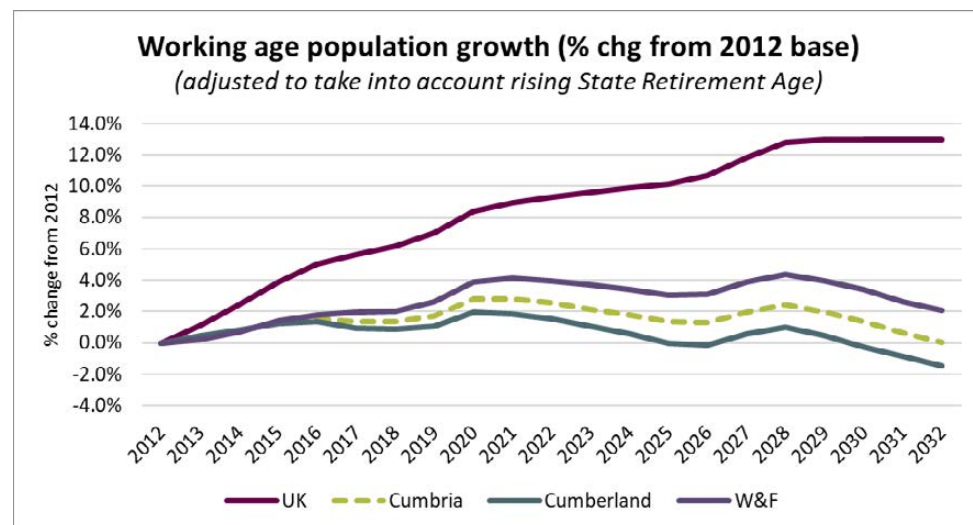
Julie Mennell and Janet Garner

Co-Chairs of the People, Employment and Skills Strategy Group



LABOUR SUPPLY

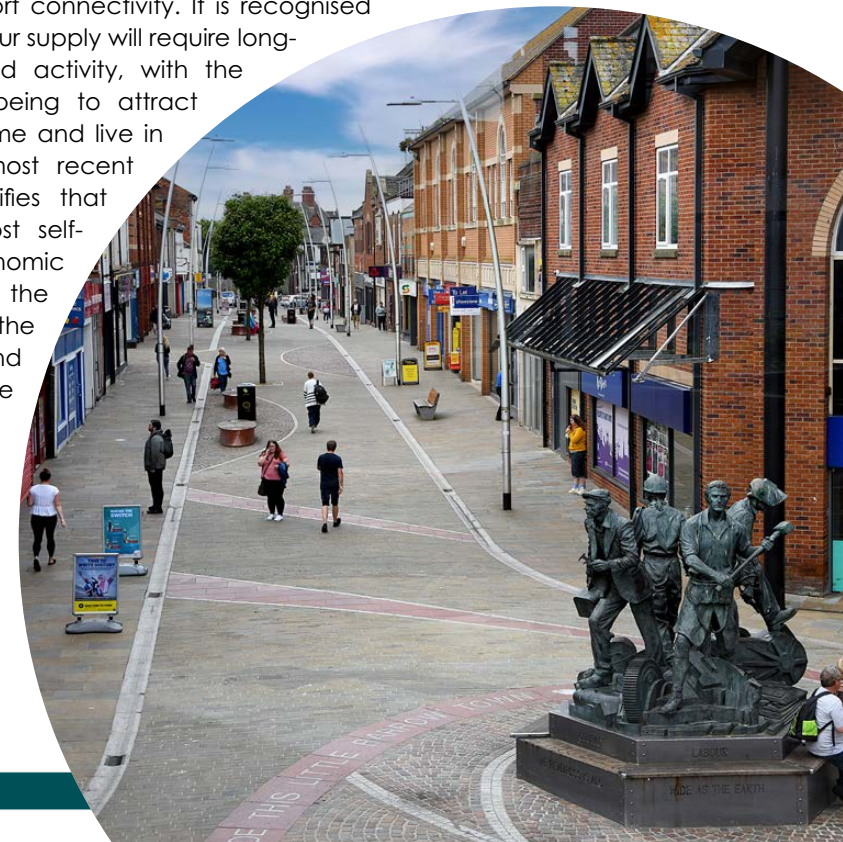
The LEP's Local Industrial Strategy identified that Cumbria's most significant economic challenge was its forecasted decline in working age population. Since the strategy was produced in 2019, this challenge has been exacerbated by the impact of the pandemic and the effects of the UK's exit from the EU. This challenge is more acute in Cumberland, as illustrated in the graph below, which shows the changes and forecasted changes in working age population.



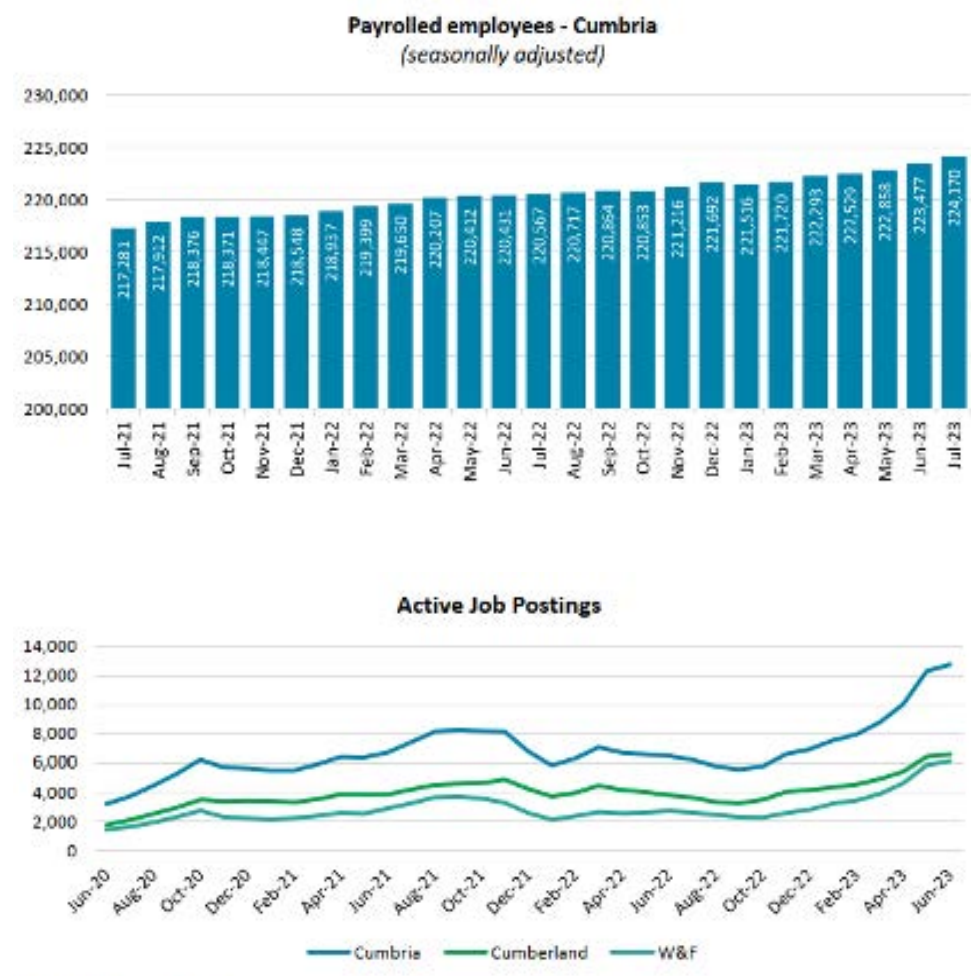
Moving out of the pandemic, businesses started to report acute labour supply issues, in both attracting and retaining staff, which were frequently cited as presenting more difficulties for businesses than other economic challenges, including supply chain disruption and increasing inflation.

Therefore, in February 2022, CLEP's People, Employment and Skills Strategy Group agreed to introduce a Labour Supply Working Group to formalise actions already underway, and to develop the Labour Supply Action Plan, with this being applied on an ongoing basis.

The Action Plan is designed to address not only the immediate issues affecting labour supply, but to also the 'enabling' factors that are impacting on it, including housing and transport connectivity. It is recognised that addressing labour supply will require long-term and concerted activity, with the main requirement being to attract more people to come and live in Cumbria, as the most recent reliable data identifies that Cumbria is the most self-contained economic geography in the country, with 96% of the population living and working within the county.



The situation is not easing, as illustrated by the graphs below, with payrolled employment now higher than it was pre-pandemic and online job postings increasing and showing a steep climb in May 2023.



Source: Lightcast™ Analyst

The Labour Supply Working Group is continuing to meet every 4-6 weeks to review progress and identify the priorities for action that should be focused on in the short term, with CLEP and its partners then focusing on the delivery of these actions.

In 2023 there has been specific focus on the following key issues.

Housing Supply

CLEP appointed Lichfields to undertake a detailed study on housing supply, given the impacts that availability and affordability issues were presenting for the economy, given gaps in the **right product at the right price in the right place**.

Lichfields, work identified the current position in each of the old local authority district areas, and what was needed to both create balanced housing markets that both met the needs of the current and future population, and supported population growth to address declining working age population.

The strategy identified four strategic objectives.

- Increasing housing supply
- Making the housing offer more attractive and affordable to younger residents
- Managing the impact of second homes
- Housing seasonal and temporary workers

These were underpinned by an enabling objective to work with local authorities following Local Government Reorganisation to deliver housing that met the current and future needs of the population.

In order to support the ambitions within the strategy, CLEP also submitted responses to a number of the Government's housing related consultations, including reforms to national planning policy and short term lets.

Modern Workplace Charter

A modern workplace employment charter is being developed for Cumbria employers to access. The charter will set the standards of which we would like our businesses to operate, or aim to operate in order to support recruitment and retention. By introducing a charter we will collectively outline standards and principles for good working practices in Cumbria. Aimed at supporting businesses of all sizes and sectors,

a charter could be a tool which helps them to help them to recruit, attract and retain talent on the basis that they hold a strong set of core standards and principles. The principles could also enable businesses to have increased productivity and a healthier workplace and culture.

Flexible Working Recruitment Events

In order to attract more people into or back into the labour market, a number of 'Flexible Working Recruitment' events have been scheduled across Cumbria in September. These will be held in Barrow, Carlisle, Whitehaven, and Kendal.

The aim of the events is to encourage employers to promote the roles and flexible terms they offer, such as part time working, flexi lunches, flexi start and finish times, and other arrangements they have in place which may appeal to prospective employees.

By actively promoting these terms which are not always visible within online job adverts, it is hoped that employers may attract some over 50s into the labour market, who may have retired early, but would reconsider rejoining the workforce if they were aware that flexibility is an option for them. The events are inclusive and open to all.

Futures Campaigns

In order to promote some of our fantastic Cumbrian workforce and businesses, the Futures Campaigns have been re-launched and are split into two areas.

- **Our Future** – which is focused on promoting Cumbria's great careers and job opportunities to its own young people by using younger real life case studies.
- **Your Future** – encouraging people who live outside of the county to come and live and/or work here, again using real life case studies at every stage in their career - be they starters, career builders or completers.

Various employees from a range of sectors and backgrounds in businesses across Cumbria volunteered to feature as case studies for the Futures Campaigns. This has included many apprentices and professionals, some of whom have relocated internationally to live and work in Cumbria.

The case studies are being advertised on a range of platforms. The campaign will be supported by free and paid-for advertising across out-of-home channels (billboards, buses, etc.) and PR activity across local, regional, national and trade press.



CLEP

FIND YOUR FUTURE

“You might think my job’s just about farming but it’s much more. Government policy, business profits, food and the environment. It’s amazing.”

Abigail Gate
Apprentice Rural Surveyor,
H&H Land & Estates

#dreamjobcumbria
WWW.DREAMJOBCUMBRIA.CO.UK

BUILDING HER CAREER IN PROFESSIONAL SERVICES



CLEP

“I moved from the Philippines as a child and never left. I’ve had a varied successful career, great work-life balance & I play lots of competitive sport.”

Jobert Fermilan
Management Consultant,
Morgan Consult & Advisory

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BUILDING HIS CAREER IN PROFESSIONAL SERVICES

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SKILLS

Cumbria's skills challenges, in addition to the labour supply issues, were initially articulated in the Local Industrial Strategy and subsequently in the Local Skills Plans (produced on an annual basis up until 2022).

- Increase higher level skills – Cumbria has a relatively small pool and low rate of people qualified at Level 4 or above at 35% of the population.
- Better align skills with the needs of the economy and businesses - particularly in new and emerging sectors.
- Address immediate and acute skills gaps – through new routes and mechanisms.
- Increase digital skills – across all sectors.
- Improve employability of younger people – in response to the disruptions of the pandemic.

The LEP is undertaking a range of activities to address these issues, with some designed to make an impact on multiple or all fronts, as outlined below.

Skills Priority	CEC Prog	Skills Bootcamp	PESSG Work Programme	Apprenticeship Strategy	Resilience and Employability Action Plan
Increase higher level skills	✓	✓	✓	✓	✓
Better align skills with the needs of the economy and businesses	✓	✓	✓	✓	✓
Address immediate and acute skills gaps	✓	✓	✓	✓	✓
Increase digital skills	✓	✓	✓	✓	✓
Improve employability of younger people	✓	✓	✓	✓	✓



Abigail Gate and John Wigham,
H&H Land & Estates

The activities outlined each have extensive programmes of work, which are being implemented with our partners.

One of the key developments in 2023 was the production of the Apprenticeship Strategy for Cumbria, with working groups being formed to take forward the delivery of this.

Apprenticeship Strategy

The aim of the strategy is to develop the workforce skills needed by Cumbria's economy and businesses by creating high quality opportunities to develop, attract, and retain skills in Cumbria, and to contribute to enhancing diversity and social mobility.

These aims are to be delivered through four strategic objectives.

- Develop more quality apprenticeships in skill areas to meet the current and future needs of the economy.
- Improving participation levels in apprenticeships overall.
- Improving preparation for apprenticeships and readiness for work.
- Improving the delivery of apprenticeships in Cumbria and so outcomes.

One of the other priority developments is the formation of a working group to develop and implement an action plan to help address resilience and employability issues, which have been raised by both employers and education and skills providers.

Resilience and Employability Action Plan

This was developed in response to a growing and increased concern about the resilience and employability of younger people. The draft Resilience and Employability Action Plan was presented to the People, Employment and Skills Strategy Group at its meeting on 29 June 2023 and a sub-group was formed to develop this first draft into a fully worked up plan. The action plan is focused on the following themes.

- Celebrate Success
- Promote Positivity
- Increase Engagement with the Workplace
- Develop our Future Leaders

- Create Resilience
- Confident Curriculum
- Reduce 18-24 Year Old Unemployment
- 21st Century Recruitment
- Inclusive Growth – SEND
- Inclusive Growth – Children in Care

In addition to the LEP's activities, colleagues in the Chamber of Commerce have developed the Local Skills Improvement Plan, which is required to set out the key priorities and changes needed in a local area to make post-16 technical education or training more responsive and closely aligned to local labour market needs. It will provide a representative and coherent employer view of the skills most needed to support local economic growth, boost productivity, and improve employability and progression for learners. CLEP will work with the Chamber to support the implementation of the Local Skills Improvement Plan.



SKILLS BOOTCAMPS

Skills Bootcamps are part of the Government's Lifetime Skills Guarantee and Plan for Jobs, which have been developed in partnership with employers, colleges, and local authorities. They are flexible courses of up to 16 weeks, giving unemployed, employed, or self-employed people who are aged 19+ the opportunity to build up sector-specific skills between levels 3-5, and fast-track to an interview with a local employer.

The programme helps to recruit and develop a workforce with the necessary digital and technical skills that businesses need in Cumbria. Skills Bootcamps will help to transform the skills landscape, underlining the important links between adult skills and jobs, keeping employers at the heart of the training system.

The provision is nationally framed with DfE commissioning 70% of provision against the menu of activity that it wishes to deliver. CLEP can then locally select 30% of provision providing that it meets the requirements of the programme, in terms of Level, duration, etc. and aligns with a nationally recognised qualification.

Skills Bootcamps will be co-funded by the employer, where the employer is training their own existing employees. If the employer is a large business (over 250 employees) they will contribute 30% of costs and this will be reduced to 10% for SMEs (fewer than 250 employees). There will not be, and cannot be, any charges to the individual participants.

Aileen Vollert
Bendalls Engineering, and a participant
in the Skills Bootcamp programme

Local Skills Bootcamp Provision

CLEP took on responsibility for the local delivery of Skills Bootcamps for Wave 3 (2022/23), which means that in 2023 the focus was on the successful completion of Wave 3 and the implementation of Wave 4.

Skills Bootcamps are designed to help transform the skills landscape, underlining the important links between adult skills and jobs, keeping employers at the heart of the training system. Locally, the CLEP contracted activity has delivered the following Skills Bootcamps.

Digital Core

- Intro to Additive Manufacturing and 3D CAD
- CAD
- Digital Network PLC
- Coding
- Cyber Security

Construction

- Civil Engineering
- Bricklaying, Plumbing Carpentry & Joinery
- Welding
- Health & Safety NEBOSH
- Sustainable Construction

Green Skills

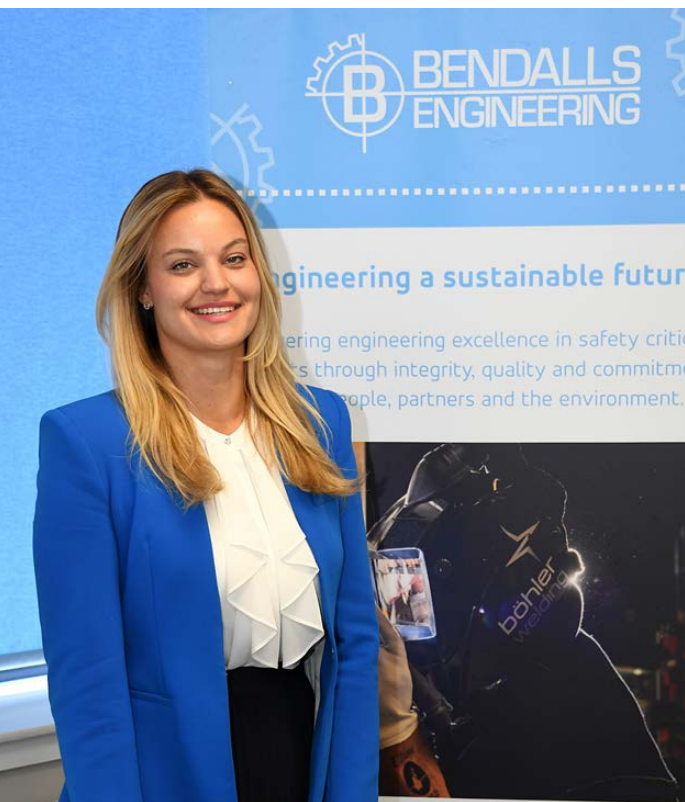
- Air Source Heat Pumps

Logistics

- HGV
- Management Certificate of Professional competence for Road Haulage or Passenger Transport

30% Flex

- Project Management
- Certificate in Tourism and Visitor Economy Management
- Lean Manufacturing



Wave 3

CLEP launched the local delivery of Skills Bootcamp programme activity in Cumbria, on behalf of the Department of Education (DfE) with a budget of £975,362, and places for 333 learners.

In order to ensure that the programme was delivered effectively, CLEP invited in new providers to support the delivery of the programme in specialist areas. This approach proved successful, with this extending the provision available and accelerating the pace of delivery. The resulted in the programme having a combination of higher education, further education and independent training providers involved in delivery.

The delivery of the outcomes for participants will run through until 30 September 2023, and as such CLEP is working with all delivery organisations to ensure that the achievement of these is maximised. In August 2023 it was confirmed that CLEP was the 4th best performing area from 21 regions for Wave 3 provision. It is hoped that this position will be further improved as outcomes are achieved.

Nicky attended a Skills Bootcamp in February 2023 and hasn't looked back. He started on a trial basis in groundworks with local construction and engineering company, Kirkaldy and Roe and has been with them for over three months. He is really enjoying working in the construction industry. Nicky said:

"I'm still at Kirkcaldy and I'm enjoying it, just starting to get some tickets, I've just done my cat and genny and looking at my dumper as well so it's all looking good".



Hannah, who recently completed BTP Ground worker Skills Bootcamp was offered a position with Persimmon Homes.

"I have done a week of groundwork, really enjoyed learning with them, amazing how much you can learn in just a week, wonderful opportunity. We learnt how to set out with the laser level as if we were going to level the ground, how sewers work and how to put them in, we also worked on flags and laying cobbles."



Shaun from Keswick attended the first Skills Bootcamp and is now in a job with Biogest.

"The course is a game changer. It gives people a foot in the door and gives you great experience. My new employer is now putting me through my gas qualifications."

David Mackay, People and Development Manager at Carlisle Brass has supported two members of staff through a Project Management Skills Bootcamp with the University of Cumbria. David said:

"We have invested time and budget in various project management training over the years, whether via Prince2 or less formal methods and while all have been fantastic, the Project Skills Bootcamp has been of great value to our team members that have attended and our business with the added skills they have gained while on the programme."

"The quality of tuition, the models, tools, templates, and processes, and the shared experience between delegates really made this a very useful part of our team development and subsequently aid successful delivery of our projects in Carlisle Brass. We will certainly be keen to sign up future delegates for the quality, but it also has to be said that the value for money is outstanding."

Nigel Wilkinson, Managing Director of Windermere Lake Cruises Limited said:

"The opportunity to benefit from the training offered by the Skills Bootcamp has really enabled us to 'unlock talent' in our future business leaders. Having access to cost effective, industry specific training which is delivered locally has been a real benefit to a business such as ours in developing our management team. The positive experience that we have had with Skills Bootcamp has demonstrated the great benefit of structured management training."

Keith Dymond who runs Barrow Training Partnership based in Carlisle, is working with local construction companies to offer bespoke solutions for training including Supervisor Construction and Women in Construction Skills Bootcamps.

Mike Howe Groundworks, one of the businesses Barrow Training Partnership works with said:

"We have employed two lads from Barrow Training Partnership's recent Skills Bootcamp, and they are doing well on site. The program is a very good idea for a company like mine and is an ideal way to help meet the shortage of skilled people in construction."

What providers are saying about Skills Bootcamp

Rebecca Bird, Managing Director, SP Training.

The journey of learning is a transformative one, marked by continuous growth, new experiences, and untapped potentials. Within the transport industry, programmes like the LGV Skills Bootcamp which we also provide, stand as vital pathways to success, not just for the individual learner but for businesses and the local community as a whole.

The Learner Journey

The LGV Skills Bootcamp is designed for those who are at the beginning of their career journey in the logistics sector. It provides learners with a comprehensive transition from having a full car licence to acquiring an HGV Class 1 (artic) or Class 2 (rigid) driving licence. But beyond the licence, it builds confidence, instils professionalism, and prepares them for real-world challenges.

The Importance to Local Businesses

For local businesses, investing in these programmes is more than a financial decision; it's an investment in the future. By upskilling their workforce through LGV apprenticeships, businesses create a loyal, skilled, and more productive team. It's a clear statement that the business believes in its people and is prepared to invest in their growth.

In a time when industries are rapidly evolving, having a workforce that is skilled, adaptable, and aligned with the company's values is priceless. It's not just about filling a current gap; it's about preparing for the future.

A Community Effort

The ripple effect of such programmes reaches even beyond the individual and the business. It resonates throughout the local community, strengthening the economy, enhancing the reputation of the industry, and creating a culture of continuous learning and development.

Conclusion

In sum, the LGV Skills Bootcamp are not just driving programmes; they are commitments to excellence, growth, and community development. They encourage the learner to embark on a journey that is enriching and empowering, leading to a career filled with opportunities and fulfilment. They are the tools by which local businesses can build a strong, resilient, and loyal workforce, ensuring their success now and in the future.

The story of each learner is a testament to the transformative power of education and the importance of investing in our people. And in this journey, we all play a part.



John Laddell, The Gas Rooms

"As a local Cumbria skills provider, we have been delighted to be involved in the delivery of Skills Bootcamps. The funding gained through Cumbria LEP has enabled The Gas Rooms Training and Assessment Centre to provide a Skills Bootcamp in Air Source Heat Pump Upskill, which is a package of nationally-recognised training and qualifications designed to upskill plumbing and heating engineers, and installers in Cumbria with the skills and knowledge required to correctly design, install and maintain air source heat pumps.

Completion of the course has provided local engineers and plumbing and heating companies access to new business opportunities in the renewables sector, enabling them to join industry competent persons schemes required to access government grants and incentives, remain competitive, create more job roles and secure new types of contracts. The funding has allowed many self-employed engineers access to qualifications that were previously unaffordable, taking into account the cost associated with time off the tools, in addition to the training and assessment costs. The positive impact of the programme will help ensure the local industry is equipped to meet the demand for the installation of air source heat pump systems in Cumbria and help meet the Cumbria Net Zero by 2037 target.

Being able to offer the Skills Bootcamp has increased our engagement with engineers in the local area, enabling us to grow and further develop our links with the industry, which is something that has always been very important to us as a local training centre."



Wave 4

In February 2023 CLEP hosted an event for all delivery partners to share learning and discuss Skills Bootcamps demand for 2023/24. Local employers were invited to meet delivery providers to discuss their skills requirements. In considering future provision it was important to recognise that Skills Bootcamps would come under the Ofsted inspection regime for Wave 4. This was in addition to inspections from a DfE Quality Assessor.

DfE agreed a contract of £1.2million for Wave 4 activity with a minimum of 300 places available, which CLEP intends to exceed across its 10 delivery partners.

The Skills Bootcamps programme is increasingly gaining traction, with employer demand increasing as the benefits of participation are recognised. Data shows that the webpage on the CLEP website, has grown rapidly in terms of the numbers of people viewing it and is now the most popular area of the website.

Wave 4 has already started to deliver successful outcomes with learners completing their provision and commencing work. There has been positive engagement by self-employed participants, who CLEP is also meeting with to offer wider business support services to enable them to develop their businesses.

Wave 5

In June 2023 CLEP was advised that DfE had now received approval for Skills Bootcamps grant funding to continue in the 2024/25 financial year, which is the end of DfE's current Spending Review period.

CLEP is currently in the process of developing a proposal for the 2024/25 contract. It is expected that the 30% flexibility will continue and CLEP will be working with employers and delivery partners to agree how this can best be used to meet current skills demand. It is expected that the current exceptions for level 2 skills in construction and HGV driving will continue. It is also expected that the national menu will be extended to cover provision in early years and creative industries at levels 3-5.

An Employer and Employee Perspective

We spoke to Pioneer Foods about the training that they received through the fully funded government Bootcamps. Jonny Forsyth is the Operations Director at Pioneer Foods, while Antony Hayhoe took part in the HGV training with SP Training's instructors.

What Bootcamp did you utilise through the Cumbria LEP?

Car to Class 2

How has this training impacted the business?

Like most companies, we are being affected by the nation-wide driver shortage. Trying to recruit drivers who are suitable for the job and have the appropriate licence continues to be a struggle. This training has allowed us to pinpoint individuals already working for us and give them the opportunity to gain a Class 2 licence and consequently progress within Pioneer. This enables us to promote and retain good staff throughout the business.

Antony, how has this training helped you?

It has been great because, not only have I been able to gain a new skill, it has also allowed me to progress my career at Pioneer. Re-training was a nerve-racking experience at first but the training itself and subsequently passing my Class 2 test has been great for my confidence both in and out of work. Being selected for this training and earning this qualification that I will have for the rest of my life has been a really rewarding experience.

Can you let us know a little more about the instructors and how they helped you with your HGV training?

The trainers were great, and they gave me lots of confidence when starting the training. Training was done at a good pace with very little pressure being put on us as we got to grips with the wagon. All the training was given in a clear calm way and explained to us in great depth so that we were always comfortable with whatever we were being asked to do.

Jonny, how did this training integrate with your day-to-day business?

We found that the training fit in really well with our day-to-day business. The fact that most of the studying for the theory test was done at home was a major benefit. This gave us an insight into how keen the employee was to do the course and it also meant that they didn't have to do work for this during working hours. SP Training were really flexible when it came to the driver training and would quickly come up with other dates if those given initially were not appropriate.

Would you do this training again?

We would 100% do this training again. Not only has it been a good experience for our staff it has allowed us to move our logistics department forward a great deal. We know have good drivers that have a good prior understanding of the business. We literally have nothing negative to say about the whole process.



FOCUS ON THE FUTURE

In February of this year, the Futures Forum, joined by Cumbria's future leaders, came together at a landmark summit to have their say on the region's economy and to outline the things that they feel need to happen to address Cumbria's key economic challenges. Around 100 young people gathered at the North Lakes Hotel in Penrith to take part in the event, which was put together by Cumbria LEP and its Futures Forum, and was praised by everyone who attended.

This future-focused conference was designed to tackle the big topics that shape Cumbria's economy – from accelerating the region's net zero ambitions and career opportunities, to how to attract and retain young people in the region. The day featured a mix of personal development activities, keynote speakers, and interactive workshops exploring the issues that really matter to Cumbria's future leaders.

The event was facilitated by Oliver Johnston, a business consultant with an international reputation in change, organisation development, and leadership development. He provided the participants with a really well organised day, keeping people energised and enthusiastic throughout.

Alongside Oliver the keynote speakers were Kevin Light, Oliver Hodgson, Stephen Nicol and Jo Tate.

Kevin Light is an established leadership coach, who has been facilitating the development of leaders and teams for his 32-year career in multiple contexts from the anti-apartheid movement, state and community organisations, and global corporates.

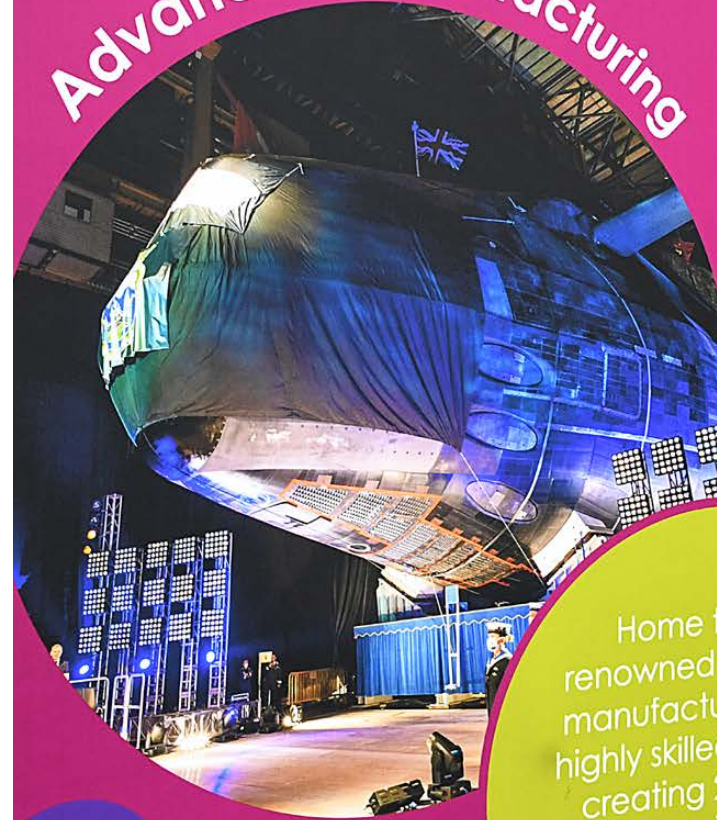
Oliver Hodgson is a young entrepreneur and the founder and managing director of Platinum Live, an impact-driven creative communications agency. Oliver is also the founder and executive director at Alive Entertainment Group, producers of the Whitehaven Alive festival. Hodgson is a passionate media commentator who talks about Gen Z, mental health, politics and young people in business.

Stephen Nicol is a highly experienced regional and local economist, specialising in economic development and regeneration. He started work as a government economist before embarking on a 20+ year career in consultancy. And is particularly interested in ensuring an economic approach takes account of all social and environmental costs and benefits.

**Oliver Hodgson at the Futures Forum
'Have Your Say' Conference**

Cumbria Invest in the Heart of the

Advanced Manufacturing



Home to world
renowned advanced
manufacturers, with
highly skilled workforce
creating 23% of
economic output
Make it your new
manufacturing
location.



Jo Tate works as an Enterprise Coordinator for the Cumbria Careers Hub. Jo said: "I have been teaching in secondary schools and further education for over 25 years, based in Carlisle for the last 15 years, and the Midlands prior to this. I have always been interested in careers and student progression and as assistant head of 6th form at Caldew School, I was able to support young people with their UCAS and career aspirations whilst completing my level 6 careers course."

During the event, those attending considered three themes that were important to younger people: net zero; developing the talent pipeline; and great place to live and work. The discussions were wide ranging and identified several priorities that really mattered to young people including housing, transport connectivity, promoting Cumbria as a great place to build a career, taking forward Cumbria's energy generation opportunities, and maximising the benefit of Cumbria's exceptional natural capital. The Futures Forum has reviewed all of the suggestions made during the event and will ensure that the ideas generated are being picked up through CLEP's wider governance structure.



Outgoing Futures Forum co-chairs Karla Thomas and Adrian Naik with members of the CLEP team.

One of the major purposes of the event was to support the development of the next generation of leaders, to make sure that they have the necessary skills and leadership to take forward the county's economy. All of the young leaders attending were therefore provided with their own insights report, which identifies their leadership preferences, strengths, development areas, and their approach to working with others.

There was real interest in building on the personal development aspects of the event and as such the Futures Forum is in the process of developing a programme of leadership development events, which will work on the issues that young people expressed an interest in. These will be delivered through a series of workshops throughout 2024.

The event was a huge success for the Futures Forum, resulting in excellent feedback from attendees. The intention was for the young leaders of Cumbria to have their say and many said that they felt heard and productive while at the event, and that it was clear that the Forum and Cumbria LEP were committed to taking things forward after the event.

Looking Forward with the Futures Forum

The Futures Forum has been going through a period of significant transition as it said goodbye to some long-standing members, and brought in new members to ensure that it continues to represent the interests of 18-35 year-olds in Cumbria. The current membership is now as follows.

Evan Clough	RAF Spadeadam
Asia Connor	Mountain Goat
Olivia Dearman-Hill	Sellafield Ltd
Graham Hadaway	Honest Energy UK and Hargreaves Enterprises
Mohammed Hossain	TSP Engineering
Alice Longmire	Furness College
Adrian Naik	Naik Media Ltd
James Lavender	Hurdlers Education
Nathan Leadbetter	Lake District National Park Authority
Ruth Leahy	Westmorland and Furness Council
Aimee MacFadyen	TetraTech Ltd.
Nick Mullins	H&H Land and Estates
Georgia Nield	Windermere Lake Cruises Ltd
Megan Purdham	Westmorland and Furness Council
Ebony Ritchie	Cumbria LEP
Thomas Shaw	Sellafield Ltd
Steven Wells	Croppers Plc
Jonny Winter	Forestry Commission
Elizabeth Wordsworth	Sellafield Ltd.

This year, co-chairs Karla Thomas and Adrian Naik both stood down after several years in their roles, creating the opportunity to recruit two new co-chairs and two new deputy co-chairs, with the appointment exercise taking place in the autumn, once new members have settled in.

The Forum is also going to be refreshing its work programme to ensure that this is focused on the issues that are most important to the next generation. This includes the development of the longitudinal development programme, which the LEP Board has agreed to fund to create the class of 24, a cohort of young people, who have the necessary toolkit to respond to the rapidly changing world of work.

The Board and Executive would like to offer their thanks to long-standing members, Dr Michael Natrass and Adam Turley, who stood down during the year, alongside Karla Thomas, Co-Chair for their excellent service and contributions.



SUPPORTING CUMBRIA'S RURAL SECTOR

The LEP's response to the pandemic identified two recovery themes, one related to the future of food and the other Cumbria's exceptional natural capital, with CLEP's Board agreeing that these needed to be prioritised for early action alongside clean energy generation. Work was therefore commissioned to develop the new Rural Sector Plan with MetroDynamics supporting CLEP to develop this and CLEP's economist, working to develop natural capital activity that CLEP could lead or add its weight to.

In developing the Rural Sector Plan it was recognised that this needed to recognise Cumbria's deep roots and a strong heritage, having evolved over at least 1,000 years, alongside identifying genuine transformatory opportunities.

Any plan that was developed needed to recognise that county's land is currently primarily suited to, and used for, pastoral farming, and the complementary activities that relate to the management and preservation of land, processing of food, and rural energy capture and environmental activities. The rural sector has proud values and a distinctive heritage, and is recognised as a county for quality produce – for example rare breeds of sheep, famously including the Herdwick which has Protected Designation of Origin. The area is also known across the world for the beauty of its landscape, much of which is in the custodianship of the 20,930 people who work in the sector.

In recent years it has become clearer that the rural sector in Cumbria can't continue to be successful unless it adapts to a number of external factors which, if not addressed, could pose an existential threat to the success of our communities. These issues are explored within this plan, and include changes to the financial and policy landscape – much of which is still evolving, the impact of climate change, and the difficulty of developing the next generation of workers, who will take care of Cumbria's landscape in years to come.

Therefore, through CLEP's Rural Sector Panel a shared vision for what success looks like has been agreed.

Our Rural Sector Shared Vision

To build the sustainability and productivity of Cumbria's Rural Sector, growing value for businesses and contribution to the county whilst staying true to our values and heritage.

In order to realise this vision, three outcomes will need to be delivered, which acknowledge the interdependence of nature and farming in Cumbria.

Our Rural Sector Outcomes:

Outcome One:

Rural businesses that are economically sustainable in the long term

Outcome Two:

Increased sector productivity

Outcome Three:

A more environmentally friendly sector

The Rural Sector Panel has also agreed a set of defined interventions, which will deliver on this vision, through both evolution of the existing strengths in the sector, and through identifying stand-out propositions to develop and pilot catalytic ideas, taking advantage of sector-leading transformative activity. These are not mutually exclusive, and are expected to happen in parallel to build the resilience of the sector and strengthen Cumbria's competitive advantage.

Sector Transformation Propositions to build on Cumbria's Competitive Advantage

Increasing land-use resilience and biodiversity

Incentivising beef and dairy farming practices optimisation and emissions reduction

Developing Cumbria's high-quality, distinctive market

Our Sector Evolution Ideas to Build Resilience

Cumbria food and farming campaign

Establishing rural networks

Opportunities from Local Government Reorganisation

Provider and sector collaboration to address the rural skills challenge



OUR PLAN ON A PAGE

Shared Vision for the Future:

To build the sustainability and productivity of Cumbria's Rural Sector, growing value for businesses and contribution to the county whilst staying true to our values and heritage.

Core activities in the Cumbria Rural Sector:

Environment and Energy

Food and Farming

Land and Nature

Our Competitive Advantage:

Quality of produce

Natural landscape

The Challenges and Opportunities that we're responding to:

Changing Customer Choices

Skills Shortages

Technological Developments

New Trading Relationships

Biodiversity Loss and Water Resilience

Climate Change and Net Zero

Uncertain Financial/Policy Landscape

Local Authority Structural Changes

Infrastructure and Housing

Our Principles:

We will build from what Cumbria does best

Growth must be inclusive for our people

We will keep to our values and heritage

We will take approaches that value our natural capital

↓↓↓ Developing our Competitive Advantage ↓↓↓

Our Plan:

Increasing land-use resilience and biodiversity through the adoption of regenerative agriculture and farming, and mixed land-use practices

Incentivising beef and dairy farming practices optimisation and emissions reduction, through the use of IoT / technological advancements, selective livestock breeding and environmentally sustainable farming practices

Developing Cumbria's high-quality, distinctive market by increasing local production and processing capacity, supporting existing and new co-operatives, developing Cumbria's high-quality brand and encouraging local low carbon supply chain

Cumbria food and farming campaign

Establishing rural networks

Opportunities from Local Gov Reorganisation

Provider and sector collaboration to address the rural skills challenge

↑↑↑ Building our Resilience ↑↑↑

Our expected Outcomes:

1: Rural Businesses that are Sustainable in the Long-Term

2: Increased Sector Productivity

3: A More Environmentally Friendly Sector

Cumbria's Rural Sector

The rural sector in Cumbria broadly consists of the following activities.

- **Environment and energy:** activities with the primary purpose of capturing energy or preserving the environment.
- **Food and farming:** activities which relate to the production or processing of food and broad farming activities.
- **Land and Nature:** activities which relate to land and nature management.



In 2020, across production, processing and input supply activities, the Rural sector in Cumbria totalled £332m, making up **6% of total GVA in the county**. However, the GVA value of the Rural sector was only 2.4% of the English economy in the same year. The percentage value of the Rural Sector as a proportion of the county's total economic output is an indication of its comparative significance to the wider Cumbrian economy.

(Source: ONS Regional gross added value (balanced) by Industry, 2020)



In 2021, 20,930 individuals work in Cumbria's Rural sector; **8.4% of all employment in the county**. Comparatively, the Rural sector only accounts for 1.9% of total employment in the North West, and 2% in England.

(Source: ONS BRES, 2021)



Approximately **2% of Cumbria employment was in the Food Manufacturing and Processing** sub-sector in 2021. 1.3% of employees in both the North West and England worked in the Food Manufacturing and Processing sub-sector in 2021.

(Source: ONS BRES, 2021)



Cumbria's Rural sector will **need around 6,000 new labour market entrants** to counteract the number of workers set to leave the sector by 2031.

(Source: Cambridge Econometrics, 2021)



There are approximately **5,185 Rural businesses in Cumbria in 2021**, which is around 22% of business counts for the county. This is a much higher proportion than for England, where only 6% of businesses operate within the Rural sector.

(Source: ONS Business Counts, 2021)



75% of all farm holdings in Cumbria – and 85% of all farmed land – are livestock or dairy use. Around 70% of farming land is used for livestock for the UK.

(Source: Defra: Structure of the agricultural industry in England and the UK, 2020, The National Food Strategy, 2021)



5.3% of total English farmland by hectares is located in Cumbria.

(Source: Defra, 2021)



Cumbria has a **high annual average rainfall** and Seathwaite – south of Keswick – is the wettest place in England. This abundant resource means the county's reservoirs supply a significant proportion of water for the whole of the North West.

(Source: Healthy Ecosystems Cumbria, 2017)



CLEP is an active member of the Offshore Energy Alliance, which exists to promote the industry in the North West.



The LEP has hosted a supply chain familiarisation event at the Orsted West Coast Hub at Barrow Port, to provide an insight of the operations required to maintain their wind farms in operation.

CLEP has also provided positive response to the public consultations for the new BP/EnBW Morgan and Cobra/Flotation Energy Morecambe applications. We are also working with port operators ABP to promote Barrow to be an Operations and Maintenance hub for these new developments.

It is acknowledged that Crown Estates is concentrating on existing lease rounds that is focusing on floating offshore outside of our region. However, we will continue to promote the opportunity for new offshore development and for Cumbria to continue to play a significant role in the UK offshore wind industry and as a major provider of clean energy.

Spotlight on Hydrogen

Our Clean Energy Strategy sets out how Cumbria could become a major hydrogen generation hub. In the short term, our focus is on how it can address industrial decarbonisation keeping a watching brief on the wider role it could play in other



applications. In 2023, the LEP has an active partner with Carlton Power in their successful application to the Department of Energy Security and Net Zero (DESNZ) for the Barrow Green Hydrogen Scheme, which will generate clean 'electrolytic' hydrogen. The adjacent Kimberly-Clark papermill will be a primary customer to decarbonise its operations. Due to the DESNZ funding, production can be up and running by the end of 2025 to establish hydrogen generation in Cumbria.

CLEP has responded to the Government's consultation on future DESNZ funding rounds to promote the role it can play in decarbonising Cumbria's energy intensive industry, where similar schemes could be delivered in other locations.

The LEP is an active member of the wider North West Hydrogen Alliance seeking opportunities to align with other initiatives in the region such as "HyNet" on Merseyside.



Spotlight on Carbon Storage

Barrow Gas Terminal has provided natural gas to the UK from the Morecambe Bay gas fields over many decades, and at its peak supplied almost a quarter of the UK's natural gas requirements. Gas production will conclude by the end of this decade and there is now a major opportunity to turn the depleted gas fields into a significant carbon storage facility for the UK with over a gigaton of natural storage capacity, which would be capable of holding over three years of the UK's emissions, making it one of the largest potential storage assets for the UK.

CLEP has worked with the operator, Spirit Energy to promote the scheme that could bring in captured carbon dioxide from UK industry for safe geological storage, and provide a long-term future for the terminal. CLEP organised a House of Lords reception in April to promote the scheme within government and among wider stakeholders.



Spotlight on New Nuclear

The Moorside site adjacent to Sellafield is identified as a key UK site for new nuclear development. The industry has played a key role in our communities, we have a strong supply chain base and skills capability to support the Government's policy for new nuclear to play a key role in the UK's clean energy supply. CLEP welcome the formation of Great British Nuclear to implement this policy and look forward to engagement in near future to put in place the roadmap for new nuclear development at Moorside. CLEP has engaged with Solway Community Power as a potential development route for small modular reactors (SMRs) at Moorside and to enable the growth of clean energy industry in the area.



Craig Hatch, Chair of Clean Energy Sector Panel and President of Tetra Tech Ltd.

CLEP led the bid for the Rolls-Royce SMR Heavy Pressure Vessel Manufacturing facility to be based at Kingmoor Industrial Estate. The bid was shortlisted but ultimately a lack of access to deep water port for the large assemblies went against the site. However, the site remains in the reckoning for the other modular manufacturing facilities that Rolls-Royce SMR will need, and the Cumbria skilled nuclear supply chain remains well placed for other SMR manufacturing services.

CLEP collaborated with British Energy Coast Business Cluster and the Cumbria Chamber of Commerce to host a Sizewell C supply chain event. This major infrastructure project is expected to place over £2.5bn of procurements in the north of England over the next decade, which Cumbrian manufacturing companies will be well placed to support.

CLEP continues to collaborate with regional partners across the entire nuclear sector through the North West nuclear arc where the north west region including North Wales can play a significant role in delivering government policy for new nuclear.



Decentralised Renewable Energy Systems

Our Clean Energy Strategy recognised the role that can be played by a wide range of renewable energy technologies spanning solar, hydro, tidal, heat networks geothermal, and all forms of bio energy. We have had presentations from experts in these areas at our Clean Energy Sector Panel and have engaged with potential developers in these areas. The NW Net Zero Hub has provided funding for a study on these de-centralised energy systems, that will address actions from our strategy to identify opportunities and delivery plans so for Cumbria in these areas. This study will be completed in 2023.

The NW Net Zero Hub has also provided funding for a rural solar demonstration scheme, which will be installed at the Basecamp facility west of Penrith, by the end of the year to show the role different forms of solar can provide in our geography.

CLEP has also responded to the Government's consultation for onshore wind development stating overall support so long as it is developed with significant community benefit. Onshore wind has played a significant role in clean energy generation in the county over recent decades, with twenty-eight operational windfarms across the county. A number of these are now approaching end of life and CLEP recognises the need to address this and is engaging with landowners and operators.



Business Decarbonisation

Following the issue of the 10-point Business Decarbonisation Plan in 2022, CLEP has followed up in the last year to build up our support to business.

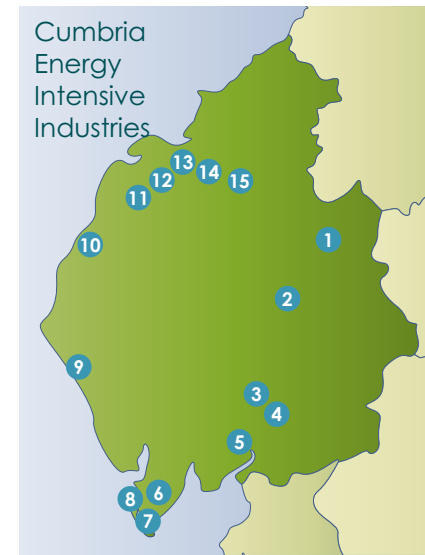
Business Decarbonisation

10-POINT PLAN

- Business Decarbonisation Leadership**
The strategic importance of business decarbonisation requires a specific governance body to provide visible leadership on this agenda, to sit alongside the Clean Energy Sector Panel.
- Emissions Mapping**
Map emissions to identify those businesses that are the most significant industrial and commercial CO₂ emitters in Cumbria to inform a targeted intervention programme.
- Energy Intensive Industries**
Work with those businesses that are the most energy intensive in Cumbria to support their plans for decarbonisation and track progress.
- Business Decarbonisation Summit**
Businesses want to decarbonise their business but need support to understand how best to do this. The Summit will virtually bring together exemplars to share learning and experience and launch the Business Decarbonisation Leadership Group.
- Journey to Decarbonisation**
Embed business decarbonisation advice and support in all aspects of CLEP and its sub-contractor SME advisory programmes to ensure that all businesses know what the first or next step in their journey is.
- Decarbonisation System Navigator**
There is a lot of advice, support and investment opportunities out there, but many businesses are unsure of where to start. The Decarbonisation System Navigator will provide a single source of information on how to take forward decarbonisation in Cumbria. This will through an interactive diagnostic tool.
- Decarbonisation Events Programme**
Implement a programme of workshops for SMEs that feature specific aspects of decarbonisation, including assessing footprint, calculating return on investment, exploring appropriate technologies and securing investment.
- Decarbonisation by Design**
Pilot a business decarbonisation programme with businesses across different sectors. Trained advisors will provide:
- CO₂ emissions auditing (Scope 1, 2, 3)
- Free, independent, and impartial advice on the best carbon and cost saving measures to implement relating to heat, power, energy efficiency and transport
- Wider supply chain CO₂ emissions reduction guidance (scope 3 emissions).
- Secure Investment for Decarbonisation by Design**
Develop an application for funding from the Shared Prosperity Fund or other relevant funding stream to scale up the Decarbonisation by design programme.
- Assess, Map and Track**
Develop a Cumbria-level performance management framework that provides an accurate baseline, tracks progress and provides comparison with other areas to assess progress.

The LEP has established a Business Decarbonisation Strategy Group, chaired by Claire Deekes, Chief Customer Officer for Cumberland Building Society, with an initial workshop scoping the work programme and developing plans to update the 10-point plan in the coming months.

CLEP completed an in-depth review of Cumbria's Energy Intensive Industries, in which sixteen of our biggest companies accounting for over 90% of Cumbria's industrial CO₂ emissions, outlined the current progress on decarbonisation. These businesses play a vital role in the Cumbrian economy in a range of industries spanning paper, dairy, nuclear, and a range of specialist manufacturing facilities with locally owned businesses, as well as large multi-national organisations. The review showcases the proactive initiatives already being pursued and identifies the potential opportunities such as localised hydrogen



LOCATIONS	
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generation and energy efficiency. Collaboration between the companies will be developed through the Business Decarbonisation Strategy Group and initiatives such as a workshop with leading decarbonisation research institutes (Royce Institute and Energy Systems Catapult) is being planned for later in 2023.

CLEP is also committed to supporting SMEs and delivered a "Decarbonise to Economise" workshop with SME's focused on some of the key proactive options such as insulation, lighting, solar, and other areas of innovation.

Net Zero Collaboration

CLEP is committed to working with local partners to deliver net zero in Cumbria. We are members of the Zero Carbon Cumbria Partnership, and we with our local authorities across all aspects of net zero and sustainability. CLEP organised the "Leading the Way to Net Zero" event in September 2023 to showcase how Cumbria leaders across Cumberland, and Westmorland and Furness Councils and the LEP are collaborating to deliver net zero.

CLEP is also part of the North West Net Zero Hub, which is part of a national network of hubs funded by the Department of Energy Security and Net Zero to promote net zero projects across public and private sectors. This has provided funding for a CLEP resource to support Cumbria businesses and to coordinate with local authorities, where the Hub provide centralised expertise to support public sector decarbonisation.



SUPPORTING BUSINESSES

CLEP's business support programme has been remodelled over the past year, following the arrival of Paul Foster, the new Head of Programmes, in December 2022.

The focus has been on ensuring that the £241,000 of national Department of Business and Trade funding for 22/23 Growth Hub activity had the maximum impact on Cumbria's economy and businesses and was genuinely catalytic.

In order to provide the widest range of support to businesses from a sectoral, geographic and client group basis, CLEP has opted for a hybrid delivery model with CLEP maintaining its in-house involvement alongside bringing in external delivery partners. This model was introduced from the outset of the 2023 calendar year.

The new approach resulted in a rapid expansion of activity in the final quarter of the 2022/23 financial year, with all contract targets achieved and 750 businesses provided with direct advice and support. The support focused on providing a 'Business MOT' to relevant businesses, which resulted in a holistic assessment of each SME across areas including finance, innovation, skills and recruitment, energy efficiency, and product-service development, to name just a few.

Claire Needham, Boss Hair & Beauty

www.bosshair.co.uk

"We had a 'Business MOT' with Nic from Phil Collier Associates, funded by Cumbria LEP. Having an external advisor review our business with us really helped us to understand things that were working well and identify areas for development. The advice on the next steps to take and signposting further support was invaluable."



The funding agreement for 2023/24 increased slightly to £261,000 with the targets increasing broadly in proportion.

Having seen the benefits of working collaboratively with a variety of providers, the service moved to a majority-outsourced model at the start of the 2023/2024 financial year. Sub-contractors, which had successfully achieved targets in 2022/2023 were invited to tender again and many were successful, as were other agencies. This has allowed for a coalition approach whereby CLEP undertakes the programme management and co-ordination, ensuring compliance with national requirements, while allowing local advisors and organisations to undertake the business engagement activity they do so well.

The service has been rebranded as the 'Cumbria Accelerator' programme, which speaks to businesses on a number of levels. Those struggling to overcome a key challenge are engaging to help them address these, whether that be financial or related to difficulties with recruiting staff. Those businesses that are already progressing and growing are also engaging as they see it can help them accelerate the pace of delivery and reach their goals more quickly.

The new brand has been well received in the initial days since launch and is being widely used by CLEP and contractors across a variety of platforms.



The business support landscape is undergoing fundamental change, across the UK, as European funding has ended and established programmes have closed for business. Cumberland Council and Westmorland and Furness councils are now in receipt of UK Shared Prosperity Funding and the LEP is working with the councils to ensure that business support delivered through their programmes effectively align with Department for Business and Trade Growth Hub support, which is channelled through CLEP.

CLEP will continue to work with local authorities and partners to deliver the best possible support for our businesses across Cumbria through the rest of 2023/2024, and ensure that there is an effective business support eco-system in place to support our businesses.

Melissa Newton, MN Consulting

www.mn-consultant.co.uk

"The Business MOT with Phil Collier Associates was great and provided some excellent advice on how I can move forward and grow the business, both from a staffing point of view, providing insight into apprenticeships, and also a technical perspective, pointing me in the right direction of some additional technical support for my business systems."



Chloe Luper, Social Soda Ltd. Carlisle

www.socialsoda.co.uk

"I approached Peter at CBASS through the CLEP 23-24 Business Support programme to discuss our current business growth challenges, and help us develop a strategy for managing the company going forward and achieving our goals. Peter was able to look at every element of our business, ask the right questions and his advice has been invaluable."



Shane Borg, Borg Woodwork Designs Ltd.

www.Borgwoodworkdesigns.com

"Obtaining advice through the CLEP business support programme created a roadmap for my business, leveraging my previous discussion to assess my current status. Peter from CBASS helped me with defining my future objectives, and provided tailored guidance that has set me on a well-informed path towards success."



Barrow Business and Enterprise Support Project

The Barrow Business and Enterprise Support project is funded through the £25m Barrow Town Deal initiative and was launched in late 2022. The project provides tailored assistance to individuals and SMEs in Barrow to support resilience and business growth. It is designed to increase business start-ups; those becoming self-employed, or people, who wish to create community businesses. Cumbria LEP has overall responsibility for the delivery of the contract, reporting to Westmorland and Furness Council and the Brilliant Barrow Town Deal Board.

A combined total of 541 enterprises and individuals will be supported from the £500,000 of funding that has been made available throughout the life of the project. CLEP has sub-contracted the delivery to the Cumbria Chamber of Commerce and the Cumbria Social Enterprise Partnership for the 2022/23 and 2023/24 financial year.

Since delivery commenced in February 2023 the programme has supported four individuals to develop start-up plans and 17 existing businesses to improve performance through the provision of business support and advice. A further 27 individuals and 32 businesses are at various stages of receiving support.

After a slow start, the programme is now starting to gather momentum and CLEP is leading on developing positive links with partners in the area to ensure that local people are aware of the support available.



CAPITAL PROGRAMME INVESTMENTS

The last year has been focused on ensuring the capital completion of the CLEP's capital programmes, namely the Getting Building Fund, the Local Growth Fund, and the Northern Cultural Regeneration Fund, with this being successfully achieved. At the outset of the 2023/24 financial year there were a handful of programmes that were still to be physically completed, with all of the funding related to CLEP's investments now evidenced, in practical completion terms.

GETTING BUILDING FUND

Marina Village

The Marina Village project will deliver the opening phase of a housing and commercial development along the waterfront at Barrow in Furness. The project is fully aligned with the Barrow Town Investment Plan and currently at the early stage of delivery. The LEP's funding supported Phase 1 of the scheme, which is completed and has remediated the site to enable the Marina Village development, which will be known as Barrow Waterside, going forward.

A595 Bothel

Improvements at the Bothel scheme were completed, focused on junction improvements aimed at increasing safety and reducing journey times. The scheme has been identified as being of pan-northern significance and was included in the Transport for the North's programme of improvements promoted to the Department for Transport (DfT).

A595 Bothel Case Study

The road was officially opened on 31 May 2023 with Councillor Denise Rollo, Executive Member for Sustainable, Resilient and Connected Places at Cumberland Council saying:

"I am delighted that the Torpenhow road junction is now open, as the A595 is very important for connectivity between Carlisle and West Cumbria.

"I would like to thank all the locals and commuters for their patience while we have made these road improvements, and also thank our local contractor Story Contracting for all their hard work, and the CLEP for their funding investment – this road will help to make people's lives not only safer, but a little bit easier on a daily basis."

Chief Executive, Jo Lappin said:

"The Cumbria LEP was pleased to invest £5million into the Torpenhow Junction to improve connectivity and safety on the A595, a route which is a strategic priority for CLEP. Importantly, the junction responds to feedback from local communities and will help improve journey times in Cumberland."



GROWTH DEAL/LOCAL GROWTH FUND

Lillyhall North

Lillyhall is a strategic employment site in West Cumbria sitting adjacent to the A595 east of Workington. The Lillyhall North project centred on delivering enabling infrastructure works and secure planning permission to unlock future development at the site.

This project has now been physically completed with the project completion retention due to be released shortly.

A595 Grizebeck

The A595 through Grizebeck is sub-standard, with poor visibility and alignment. In one location the route becomes a single-lane through farm buildings, requiring vehicles to give-way to oncoming traffic. Elsewhere within Grizebeck unsuitable rural lanes are used by high volumes of traffic as shortcuts.

The investment by CLEP was focused on the scheme development costs to enable further business case development to secure funding from DfT for the construction work.

Optimising Connectivity 2: Phase 2 - Southern Windermere

Optimising Connectivity 2 sought to deliver improvements to off road connectivity and car-free access that would strengthen the visitor experience and economic performance of the Lake District National Park.

The Southern Windermere element, which has been named "West Windermere Way" by the Lake District National Park Authority, has created an off-road cycling and walking trail from Newby Bridge to the Windermere Ferry and along the south western shore of Windermere.

West Windermere Way - Case Study

The aim of the West Windermere Way is to give people travel options along the western shore of Windermere. It's ideal for families who want to be able to walk safely along the west side of Windermere and to enjoy the stunning views. Linking the key visitor attractions in the area using the trail helps people to stay longer and explore the area without needing a car. The route avoids most of the roads, and the path is as accessible as possible. It is suitable for walkers, families featuring little legs and pushchairs, cyclists, and horse riders. Some sections are accessible for wheelchair users.

On 14 July, Trudy Harrison, MP officially opened the new £1.5 million West Windermere Way route. She said: "We are enabling more people to connect with nature – as outlined in the Government's Environmental Improvement Plan and also to be more active. The West Windermere Way achieves both, whilst helping local people to access other forms of transport and enabling visitors to experience the wonders of this beautiful place I also call home."

"The Lake District has a dynamic and historic landscape, this path will support sustainable tourism, providing an economic boost to many businesses too. I'm grateful to all those who made this new route possible and encourage everyone to visit the West Windermere Way."

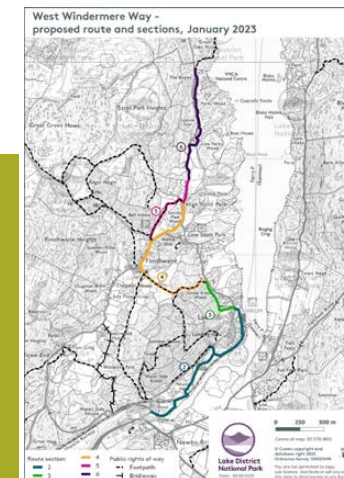
Contractors began work in July 2022, installing raised boardwalks, a new bridge over the railway, surfacing and fencing. The West Windermere Way is a 5.6km multi-user trail connecting Newby Bridge and the Ferry line along the western shore of the iconic Lake Windermere. The new trail follows the lakeshore in some areas, and heads away from the lake to link key visitor attractions on the western shore of Windermere.

The new trail maximises the wellbeing benefits of connecting people with nature, landscapes and heritage through the newly installed educational interpretation panels and access to heritage sites such as Stott Park Bobbin Mill.

The West Windermere Way better connects communities and businesses and enables safe and sustainable travel without relying on a car. The route is suitable for walkers, horse riders and cyclists and can be completed in its entirety or split up into three distinct sections.

Part of the route is designated as the 51st Miles Without Stiles route in the Lake District. This means it is suitable for people with mobility issues and families with prams or small children.

The West Windermere Way connects various sustainable travel options like boat via Windermere Lake Cruises, rail via Lakeside and Haverthwaite Railway, and bus routes at Newby Bridge.



Low Carbon Barrow

Low Carbon Barrow was a programme of investment across Barrow in Furness to reduce carbon. The investments included energy efficiency projects in public housing and public buildings, electric vehicle charging infrastructure in key locations, a small grants programme.

Cross-a-Moor

This project has delivered a new roundabout at the junction of the A590/Pennington Lane/Main Road (Cross-a-Moor junction) at Swarthmoor. This will help bring forward sites to unlock the delivery of 1,062 homes. The South Lakeland District Local Plan identified a range of significant housing sites in South Ulverston. The allocation of land for residential development supports the advanced manufacturing sector in south Cumbria and addresses historically low rates of housing delivery in Ulverston in recent years.

What has Growth Deal Delivered

The targets for the programme need to be delivered by 2025 and the latest position on this is outlined in the adjacent table.

Programme Outputs	Jobs		Investment (Public & Private Match / Follow-on Investment)	Learning Opportunities	Housing	Sq. Metres Premises (Created / Refurbished)	Premises with access to superfast broadband
	Created	Safeguarded					
Output Target	3,000		£60,000,000	1,700	3,000	62,000	5,000
Allocations/	3,642	1,493	£128,817,186	5,207	4,162	211,213	11,220
Commitments	5,135						
Forecast	3,654	1,497	£150,284,843	6,886	2,395	211,354	11,243
	5,151						
Achieved	830	1,491	£109,125,053	6,071	899	124,266	11,223
	2,321						
Achieved (% of BEIS Target)	77.4%		181.9%	357.1%	30.0%	200.4%	224.5%
Remaining Target	679		EXCEEDED	EXCEEDED	2,101	EXCEEDED	EXCEEDED

The table demonstrates that good progress has been made, with four of the six targets exceeded. Job performance has also increased with housing being the most challenging target. This will be closely monitored to identify what further support can be provided to deliver this important target for Cumbria.

NORTHERN CULTURAL REGENERATION FUND – PROGRAMME CLOSURE

The primary aims of the fund was to encourage sustainable, cultural, and creative regeneration in the North of England, benefitting areas that have historically have low levels of cultural and creative investment. The fund sought to achieve these by supporting projects in the cultural and creative sector that made demonstrable, lasting, and sustainable changes to places and spaces.

The Northern Cultural Regeneration Fund was a £15m capital fund announced by Government, alongside the £5m for the Great Exhibition of the North. The funding intended to secure a legacy from the Great Exhibition and amplify its impact across the North of England.

The Cumbrian World Heritage Lake District project is now complete, following the practical completion of the Abbot Hall project. The project contributed to a wider programme of transformative capital investment with Windermere Jetty, Dove Cottage, and the Wordsworth Museum being supported alongside Abbot Hall.

Abbot Hall - Case Study

CLEP provided funding of £495,000 towards the project through the Department of Digital, Culture, Media, and Sport's Northern Cultural Regeneration Fund, with Abbott Hall officially reopening on 19 May 2023.

The Abbot Hall site refurbishment and improvements included connecting the community and landscape surrounding the site with the buildings and creating a hub for heritage, culture, and creativity. It has been re-imagined as a space to spark conversation and engagement with the collection, creative practitioners, visitors from elsewhere, and community groups. It is a place for exploration and challenge, as well as for creation, to vision a new way of working for Lakeland Arts.

The Abbot Hall improvements upgraded the Grade I listed building's electrics, flood resilience, refurbishment and re-decoration.

Rhian Harris, Chief Executive of Lakeland Arts said: "The reopening of Abbot Hall is great news for Kendal, culture in Cumbria, and the arts scene in the UK. It is incredibly exciting to be working with renowned artist Julie Brook. This major exhibition will signal a new direction for Abbot Hall as we focus our programme on the exploration of landscape and identity."

Jo Lappin, Chief Executive of CLEP said: "The LEP was very pleased to provide the necessary funding to complete phase 1 of the Abbot Hall improvements, which was an important stage in preparing for reopening in May 2023. I'm sure that visitors will be delighted to see the gallery restored and open for business."



INTERNATIONALISATION

CLEP has maintained its focus on encouraging new international investment at the same time as supporting our existing international businesses to deliver on their growth plans.

Internationalisation Strategy

One of the priorities for internationalisation work in 2023 was refreshing the Internationalisation Strategy to respond to the new operating environment, post-pandemic, and the exit from the EU. This had a sectoral focus, based on those sectors with the greatest potential in terms of both export, and inward investment. This resulted in the revised action plan, below.

General
Create a suite of ready to customise investment response material.
Design and deliver a prominent campaign promoting local exporting success stories to stimulate further interest.
Establish a systematic investment response and project-handling approach.
Present current opportunities regularly and clearly to Department of Business and Trade staff and people based overseas looking at attracting investment.
Prioritise investor support activity – including identification of 'piggyback' trade opportunities.
Create an export hub bringing together all support agencies/organisations.
Carefully monitor tariff discussions and how UK tariffs will affect inbound investment, and how EU tariffs may drive more domestic value add/examination of alternative markets.
Work with major primes (i.e. Sellafield Ltd and BAE Systems) to identify opportunities for developing relationships with their key IT and digital partners (i.e. Cap Gemini and Atos).



Supporting the Crown Hotel

The hotel also introduced a Combined Heat and Power unit which effectively converts gas into electric energy to be used to power the hotel and run its fitness facility, Riverside Fitness.

The green journey continued with the installing of 60KW of solar panels for renewable energy, guaranteeing a green energy source for electricity and improving the hotel's energy and cost efficiency. This together with smart energy sensors and the introduction of an additional six EV charging points is really beneficial to guests and the environment.

A number of smaller measures such as installing a swimming pool cover, reducing waste plastic, recycling, and a food wastage system are just some of the many steps taken to contribute to this hugely successful project.

Chris McLaughlin, General Manager, said: "We are thrilled with our £2.6m refurbishment, the Crown Hotel is better positioned than ever and we are celebrating this success. We are proud that following this investment, we have reduced our carbon emissions so exceptionally well, and we hope that it encourages others to consider their own carbon footprint reduction, and follow in the Crown's eco journey and with the help of CLEP we will continue to look at further energy usage improvements."

Internationalisation Strategy

New Nuclear	Advanced Manufacturing inc. Marine Engineering	Visitor Economy	Food and Packaging	Clean Energy
Reinforce the world-leading position of Cumbria against other UK locations, stimulating the efficient and circular use of resources including growing local digital, AI and robotics expertise.	Explore potential to create export/investment opportunities associated with supply chains to support major business endeavours.	Identify suitable investment sites for new hotel / leisure opportunities to take to the international market.	Work with 'Taste Cumbria' or equivalent and Department of Business and Trade to develop a Cumbria SME food export capability.	Develop an off-grid gas alternative heat investment prospectus.
Continue to work with Sellafield on Japan opportunities and explore Korean links.	Examine trade opportunities for example in the Australian defence sector programme, particularly given the UKAUS agreement and the potential for civil nuclear diversification into defence as well as a new free trade agreement with Australia.	Support efforts to secure more sector relevant small / medium scale business events, and increase the corporate offer as an indoor /outdoor training venue.	Ensure Department of Business and Trade and intermediaries are clear on Cumbria larger scale food production and food packaging credentials.	Identify and support opportunities to develop offshore wind capability.
Create greater collaborative relationships in R&D to catalyse decisions and actions, pushing for agile solutions – particularly with Germany, France, Japan and Australia.	Develop strong areas of growth in the lighting, fibre optics, and advanced manufacturing sectors.	Work with destination management organisations and others to increase the number of foreign visitors to Cumbria as global Covid-19 restrictions are lifted.	Explore opportunities for Cumbrian businesses to exploit innovations in recyclable food packaging and shelf-life longevity.	Consider opportunities to invest in large-scale battery storage capacity.
Engage with the three identified SMR businesses at early regulatory stages as well as Rolls-Royce's SMR, which continues its progress through the UK's Generic Design Assessment.				Utilise Cumbria's Clean Energy Plan as a framework for developing a range of opportunities, including hydrogen/carbon capture use and storage, and renewables.

CAREERS HUB

Careers and Enterprise Programme

The LEP delivers the Careers and Enterprise Programme, through the Cumbria Careers Hub, on behalf of the Careers and Enterprise Company. CLEP sees this as an essential programme of activity to link the world of education and the world of work to ensure that the current and future needs of the economy and businesses are met, and that all of our young people maximise their potential.

The Cumbria Careers Hub is committed to **helping every young person find their best next step.**

During the last year, Cumbria Careers Hub supported 52 institutions including nine special education needs schools, three alternative provision schools and four further education colleges. All 52 institutions have had the dedicated support of an enterprise coordinator and 50 institutions have been matched with a volunteer enterprise adviser from business to support the development and implementation of their careers education programme. This additional support has resulted in a significant increase in progress against Gatsby Benchmark 1 (delivering a stable careers programme) from 55% to 72.6%. Overall, Cumbria's schools are fully achieving an average of 5.3 Gatsby Benchmarks. See www.careershubcumbria.co.uk/schools-colleges/benchmarks/ for more information.

Gatsby Benchmarks

1. A stable careers programme
2. Learning from career and labour market information
3. Addressing the needs of each student
4. Linking curriculum learning to careers
5. Encounters with employers and employees
6. Experiences of workplaces
7. Encounters with further and higher education
8. Personal guidance

Cumbria's schools and colleges have striven to deliver exceptional careers education in Cumbria. This is very much thanks to the employer network, which has helped all schools and colleges to deliver meaningful employer encounters and experiences of the workplace, resulting in Cumbria schools achieving up to 19% above the national

benchmark. An incredible achievement, given that so many businesses are facing their own skills shortages.

Benchmark as 31 July 2023	Cumbria	National
5. Encounters with employers and employees	84.6%	73.3%
6. Experiences of workplaces	72.9%	54.2%

In the last academic year over **84%** of Cumbria's learners in schools and colleges **received relevant labour market information** thanks to the newly launched [U-Explore Platform](#). The platform showcases Cumbria's nine priority sectors as well as the educational pathways young people can follow to secure a career in Cumbria.

The careers education programme for Cumbria's young people has delivered significant results.

- Over 31,000 students from Year 7 to Year 13 taking part in a careers activity during each academic year.
- Just under 5,000 young people in Year 10 venturing out on work experience with a local employer.
- 30,000 young people being provided with the opportunity to meet with multiple local employers to learn about working in their business.
- Approximately 4,000 students practicing their interview skills with an employer each academic year.
- Careers becoming embedded in day-to-day lessons as careers education moves into the mainstream of school and college life, resulting in the knowledge of different pathways increasing.
- Awareness of apprenticeships doubling to 81% in Year 11.

There has been a particular focus on both improving parental engagement and increasing experiences in the workplace through partnership 'task and finish' groups, which culminated in a careers conference, focused on the future of work and ensuring that the actions from the task and finish groups would be achieved in the next academic year.

During the last year, the Careers Hub successfully secured additional funding to deliver two key projects, the Hub Innovation Project and the Teacher Encounter Project.

The Hub Innovation Project

The Hub Innovation Project, which is funded by the Careers and Enterprise Company, was established to help understand the reason for high numbers of youth unemployment in Barrow-in-Furness. Working in partnership with Furness College and their students from the construction, motor vehicle, and hair and beauty courses, the Careers Hub invited employers into the college to bring learning to life, support the development of the skills needed for successful employment, and build business relationships to help students to secure a job on completion of their course.

In April, the 'Our Future Young Ambassador' programme was launched with over 30 Young Ambassadors from Morgan Sindall, BAE, and the Lakeside Hotel and Spa. The Ambassadors are from a range of backgrounds in Barrow, and close in age to the students to offer relatable peer-to-peer support. The programme has been designed to support students by raising their aspirations, supporting their understanding of behaviours in a work environment, and developing their knowledge about their available opportunities.

Over the six-week programme, the Young Ambassadors covered a range of topics including identifying strengths, understanding communication skills in the workplace, team working, and the importance of personal branding. While working with the Young Ambassadors, the students had access to one-to-one careers advice and guidance and CV-writing workshops.

The students completed a baseline questionnaire at the start of the project and a further questionnaire on completion to help determine whether the programme had been successful. The results will support the Careers Hub to hone the programme further and ensure that going forward, young people have the skills necessary to secure sustainable employment.

Teacher Encounter Project

Cumbria Careers Hub delivered a new and inspirational project to help teachers learn more about the wide range of careers available within the construction industry. Twenty one teachers, from 18 secondary schools, and more than 20 employers have joined forces to create teaching resources to help Year 9 students understand how their learning can lead to a variety of different careers in the construction industry. The project will provide advice to over 5,000 pupils in Year 9.

The collaboration saw construction industry employers working with teachers to explore ways of enriching the curriculum, by helping to connect lessons to real life workplace applications and demonstrate how subjects such as English, maths, geography, history, and science are used in shaping and constructing major projects.

Teachers have been able to create engaging resources and content for their pupils, while raising awareness of the various educational avenues that could lead to a career in designing, developing, and building roads. A conference brought together employers and teachers to learn about the Year 9 curriculum and how that links to the world of work. In May and June, the teachers took part in an 'industry day' hosted by National Highways and its delivery partners, including Balfour Beatty, Kier, and Keltbray.

Recent studies have shown that teachers are a key source of career inspiration for students. However, 70% of teachers are not confident talking about careers linked to their subject area, and want more information about the range of future options - in particular, vocational and apprenticeship pathways. The project is playing an important role in addressing this knowledge gap.

The Careers Hub launched its first [Cumbria Careers Hub Yearbook](#) this year where you can find out about all the various projects that have been delivered over the past year.

GOVERNANCE

CLEP is fully committed to operating to the highest standards of propriety, transparency and accountability, and to ensuring its governance structure reflects this. Importantly, the arrangements seek to ensure that private, public, voluntary, and community sector partners are actively engaged in the development and implementation of strategies and plans.

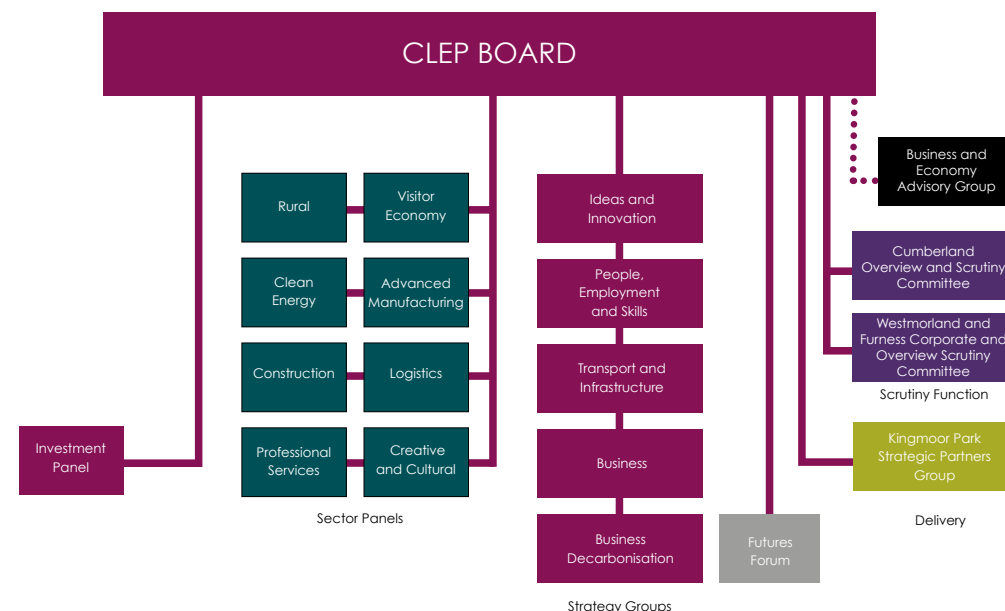
The LEP has continued to make sure that its governance bodies are inclusive, action-focused, and reflective of Cumbria's strategic and economic priorities. All governance bodies have specific responsibilities and terms of reference that encapsulate these to avoid duplication and overlap.

The governance structure was initially developed in 2019 and has remained broadly fit for purpose during that period, with only a small number of changes made. Most recently, the Places Strategy Group was replaced by the Business Decarbonisation Strategy Group, with Local Government Reorganisation necessitating two further changes. The changed local government membership and chairing responsibility for the Transport and Infrastructure Strategy Group, with Councillor Denise Roll taking over as Chair, and the formation of two scrutiny bodies to replace the previous Local Enterprise Partnership Scrutiny Board. CLEP's current governance structure is outlined in the adjacent chart.

Most bodies are advisory with the only formal decision-making bodies being the Board, the Investment Panel, and the Kingmoor Park Strategic Partners Group.

Decision-Making Groups

The Board is the main decision-making body, with all governance bodies ultimately reporting to it. The Investment Panel is responsible for overseeing any CLEP investments and ensuring that all due diligence in relation to publicly funded investments are met. Increasingly, it is focusing on the delivery of CLEP's revenue programmes, following the successful closure of its capital programmes. The Kingmoor Park Strategic Partners Group continues to address the residual responsibilities flowing from Enterprise Zone status.



Advisory Groups

The strategy groups and sector panels operate on a supply-and-demand basis, with the strategy groups representing the supply side and the sector panels representing the demand side. For example, the sector panels will outline their skills needs with the People, Employment and Skills Strategy Group, identifying how these can be met, or transport and infrastructure issues being taken forward by the Transport and Infrastructure Strategy Group.

The Futures Forum is an important part of the governance structure, ensuring that 18-35 year olds can influence CLEP's decisions and activity, enabling our future generations to have a genuine stake in Cumbria's economy.

The new LEP scrutiny boards will continue to discharge the independently-elected member scrutiny of the LEP's strategic and operational activity. These bodies actively demonstrate CLEP's ongoing commitment to the highest standards of transparency and accountability.

The Business and Economy Advisory Group replaced the Business and Economic Response and Recovery Group, once the later was formally stood down, with the standing membership transferring seamlessly from one to the other. This Group has provided an important source of intelligence, on behalf of Cumbria's businesses. The frequency of meetings has been reduced as the economy starts to emerge from the adverse impacts of the pandemic.

Diversity and Inclusion

All LEPs had a target to achieve equal male/female gender representation by January 2023, which was successfully achieved by CLEP.

The LEP remains equally committed to making strong progress on broader diversity issues and in encouraging representation from under-represented groups and people with protected characteristics. Professor Andrew Wren, the Board Diversity Champion, continues to monitor this.

Performance

CLEP continued to meet all performance requirements in its assessment by Government, with the 2022/23 assessment confirming that CLEP was 'met' for governance, strategy and delivery. *Met* is the best marking available under the current system.

The assessment framework will change in 2023/24 reflecting Government's decision to withdraw core funding from LEPs.

Board Membership

During the year two private sector Board members, Des Moore and Janett Walker, stood down with Julie Clayton, Jennifer Cormack, Emma-Lea Dalton and Claire Deekes joining the Board as private sector members.

Local Government Reorganisation resulted in further changes with Cumberland Council and Westmorland and Furness Council becoming corporate members. Lisa Brown and Jonathan Brook will be the councils' lead representatives, respectively. At the same point, Stewart Young, Vice-Chair of Cumbria County Council, and Robin



Ashcroft, Mike Johnson and John Mallinson, representing South Lakeland District Council, Allerdale Borough Council, and Carlisle City Council, respectively, stood down from the Board.

The Board agreed that the planned reduction in the size of the Board would be deferred to enable the extension of two private sector Board members, John Coughlan and Nigel Wilkinson, MBE, with the Articles of Association being amended accordingly.

ACCOUNTS

2022/23 Financial Statements

I am pleased to present Cumbria LEP's (CLEP's) audited financial statements for the year ended 31 March 2023, the fourth set of statutory accounts, since the company became formally operational on 1 April 2019. I am grateful to David Allen Chartered Accountants for auditing the financial statements and to Armstrong Watson Chartered Accountants for producing CLEP's management accounts throughout 2022/23.

It is very reassuring that yet again 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 findings from the audit that needed to be drawn to the CLEP Board's attention and there were also no unadjusted items for the auditors to report. Clearly, CLEP will continue to maintain its effective systems and processes and I would like to thank those members of the CLEP executive team who are responsible for effective programme delivery and financial management, under the leadership of our Chief Executive, Jo Lappin, MBE.

The income for 2022/23 exceeded the expenses by £168,005 with Corporation Tax of £4,546 due to be paid for the year. Prudent management meant that the final surplus exceeded that budgeted at the outset of the financial year and the net assets of the company as at 31 March 2023 amounted to £1,008,100. Therefore, I am pleased to report that a healthy reserves balance was carried forward into 2023/24. This provides a very strong basis for the business to operate throughout both 2023/24 and 2024/25 and will ensure that we can effectively deliver our strategic priorities and work programmes.

Due to Local Government Reorganisation, CLEP's accountable body changed as from 1 April 2023. I would like to thank both our previous Accountable Body, Cumbria County Council and our current Accountable Body, Westmorland and Furness

Council, both of whom have performed a highly supportive and productive role in ensuring that CLEP fully meets the requirements of its Local Assurance Framework. I would particularly like to thank Jamie Wright, as Cumbria County Council's Accountable Body representative, for his support to the Finance, Audit and Resources Committee and to Marianne Bastille, lead Accountable Body representative at Westmorland and Furness Council.



Once again, I would like to thank all of the organisations that provided financial, secondment and/or in-kind support to CLEP during the year, namely, Sellafield Limited, BAE Submarine Systems Limited, Cumbria County Council, Allerdale Borough Council, Barrow Borough Council, Carlisle City Council, Copeland Borough Council, Eden District Council, and South Lakeland District Council. The contribution made by all of these organisations has been very much appreciated, as has the assistance provided by Cumberland Council and Westmorland and Furness Council together with the ongoing support from colleagues at Sellafield Limited and BAE Submarine Systems Limited.

I would like to thank my Finance, Audit and Resource Committee colleagues, Professor Julie Mennell DL, Sarah Swindley and Professor Andrew Wren, for their contribution to ensuring that CLEP retains effective systems and processes and remains in a strong position, financially.

Nigel Wilkinson, MBE
Chair, Finance, Audit and Resources Committee

Statement of comprehensive income for the year ended 31 March 2023

	Year Ended 31 March 2023
	£
Income	2,271,863
Staff and direct costs	(792,376)
	1,479,487
Administrative expenses	(1,335,408)
Operating surplus	144,079
Interest receivable and similar income	23,926
Surplus before tax	168,005
Taxation	(4,546)
Surplus for the financial year	<u>163,459</u>

There were no recognised gains and losses for the period ended 31 March 2023 other than those included in the statement of comprehensive income.

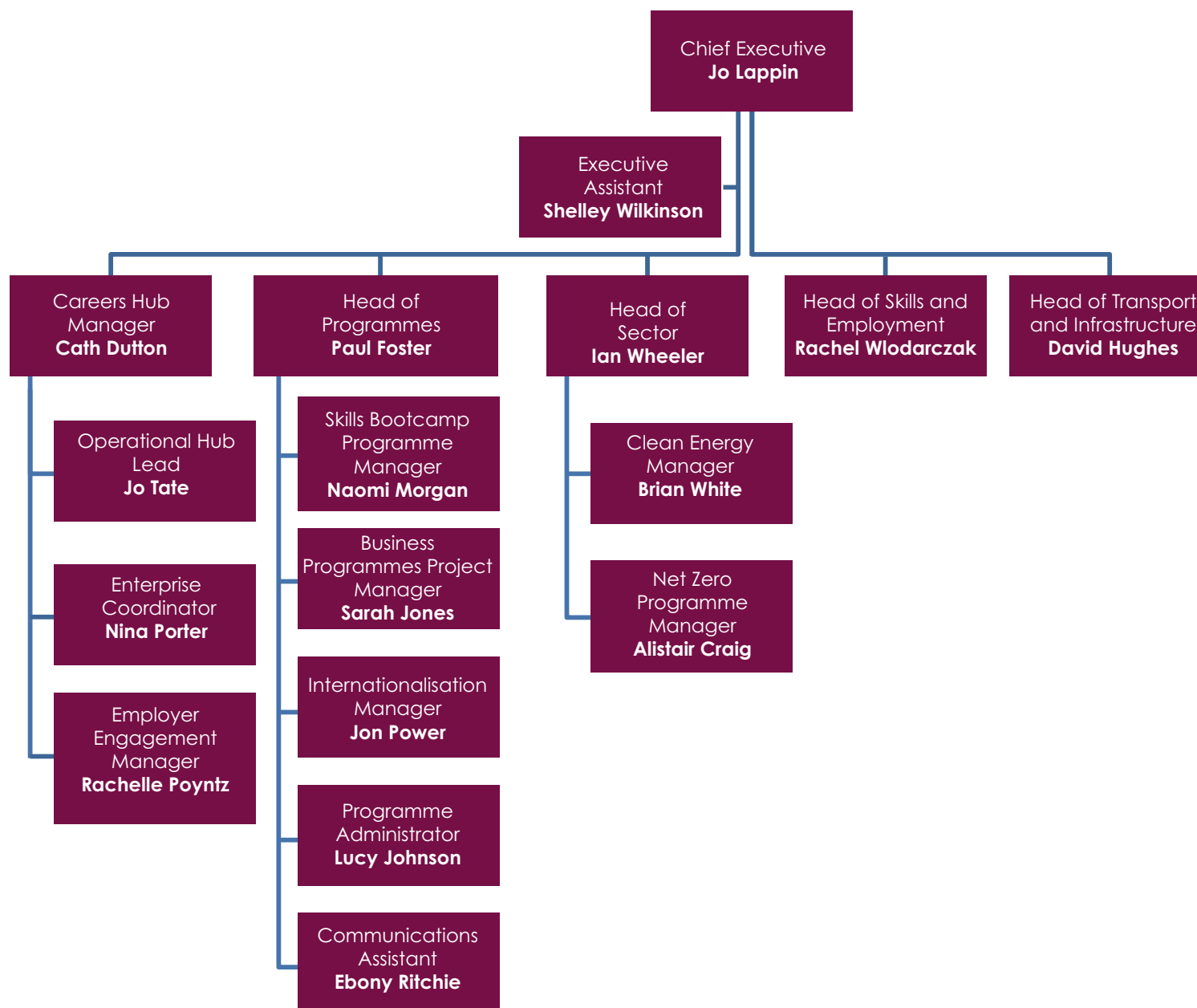
Statement of financial position as at 31 March 2023

	As at 31 March 2023	
	£	£
Fixed assets		
Tangible assets		4,399
Current assets		
Debtors	410,829	
Cash at bank and in hand	1,977,792	
	2,388,621	
Creditors: amounts falling due within one year	(1,384,920)	
Net current assets		1,003,701
Net assets		<u>1,008,100</u>
Reserves		
Contingency reserve		331,582
Revenue reserves		676,518
		<u>1,008,100</u>

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

A copy of the full statutory financial statements for the company for the year ended 31 March 2023 will be filed at Companies House following the Annual General Meeting and will be available on the public record.

MEET THE TEAM





FORWARD LOOK 2024 FROM THE DEPUTY CHAIR

The last twelve months have seen significant progress across a wide range of the LEP's activities and in my role as Chair of the Investment Panel I have been really pleased to see that all of the Growth Deal, Getting Building Fund, and Northern Cultural Fund investments have been financially and practically completed, and are well on the way to delivering the agreed outcomes and impacts.

The Investment Panel also agreed the new Innovating for Success programme, which was designed to support our businesses to invest in what remained a challenging economic environment. I have been really pleased with the breadth and quality of the projects that are being supported and to see the pace with which these are being delivered, as demonstrated by the fact that we are able to provide four completed case studies in this Annual Report, all of which were completed in just over three months.

Looking forward on the investment front, the Investment Panel has identified a series of catalytic investments, which will support many businesses to address their priorities from developing the next generation of leaders through to supporting transport links between areas of high demand and areas of supply. Alongside this, we will continue to explore funding for a further round of Innovating for Success, given how well this has been received and the economic impact that this is demonstrating.

Turning to the LEP's wider priorities, we are clear that we are here for business and all of our activities during 2024/25 will continue to focus on supporting our businesses to deliver on their priorities, to ensure that Cumbria's opportunities are maximised and that we help unblock any barriers to growth. We will continue to work with all of our businesses to address our current economic trilemma of declining working age population, reducing productivity, and slower growth.

Clearly, during 2024 we will be working with our colleagues in Cumberland, and Westmorland and Furness councils to respond to the Government's recent announcement on Transfer of Functions and the LEP's role in 2025 and beyond. Rest assured we will ensure that the needs of our economy and businesses remain front and centre, with the Board committed to continuing to serve Cumbria, in whatever best meets the needs of our businesses.

With all best wishes,

Steve Cole,
Deputy Chair and Chair of Investment Panel

VOTE OF THANKS

The Board and Executive are extremely grateful to our governance partners for their important contribution to the delivery of our work programmes and their commitment to Cumbria's economy and businesses.

Investment Panel

Eloise Abbott, Department for Business and Trade
Marianne Bastille, Westmorland and Furness Council
Barbara Cannon, Cumberland Council
Steve Cole, Chair BAE Systems
Paul Foster, CLEP
Alison Hatcher, Westmorland and Furness Council
Peter Hensman, Lake District Estates
David Hughes, CLEP
Andrew Jarvis, Westmorland and Furness Council
Jo Lappin, CLEP
Ruth Pugsley, DLUHC
Simon Sjenitzer, Tetra Tech
Chris Watson, Tetra Tech
Corinne Watson, Westmorland and Furness Council
Liz Watson, Westmorland and Furness Council
Shelley Wilkinson, CLEP

Strategy Groups

Business Support Strategy Group

Helen Allen, Community Catalysts
Martin Allman, Cumberland Council
Mark Bowen, Lancaster University
Matt Bratton, CBI
Colin Brew, GC Business Growth Hub
Suzanne Caldwell, Cumbria Chamber of Commerce
Gareth Candlin, Westmorland and Furness Council
Darren Crossley, Cumberland Council
Emma-lea Dalton, Chair My Kind of Clean
Claire Driver, FSB
Delyth Edwards, British Business Bank
Paul Foster, CLEP
Stephen Gibbs, University of Cumbria
Sue Gilbertson, Cybermoor
John Grainger, BECBC
Alex Guest, CBI
Karen Hadley, University of Cumbria
Gill Haigh, Cumbria Tourism

Daniel Heery, Cybermoor
Andrea Hines, Cumberland Council
Phil Holifield, UCLAN
Sue Howorth, The Family Business Network
Richard Jeffery, GC Business Growth Hub
Angela Jones, Westmorland and Furness Council
Morgan Kasiera, GSK UK
Jo Lappin, CLEP
Grahame Latus, Enterprise Answers
Barry Leahey, Playdale
Gary Lovatt, FSB
Sarah Mitchell, Cumberland Council
Naomi Morgan, CLEP
Ginny Murphy, Cumberland Council
Adrian Naik, Naik Media Ltd
Stephen Nicol, Nicol Economics
Sarah Peak, Department for Business and Trade
Jon Power, CLEP
Lesley Robinson, Cumbria Chamber of Commerce
Mark Rushforth, Lancaster University
Steve Smith, Cumberland Council
Shelley Wilkinson, CLEP
Rachel Wlodarczak, CLEP
Matt Wright, Lancaster University

Ideas and Innovation Strategy Group

Frank Allison, FIS360
Gareth Candlin, Westmorland and Furness Council
Matt Chapman, Innovate UK
Ravindra Chunilal, Sellafield
Andrew Cooney, Sellafield
Alan Cross, STFC
Paul Evans, Cumbria Wildlife Trust
Chris Ford, Lancaster University
Paul Foster, CLEP
David Gibson, University of Cumbria
Daniel Heery, Cybermoor
John Hodgson

Rick Holland, Innovate UK
David Hughes, CLEP
Paul Knight, National Nuclear Laboratory
Jo Lappin, CLEP
Phil Leigh, Innovate UK
Matt Mellor, Createc
Jon Power, CLEP
Duncan Steel, Sellafield
Adam Vaughan, The Idol
Ian Wheeler, CLEP
Andy Wicks, NHS
Oliver Wignall, Chair BAE Systems
Shelley Wilkinson, CLEP
Rachel Wlodarczak, CLEP

People, Employment and Skills Strategy Group

Sarah Allison, University of Cumbria
Emma Bales, University of Cumbria
Philippa Ball, Westmorland and Furness Council
Daniel Barton, Cumberland Council
Mark Bowman, Inspira
Suzanne Caldwell, Chamber of Commerce
Gareth Candlin, Westmorland and Furness Council
Donna Connor, Sellafield
Chris Cunliffe, Cumberland Council
Christopher Dempsey, Multiply
Victoria Dixon, Department for Education
Cath Dutton, CLEP
Victoria Emmett, Inspira
Catherine Eve, Centre for Leadership and Performance
Paul Foster, CLEP
Janet Garner, Co-Chair BAE Systems
Sarah Glass, Centre for Leadership and Performance
David Gregson, Lancaster University
Nik Hardy, Cumberland Council
Elaine Herbert, DWP
Tony Higgins, SP Training
Jonathan Johnson, West Lakes Academy

Angela Jones, Westmorland and Furness Council
 Michelle Lambon-Wilks, Sellafield
 Jo Lappin, CLEP
 Ken Lau, Cumberland Council
 James Lavender, Hurdlers Education
 Helen Manns, University of Cumbria
 Sarah McGrath, Carlisle College
 Julie Mennell, Co-Chair University of Cumbria
 Sarah Mitchell, Cumberland Council
 Naomi Morgan, CLEP
 Ginny Murphy, Cumberland Council
 Chris Nattress, Lakes College
 Chris Pickles, Cumberland Council
 Emma Richardson, Cumbria University
 Judith Schafer, One Cumbria
 Abbe Smith, EDT
 Craig Smith, Gen 2
 Les Studholme, Sellafield
 Sue Thompson, Department for Education
 Cherry Tingle, Energy Coast UTC
 Rob Trimble, University of Cumbria
 Mil Vasic, Westmorland and Furness Council
 Helen Warren, DWP
 Ellen Wealleans, Cumberland Council
 Clive Wigley, Oaklea Trust
 Kerryann Wilson, Energy Coast UTC
 Rachel Wlodarczak, CLEP

Transport and Infrastructure Strategy Group

Alison Hatcher, Westmorland and Furness Council
 Alyson Arnett, Deputy Chair, CLEP
 Michael Barry, Cumberland Council
 Philippa Britton, Network Rail
 Cllr Jonathan, Brook Westmorland and Furness Council
 Katie Day, TfN
 Cllr Mark Fryer, Cumberland Council
 Phil Greenup, Westmorland and Furness Council
 Jonathan Harris, Connected Cumbria
 David Hughes, CLEP
 Cllr Neil Hughes, Westmorland and Furness Council
 Angela Jones, Westmorland and Furness Council
 Philippa Britton, Network Rail
 Jo Lappin, CLEP

Edith McDowell, Optimal Economics (CLEP)
 Karl Melville, Cumberland Council
 Colin Robinson, National Highways
 Cllr Denise Rollo, TISG Chair - Cumberland Council
 Jamal Saddique, DfT
 Sara Stevens, DfT
 Cllr Peter Thornton, Westmorland and Furness Council

Sector Panels

Advanced Manufacturing Sector Panel

Paul Ashley, Clarkdoor
 Andrew Atherton, University of Cumbria
 Darren Brackwell, BAE Systems
 Mark Brook, Chair James Walker
 John Coughlan, TSP Engineering
 Kate Dixon, University of Cumbria
 Jonathan Hardisty, Siemens
 Nik Hardy, Cumberland Council
 Laura Lake, BAE Systems
 Jo Lappin, CLEP
 Jonny Lowe, Holmen Iggesund
 Ross McMahon, Kendal Nutricare
 Wayne Middleton, Innovia Films
 Jayne Moorby, Oxley Group
 David Moore, Cumberland Council
 Alan Otway, MARL
 Andrea Pattinson, 2SFG
 Sarah Peak, Department for Business and Trade
 Jon Power, CLEP
 Adrian Rawlinson, MARL
 Stephen Morgan
 A Torney, M Sport
 Rebecca Wearden, Kendal Nutricare
 Matthew Williams, Westmorland and Furness Council
 Alan Wilson, Pirelli

Clean Energy Sector Panel

Eloise Abbott, Department for Business and Trade
 Tiffany Battersby, Westmorland and Furness Council
 Ian Black, Holmen Iggesund Ltd
 John Burgess, BAE Systems

Gareth Candlin, Westmorland and Furness Council
 Jonathan Cook, Cumberland Council
 Roger Cowton, Sellafield
 Ian Eler, CLEP
 Jason Gooding, Cumberland Council
 Nik Hardy, Cumberland Council
 Craig Hatch, Chair Tetra Tech
 Alison Hatcher, Westmorland and Furness Council
 Paul Howarth, National Nuclear Laboratory
 Debbie Jones, Bangor University
 Ursula Jordan, Morgan Sindall
 Jo Lappin, CLEP
 Mike Pigott, Nuclear Waste Services
 Jon Power, CLEP
 Clint Sharrad, University of Manchester
 Thomas Shaw, Sellafield
 Gary Shuttleworth, Morgan Sindall
 Steve Smith, Cumberland Council
 Tiffany Solender, Department of Business and Trade
 Emma Toulson, Orsted
 Swapna Uddin, Department for Business and Trade
 David Musgrove
 Martin Walkingshaw, Nuclear Waste Services
 Brian White, CLEP
 Shelley Wilkinson, CLEP
 Rachel Wlodarczak, CLEP
 Steven Wood, University of Cumbria

Construction Sector Panel

Dee Addison, LLED Contraction
 Adrian Ash, Waitings
 Andrew Bridge, CITB
 Darren Brown, Cumbrian Roofing Solutions Ltd
 Monica Costelloe, CITB
 Tommy Cubby, Cubby
 Kate Dixon, University of Cumbria
 Andrew Dodds, All Together Cumbria
 Greig Ewart, Roland Hills
 Jobert Fermilan, Consultant
 Nicky Gordon, Genesis Homes
 Laura Guy, CITB
 Paul Hardon, Morgan Sindall
 Alison Hatcher, Westmorland and Furness Council

Stephen Hedges, Morris and Spottiswood
 Jo Lappin, CLEP
 Wayne McKnight, McKnight Builders
 Tony Metcalfe, Metcalfe Plant Hire
 Emma Porter, Story
 Jon Power, CLEP
 Chefna Reay
 Chris Snow, Eric Wright
 Mark Steele, Thomas Armstrong
 Adrian Stubbs, Hanson Contracting
 Ian Wishart, RHI Construction
 Rachel Wlodarczak, CLEP
 David Wright, Chair Gleeson Homes

Creative and Cultural Sector Panel

Michael Barry, Cumberland Council
 Jane Beardsworth, Arts Council
 Matt Burke, Kendal College
 Anna Chippendale, Cumberland Council
 Colette Conroy, University of Cumbria
 Catherine Coulthard, Prism Arts
 Darren Crossley, Cumberland Council
 Lauren Crowther, Sierra Communications
 Kate Giergiel, Westmorland and Furness Council
 Colin Glover, Chair
 Rhian Harris, Lakeland Arts
 David Haughian, Westmorland and Furness Council
 Simon Higgins, Cumberland Council
 David Jane, Theatre By The Lake
 Karen Jones, University of Cumbria
 Lou Kneath, Cloudscape Studios
 Jo Lappin, CLEP
 Adrian Lochhead, Eden Arts
 Andrew Mackay, Tullie House
 Lee Martin-White, Carnegie Theatre
 Michael McGregor, Wordsworth Grasmere
 Adrian Naik, Naik Media Ltd
 Maddi Nicholson, Art Gene
 Kate Parry, CACN
 Kerry Powell, Lake District National Park Authority
 Jon Power, CLEP
 Anne Quilter, Cumberland Council
 Miriam Randall, Brewery Arts

Jacqui Scott, Mountain Fest
 Deanne Shallcross, Rosehill Theatre
 Matt Sonics
 Tom Speight
 Rebecca Stamper, Cumberland Council
 Simon Stephens, Theatre By The Lake
 Virginia Taylor, Westmorland and Furness Council
 Nick Turner, We Are Intro
 Simon Whalley, Simon Whalley
 Shelley Wilkinson, CLEP
 Imelda Winters-Lewis, Westmorland and Furness Council
 Rachel Wlodarczak, CLEP

Logistics Sector Panel

John Baker, Windermere Marina
 Mark Bellew, National Highways
 Chris Bowness, A W Jenkinson
 Robin Brown, System People Training
 Phill Carrick, A W Jenkinson
 Chris Clouter, AB Ports
 Stephen Davidson, A W Jenkinson
 Kenneth Donals, Stobart Truckstops
 Bryan Dutch, Booths
 Cath Dutton, CLEP
 Lyndsey Fitheridge, System People Training
 Tony Higgins, System People Training
 Lee Hillyard, Highways England
 Chris Hoban, Cumberland Council
 David Hughes, CLEP
 Rob Jones, Stagecoach
 Jo Lappin, CLEP
 Anthony Markley, Cumberland Council
 Lucja Majewski, T P Express
 Ginny Murphy, Cumberland Council
 Helen Parkill, Butterworths Solicitors
 Sven Richards, Port of Workington
 Jennifer Robinson, W M Armstrong
 John Robinson, Whitehaven Harbour Commissions
 Neil Robinson, Chair Tyson Burridge
 Philip Robinson, CBEN
 Ricky Robinson, Robinsons
 John Scott, James Walker
 Adele Shewan, Westmorland Family

John Sidney, University of Cumbria
 Andrew Southwell, Holmen Iggesund
 Karen Stalker, Stalkers Transport Services
 Rupert Stephens, Hobden Group
 Tracey Taylor, A W Jenkinson
 Sue Todd, Mountain Goat
 Shelley Wilkinson, CLEP
 Rachel Wlodarczak, CLEP

Professional Services Sector Panel

Ewan Alcorn, MacArthur Recruitment
 Andrew Armitage, A Digital
 Rachael Bell, Rachael Bell Wealth Management
 Paul Dickson, Armstrong Watson
 Samantha Edwards, EMG Solicitors
 Patrick Freeman, University of Cumbria
 Joanne Holborn, Chair Knights
 Alison Johnston, Dodd Accountants
 Lynne McFaul, EMG Solicitors
 Christian Judd, Architect Plus
 Jo Lappin, CLEP
 Jason Mcaleese, Riverside Recruitment
 Ginny Murphy, Cumberland Council
 Abigail O'Brien, Rachael Bell Wealth Management
 Graeme Seavor, Graeme Seavor
 John Stashkiw, Logic Business Systems
 Margaret Watson
 Shelley Wilkinson, CLEP
 Rachel Wlodarczak, CLEP

Rural Sector Panel

Dan Austin, Lake District Farmers
 Tiffany Battersby, Westmorland and Furness Council
 David Black, Paragon Vets
 Emily Bond, Westmorland and Furness Council
 Michael Christian, SRUC
 Andrew Cobb, Newton Rigg Ltd
 James Cobbold, Cumbria Woodlands
 Robert Craig, First Milk
 Adam Day, The Farmer Network
 Amanda Dennison, Myerscough College

Lucinda Douglas, CLA
 Paul Evans, Cumbria Wildlife Trust
 Robet Frewen, CLA
 John Geldard
 Lee Gibson, Myerscough College
 Hannah Girvan, Westmorland and Furness Council
 Jessica Goodfellow, Westmorland and Furness Council
 David Hall, NFU
 Jane Harrison, CLA
 Alison Hatcher, Westmorland and Furness Council
 Simon Humphries, Natural England
 Hannah Jackson, Red Shepherdess
 Keith Jackson, Thomas Jardine and Co
 Keith Jones, Forestry Commission
 Jo Lappin, CLEP
 Hanna Latty, Lake District National Park Authority
 Andy Lees, North Pennines
 Alistair Mackintosh, Red Tractor
 Lois Mansfield, University of Cumbria
 Stuart Martin, SRUC
 Michael Mashiter, North West Auctions
 Ellyse Mather, Environment Agency
 Keith McClure, McClures
 Fergus McMorro, Westmorland and Furness Council
 Andrea Meanwell, National Trust
 Nick Mullins, H & H Land Estates
 Jessica Patten, Environment Agency
 Jon Power, CLEP
 Richard Rankin, H & H Land Estates
 Jim Ratcliffe, Environment Agency
 Alison Robinson, Myerscough College
 Lorraine Smyth, Cumbria ACTION
 Sarah Swindley, Lake District Foundation
 Virginia Taylor, Westmorland and Furness Council
 Rae Tomlinson, Cars Billington
 Stephen Trotter, Cumbria Wildlife Trust
 Alistair Wannop, AWS Power
 Corinne Watson, Westmorland and Furness Council
 Jez Westgarth, National Trust
 Amanda Whittle, Myerscough College
 Shelley Wilkinson, CLEP
 Rachel Wlodarczak, CLEP

Visitor Economy Sector Panel

Angela Anthonisz, University of Cumbria
 Danni Armstrong, Westmorland and Furness Council
 Sandra Baines, Barrow BC
 Gill Baker, Whitehaven BC
 John Baker, Whitehaven BC
 Tiffany Battersby, Westmorland and Furness Council
 Stephen Broughton, Mountain Goat
 Laura Chapman, Westmorland and Furness Council
 Asia Connor, Mountain Goat
 Jennifer Cormack, Chair Windermere Lake Cruises
 Toby Durston, Parkdean Resorts
 Isla Frost-Pennington, Muncaster Castle
 Peter Frost-Pennington, Muncaster Castle
 Jessica Goodfellow, Westmorland and Furness Council
 Gill Haigh, Cumbria Tourism
 Peter Hensman, Lake District Estates
 Daniel Holder, The Quiet Site
 Rob Jones, Stagecoach
 Jo Lappin, CLEP
 Gary Lovatt, FSB
 Chris McLaughlin, Crown Hotel Wethral
 Vanessa Metcalfe, Keswick Tourism
 Ginny Murphy, Cumberland Council
 Stephen Ratcliffe, Lake District National Park Authority
 Katie Read, Cumberland Council
 Owain Roberts, Northern Rail
 Jane Saxon, National Trust
 Kevin Sayers, United Utilities
 Grant Seaton, Cumberland Council
 Alex Sharp-Walker, Westmorland Family
 Sue Thompson, Department for Education
 Rachel Tyson, Cumbria Tourism
 Dan Visser, Langdale Estates
 Serena Von Der Heyde, Victorian House Hotel
 Jim Walker, Cumbria Tourism
 Paul Walker, Cumberland Council
 Nigel Wilkinson, Winander Leisure Ltd
 Shelley Wilkinson, CLEP
 Matthew Williams, Westmorland and Furness Council
 Rachel Wlodarczak, CLEP
 Matthew Worman, Avant West Coast

Labour Supply Working Group

Angela Anthonisz, University of Cumbria
 Karen Armstrong, Langdale Estates
 Emma Bales, University of Cumbria
 Mark Beauchamp, Armstrong Watson
 Mark Bowman, Inspira
 Shane Byrne, DWP
 Stephen Carruthers, Westmorland and Furness Council
 Janine Claber, Marick Communications
 Andrew Cooney, Sellafield
 Jennifer Cormack, Windermere Lake Cruises
 Monica Costelloe, CITB
 John Coughlan, TSP Engineering
 Trudy Dane, DWP
 Dee Derocha, University of Cumbria
 Paul Dickson, Armstrong Watson
 Cath Dutton, CLEP
 Catherine Eve, Centre for Leadership Performance
 Jobert Fermilan, Consultant
 Paul Fletcher, Jacobs
 Chris Ford, Lancaster University
 Paul Foster, CLEP
 Janet Garner, BAE Systems
 Sarah Glass, Centre for Leadership Performance
 Gill Haigh, Cumbria Tourism
 Sarah Harrington, Inspira
 Elaine Herbert DWP
 Katie Holland Sellafield
 Caroline Howsley Cumbria Deaf Association
 David Hughes CLEP
 Rob Jones Stagecoach
 Jo Lappin CLEP
 Helen Manns University of Cumbria
 Sarah McGrath Carlisle College
 Joe McGraw Carlisle College
 Naomi Morgan CLEP
 Ginny Murphy Cumberland Council
 Adrian Naik Naik Media Ltd
 Chris Nattress Lakes College
 Louise Oxley BAE Systems
 Luke Richardson Jacobs
 Neil Robinson Tyson Burridge
 Alex Sharp-Walker Westmorland Family
 Abbe Smith Education Development Trust
 Claire Tandy Sellafield

Sue Thompson, Department for Education
Charles Thornton, Westmorland and Furness Council
Simone Tomlinson, Booths
Rachel Tyson, Cumbria Tourism
Helen Warren, DWP
Nigel Wilkinson, Winander Leisure Ltd
Shelley Wilkinson, CLEP
Rachel Wlodarczak, CLEP

Business and Economy Advisory Group

Rob Allison, Lake District National Park Authority
Michael Barry, Cumberland Council
Mark Bowen, Lancaster University
Becky Bowness, Armstrong Watson
Mark Brook, James Walker SPS
Shane Byrne, DWP
Gareth Candlin, Cumberland Council
Steph Cordon, Barrow BC
John Coughlan, TSP Engineering
Lucinda Douglas, CLA
Stefan Escreet, CACN
Helen Forrester, NFU Mutual
Paul Foster, CLEP
Robert Frewan, CLA
Stephen Gibbs, University of Cumbria
John Grainger, BECBC
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