

New Build Contact Centre and
Office Opportunity
Carlisle, M6 Junction 44

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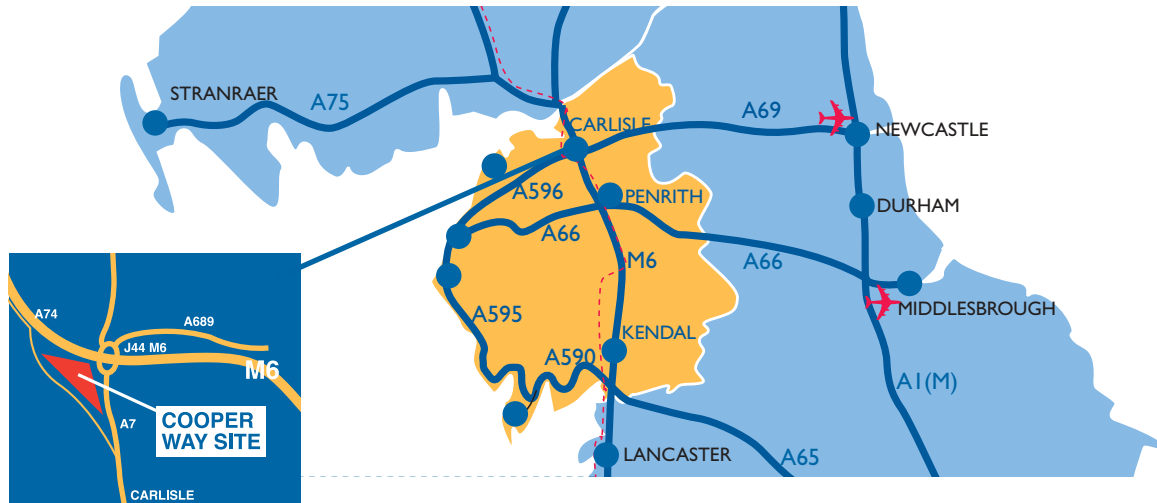
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NEW BUILD CONTACT CENTRE AND OFFICE OPORTUNITY CARLISLE, M6 JUNCTION 44



Carlisle is a vibrant city which dominates the borderlands of England and Scotland. It offers all the facilities you would expect from an important city and regional centre while being one of the most compact and visitor friendly city centres in the country. It is ideally placed adjacent to the M6 motorway.



Details of a new opportunity from Gladman Developments, a full demographic study and telecommunications infrastructure survey are contained in this document but the essence of our business case is:

- 25,000 SQ FT OFFICE SPACE
- LARGE RECTANGULAR FLOORPLATES
- AIR CONDITIONING
- FULL ACCESS RAISED FLOOR
- SUSPENDED CEILING
- RECESSED LOW ENERGY MODULAR LUMINARIES
- 8 PERSON LIFT
- HIGH QUALITY CARPETING
- EXTENSIVE ON-SITE PARKING
- ATTRACTIVE LANDSCAPED GARDENS
- COMPREHENSIVE RECRUITMENT SUPPORT
- CONTACT CENTRE PENETRATION OF THE AVAILABLE WORKFORCE < 1%
- LOCAL STAFF TURNOVER IN SIMILAR OPERATIONS <3%
- ROBUST BROADBAND PROVISION
- LAKE DISTRICT NATIONAL PARK ONLY 20 MINUTES AWAY
- EASY MOTORWAY ACCESS

As the principal administrative centre for the county, and as an important regional service centre, it enjoys a wide industrial base with a variety of manufacturing and service employers including many well known names.

BORDER TV
CAPITA PIRELLI
CAVAGHAN
MCVITIES & GRAY



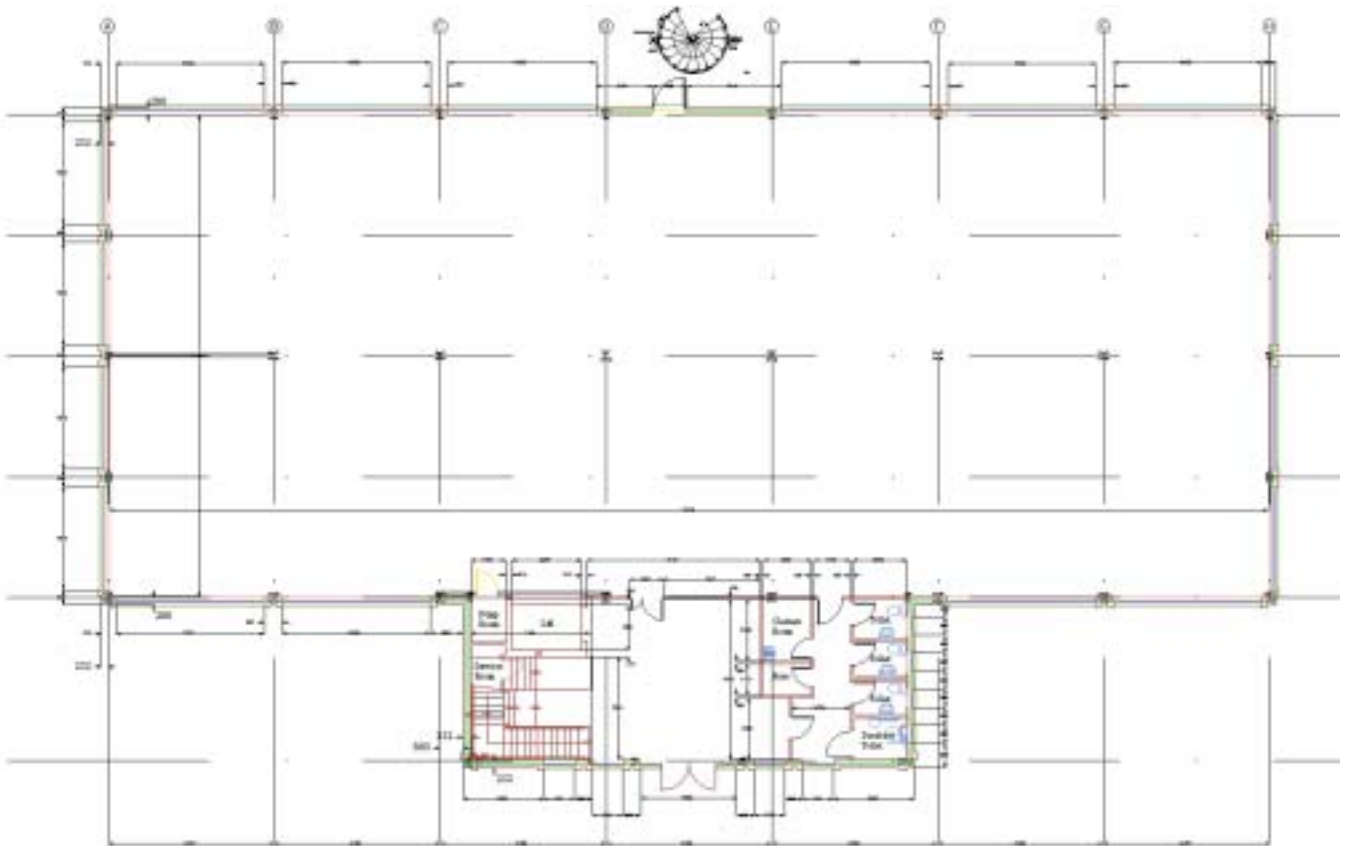


NEW BUILD CONTACT CENTRE AND OFFICE OPORTUNITY

CARLISLE, M6 JUNCTION 44

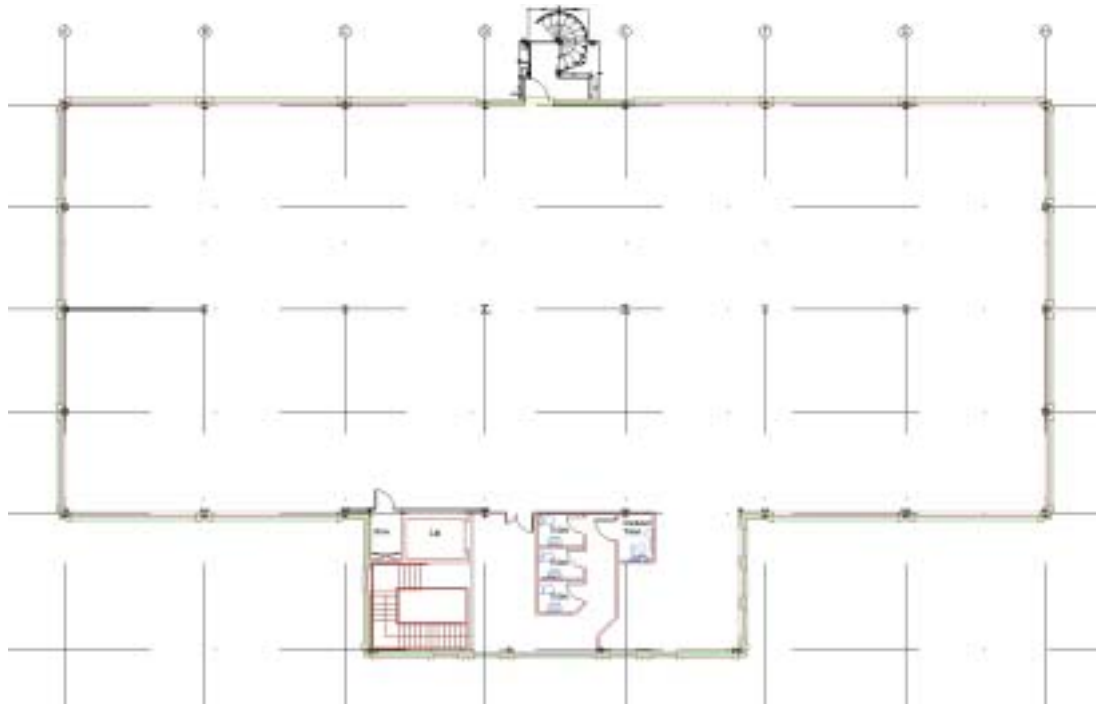


NORTH EAST ELEVATION



GROUND FLOOR PLAN

The city centre railway station is on the west coast main line. Glasgow and Manchester, with their international airports, are less than 2 hours away while Newcastle airport is just over an hour by road.



UPPER FLOORS PLAN



SOUTH EAST ELEVATION

Carlisle is adjacent to the M6 motorway and close to the major east-west routes of the A69 and A66. Just to the north the A75 diverges to Stranraer for Northern Ireland.

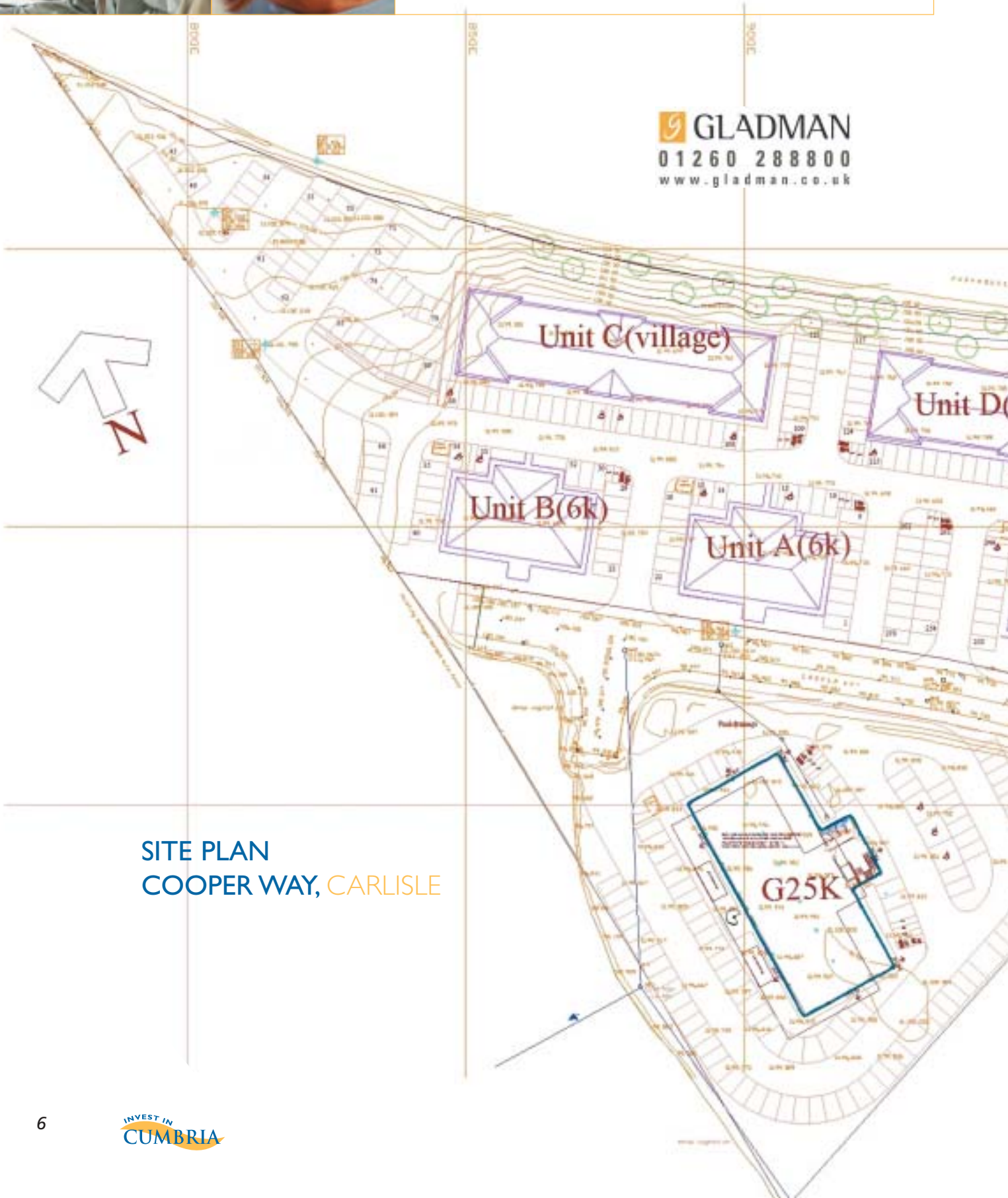




NEW BUILD CONTACT CENTRE AND OFFICE OPORTUNITY

CARLISLE, M6 JUNCTION 44

 **GLADMAN**
01260 288800
www.gladman.co.uk



SITE PLAN
COOPER WAY, CARLISLE

As one would expect in a major city, Carlisle provides a full range of health services, including those provided by the newly-built Cumberland Infirmary.



LOCATION REVIEW

CARLISLE JOURNEY TO WORK AREA

CONTACT CENTRE, BACK OFFICE AND OTHER CLERICAL EMPLOYMENT

The following report provides a thorough assessment of the demographic profile, local labour market and extent of recruitment potential applicable to Carlisle..

The report is further supported by...

A detailed Location Matrix, which contains a comprehensive set of demographic, workforce, training and skills data for Carlisle's standard journey to work catchment, Cumbria and regional and national comparators. This is presented as Annex A of the Review.

The Journey To Work Area has been modelled from primary data on the travel to work patterns of employees on administrative and clerical salary scales in Carlisle surveyed during December 2003.



THE LOCATION

Broad Sub-Regional Location

North West England

- Cumbria
- Carlisle
- M6, 342 – 44

Travel Times

| | Road | Rail |
|------------------------------------|----------|----------|
| • Birmingham | 2 hrs 55 | 3 hrs 55 |
| • Edinburgh | 2 hrs | 1 hr 45 |
| • Glasgow | 1 hr 30 | 1 hr 30 |
| • Central London | 4 hrs 45 | 5 hrs |
| • Manchester | 1 hr 55 | 2 hrs 10 |
| • Newcastle | 1 hr 30 | 1 hr 25 |
| • Manchester International Airport | 2 hrs | 2 hrs 35 |

DEMOGRAPHIC PROFILE

Overall Demographics

| | |
|--|---------|
| Catchment Population (mid-2001) | 131,000 |
| – male | 63,300 |
| – female | 67,700 |
| Working Age Population | 83,300 |
| Female Working Age Population | 42,000 |
| Population Change (1991 – 2001) | +0.4% |
| (All urban areas – 3.4%, North West -1.7%) | |

Future Working Age Population

| | |
|-----------------------------|--------|
| 5 to 14 year olds | 15,800 |
| % Growth (1991 – 2001) | +2.0% |
| % Growth Young Females only | +1.6% |

Summary

- The catchment population of Carlisle at Census 2001 stood at over 130,000 people.
- The catchment is predominately female (52%). However, within the youngest age grouping males form the majority at 51% Of Btl 5 to 14 year olds.
- Carlisle's catchment is similar in scale to Plymouth (140,000 in a 25 minute catchment) and Stafford (138,000, 30 minutes).
- The catchment contains a working age population of over 83,000 people, equivalent to 63.6% of all residents.
- Females continue to dominate this group, accounting for 50.4% of all of working age.
- Since 1991, Carlisle's population has increased by 0.4%, significantly higher than the regional experience of a decline close to 2%.
- The 5 to 14 year old age group has grown faster than the overall population, by 2% since 1991. As a result, these people now account for over 12% of all residents, almost 16,000 in total.

Population by Age

| | |
|---------------------------------------|--------|
| 18 to 24 Year Olds | |
| Total Residents, 18 to 24 | 10,300 |
| – females | 5,250 |
| 25 to 34 Year Olds | |
| Total Residents, 25 to 34 | 17,000 |
| – females | 8,600 |
| 35 to 49 Year Olds | |
| Total Residents, 35 to 49 | 28,000 |
| – females | 14,100 |
| Those Approaching Retirement | |
| 55-64 Year Olds | 15,200 |
| Forecast Population (16 to 65) | |
| Net change (to 2011) | 630 |
| Growth, % of current population | +0.8% |

Summary

- One in five (20.8%) of the population within the catchment are aged between 18 and 34, accounting for almost one third of the working age population.
- The catchment shows a relatively small group of those aged between 18 and 24 years of age, 12.4% of the working age population. This is however, reflected throughout Cumbria.
- Females dominate the majority of working age groups. When grouped in five year age bands, only two groups of the working age population show more resident males.
- The highest proportion of females occurs between the ages of 20 and 29 years old.
- The forecast net change in the working population of the catchment shows an increase of more than 600 people over the next ten years.
- The increase of 0.8% compares favourably to the average for Cumbria (0.3%).

WORKFORCE PROFILE

Employment Data (2003)

| | |
|------------------------------------|--------|
| Overall employees | 64,400 |
| – males | 37,600 |
| – females | 26,800 |
| Female Employees of working age | 25,700 |
| Young Employees, (16 – 24 yr olds) | 12,500 |
| – females as % | 46. 9% |
| Employees, 20 – 34 yr olds | 17,400 |
| – females as % | 45. 5% |
| 'New Grey' Employees | 2,900 |
| % of Employees | 4. 5% |

(England 3.1%, Cumbria 2.6%)

Summary

- The catchment contains an employed workforce of almost 64,500 people.
- Close to 27,000 females are currently employed within the catchment, accounting for 42% of all employees.
- Carlisle's workforce is relatively young. One in five employees is aged between 16 and 24 years old. This increases to 27% in those aged between 20 and 34.
- In the 16 to 24 year age group, young women account for close to 47% of all employees.
- There are currently almost 3,000 people working beyond retirement within the catchment, a strong feature of Carlisle's workforce.
- At 4.5% the incidence of working beyond retirement is significantly higher than in Cumbria (2.6%) and England (3.1%), providing an opportunity for service sector employers to boost their recruitment pool.

Employment by Sector

Employees by Main Business Activity

| | |
|--------------------------------|--------|
| Manufacturing sector employees | 9,600 |
| Service sector employees | 29,900 |
| – females | 17,200 |
| Banking, Finance and Insurance | 5,400 |
| Public Sector Administration | 16,500 |

Employment by Occupation

Employees by Individual Occupations

| | |
|------------------------------|-------|
| Professional Staff | 7,400 |
| Part qualified Professionals | 5,700 |
| Sales/customer service jobs | 5,300 |
| dedicated customer services | <250 |
| Admin/secretarial jobs | 8,800 |
| Public/Emergency Services | 6,100 |

Summary

- The service sector is by far the largest sector of employment within the Carlisle catchment. Almost 30,000 people (46.4% of the workforce) are employed by private firms operating in the service sector.
- A further 16,500 people are employed within the public sector bringing the total of service sector employment to 72% of the entire workforce.
- There is a higher incidence of female service sector employees than in the remainder of the local economy, with 57.6% of all private service sector workers being women.
- Only 15% of the workforce are employed in manufacturing, against a national average of around 20%.
- By occupation, sales and customer service positions account for 8.2% of all employees, marginally higher than the national level of 7.9%.
- There are very few dedicated customer service companies in the Carlisle area, with only two small contact centres operating in the public sector.

THE UNEMPLOYMENT

Unemployment Data

| | |
|---|-------|
| Unemployed (12 months to Oct 2003) | 1,704 |
| – males | 1,251 |
| – females | 453 |
| Estimated Unemployment Rate | 2.2% |
| (official rates – England 2.5%, Cumbria 2.2%) | |
| Unemployed 18 to 24 | 490 |
| females | 154 |
| Unemployed 25 to 34 | 433 |
| females | 88 |

The Hidden Labour Market

| | |
|--------------------------------|--------|
| Working Age Off Labour Market | 18,300 |
| females | 10,100 |
| total aged 16 to 24 years old | 3,900 |
| Extent of hidden labour market | 2,600 |
| % of current labour pool | 3.9% |

Summary

- Unemployment during the 12 months to October 2003 averaged 1,700 people per month. Almost three quarters of these were male, with ..
- ..young men aged between 20 and 29 accounting for 30% of all unem-ployed males and 23.6% of the total unemployed.
- The average catchment unemployment rate stood at 2.2%, matching Cumbria's rate but falling below the national average of 2.5%.
- Outside of the traditional labour market, over 18,000 people in the catchment are as yet not working or seeking work, with females accounting for 55% of the total. Over one in five 'economically inactive' people (21.3%) are aged between 16 and 24 years of age.
- An estimated 2,600 people in the hidden labour market are available for recruitment given the right employment proposition, boosting the total la-bour pool by almost 4%.

THE LOCAL ECONOMY

Part time employees

| | |
|--------------------------|--------|
| Total employed part time | 16,600 |
| % of total employees | 25.8% |

(England 25.3%, Cumbria 26.2%)

Local Commute Patterns

Travel to work behaviour in Carlisle is dominated by car travel, with..
..employer's effective recruitment catchment extending to a significantly larger than average area for either Cumbria or the North West.

11% of people walk to work, mirroring the less than 10% that do so nationally.

Office and Customer Service Operations

There are only three identifiable dedicated operations in the town, two being small scale public sector centres.

Summary

- At 25.8%, the incidence of part time employment is comparable with that found at regional and national levels.
- Part time work largely occurs in the service sector and retail positions.
- Commute to work distances to Carlisle's major employment locations are extended due to the ease of access afforded by the M6. The catchment extends into the Scottish borders as a result.
- Carlisle's importance as the financial services centre of the county offers opportunities for similar, or related customer service operations on a medium scale.
- Where there is experience in customer service, this currently exists in the public sector with County Council and NHS Direct operations.
- The catchment does not compete for staff travelling to neighbouring customer service locations.

SKILLS AND EDUCATION

Educational Achievement

| | |
|---------------------------------|-------|
| % 16-19 yr olds in education | 84.7% |
| Proportion of pupils gaining.. | |
| 5 or more GCSEs (A* – C grades) | 52.8% |
| (England 51.6%, Cumbria 52.7%) | |
| Average GCSE points score | 34.9 |
| (England 34.7, Cumbria 35.1) | |
| Average A Level score | 257.3 |
| (England 254.5, Cumbria 259.3) | |

Workforce and Resident Training

| | |
|----------------------------------|--------|
| % of population in training | 14.1% |
| Service sector emp's in training | 16.5% |
| Employees with NVQ Level 3+ | 26,000 |
| Population with NVQ Level 3+ | 32,700 |
| Employees with NVQ Level 4+ | 13,700 |
| Population with NVQ Level 4+ | 15,800 |

Summary

- Educational achievements in the JTWA track the figures found for Cumbria very closely, with both outperforming the average North West and English performance levels.
- For example, the proportion of pupils gaining 5 or more A* to G grades stood at 90.6%, comparing well against Cumbria (90.4%), the North West (89%) and England (88.9%).
- One in five of the population with skills at NVQ level 3 or higher are out of work. This feature of the Carlisle market is significantly different to that in Cumbria (16.7%), the North West (16.6%) or England (16.4%).
- Further up the qualifications ladder, 15,800 catchment residents possess qualifications at NVQ level 4 or higher, broadly equivalent to a degree.
- 13.6% of these are currently out of work.

LOCATION COSTS/AVAILABILITY

Official Labour Pool

| | |
|----------------------------|---------------|
| Total active labour pool | 66,100 |
| Female active labour pool | 27,300(41.3%) |
| Service Sector labour pool | 47,100 |
| All aged 20 to 34 | 18,100 |

Location Costs

| | |
|--|-------------|
| Property costs | |
| <i>Cost Index (gross hourly rates)</i> | |
| Clerical / Administration (England 100, Cumbria 95.8) | 97.1 |
| Sales / Telesales (England 100, Cumbria 101.4) | 97.2 |
| Availability index | 3 to 4(of5) |
| Call centre agent start | £10,500 |
| Inbound agents | £11,000+ |
| Team Leader | £14,750+ |

Summary

- A total official labour pool of over 66,000 people live within the Carlisle journey to work catchment... with 97.4% of these currently being employed.
- Those aged 20 to 34 account for 27.4% of the total active labour pool.
- The service sector dominates employment, with well over two thirds of the labour pool (71.2%) either working, or seeking work, in service sector organisations (47,100 people).
- The cost of recruiting labour is relatively low, even compared with other parts of the north of England.
- Carlisle is one of few labour markets where the index of both clerical and sales staff salaries are lower than their county or national counterparts.
- Typical inbound contact centre agent salaries can be found below £12,000 per annum.
- Availability of staff for a medium scale employer is particularly high. However, some sector-specific training would be necessary.

SUMMARY

Key Observations

Carlisle lies at the centre of geographically large journey to work catchment, benefiting from a lack of congestion and good quality road and rail links. A total of 131,000 people live within an average 30 minute recruitment catchment.

Two thirds of the population are of working age, with the working age population in 2011 set to be younger and larger by around 600 people than it is at present.

One in five people living in the catchment are aged between 18 and 34 years old. The labour pool for recruitment amounts to some 66,100 people, with 2.6% of these currently seeking work. Large pools of alternative labour are identifiable among the recently retired and those not actively seeking work but for whom employment would become attractive given the right working hours or conditions. Labour market costs are extremely competitive in Carlisle, even when judged against competitor locations across the north of England. Average salaries remain competitive in more scarce sales positions also. The current availability of staff with transferable skills for customer service centres is reported to be high despite no significant dedicated customer service operations existing within the immediate area.

ANNEX A

MODELLED DATA OUTPUTS FOR CARLISLE JOURNEY TO WORK AREA

ANNEX A

DEMOGRAPHIC

| D | Demographic Data | Carlisle JTWA | Cumbria | North West | England |
|------------|--|----------------------|----------------|-------------------|-------------------|
| D1 | Total Population, Census April 2001 | 131,029 | 487,607 | 6,729,764 | 49,138,831 |
| D1b | male | 63,322 | 237,915 | 3,258,954 | 23,922,144 |
| D1c | female | 67,707 | 249,692 | 3,470,810 | 25,216,687 |
| D2 | Population, 5 – 14 | 15,823 | 60,349 | 904,909 | 6,351,576 |
| D2b | male | 8,029 | 31,097 | 463,330 | 3,252,834 |
| D2c | female | 7,794 | 29,252 | 441,579 | 3,098,742 |
| D3 | Population, 16 – 19 | 6,412 | 28,466 | 436,505 | 3,032,604 |
| D3b | male | 3,198 | 14,528 | 220,912 | 1,550,800 |
| D3c | female | 3,215 | 13,938 | 215,593 | 1,481,804 |
| D4 | Population, 20 – 29 | 14,725 | 49,238 | 804,960 | 6,221,379 |
| D4b | male | 7,225 | 24,588 | 393,152 | 3,072,330 |
| D4c | female | 7,501 | 24,650 | 411,808 | 3,149,049 |
| D4d | % females | 50.9% | 50.1% | 51.2% | 50.6% |
| D5 | Population, 30 – 39 | 18,986 | 70,277 | 1,015,657 | 7,666,624 |
| D5b | male | 9,430 | 34,780 | 495,932 | 3,772,880 |
| D5c | female | 9,556 | 35,497 | 519,725 | 3,893,744 |
| D5d | % females | 50.3% | 50.5% | 51.2% | 50.8% |
| D6 | Population, 40 – 49 | 18,215 | 67,818 | 899,083 | 6,572,452 |
| D6b | male | 9,003 | 33,877 | 444,679 | 3,261,267 |
| D6c | female | 9,212 | 33,941 | 454,404 | 3,311,185 |
| D7 | Population, 50+ | 48,717 | 186,152 | 2,273,261 | 6,367,958 |
| D7b | male | 22,274 | 85,981 | 1,038,259 | 7,513,960 |
| D7c | female | 26,444 | 100,171 | 1,235,002 | 8,853,998 |
| D8 | Population of working age | 83,322 | 312,621 | 4,353,386 | 32,053,017 |
| D8b | male | 41,305 | 156,243 | 2,147,601 | 15,888,481 |
| D8c | female | 42,017 | 156,378 | 2,205,785 | 16,164,536 |
| D8d | % of total population | 63.6% | 64.1% | 64.7% | 65.2% |
| D9 | Population 20 - 39, as % of working age population | 40.5% | 38.2% | 41.8% | 43.3% |
| D10 | Rate of change in population | 0.4% | 0.3% | -1.7% | 4.4% |
| D11 | Rate of change in working age population, 1991 - 2001 | 0.2% | -0.4% | -1.2% | 6.6% |
| D12 | % change in working age population, to 2011 | 0.8% | 0.3% | 4.1% | 3.7% |
| D13 | Absolute change in working age population, to 2011 | 631 | 1,040 | 178,800 | 1,174,750 |

LABOUR SUPPLY

| LS | Labour Supply Data | Carlisle JTWA | Cumbria | North West | England |
|-------------|--|----------------------|----------------|-------------------|-------------------|
| LS1 | Official Labour Pool (LS2 + U2) | 66,133 | 237,366 | 3,319,808 | 25,129,829 |
| LS2 | Total Employed | 64,429 | 231,000 | 3,206,000 | 24,372,000 |
| LS2b | male | 37,600 | 132,000 | 1,765,000 | 13,521,000 |
| LS2c | female | 26,829 | 98,000 | 1,440,000 | 10,851,000 |
| LS3 | Total Employed 16-24 | 12,515 | 34,000 | 475,000 | 3,480,000 |
| LS3b | male | 6,645 | 18,224 | 267,900 | 1,840,920 |
| LS3c | female | 5,870 | 15,776 | 207,100 | 1,639,080 |
| LS4 | Total Employed 20-34 | 17,397 | 61,000 | 1,018,000 | 7,704,000 |
| LS4b | male | 9,481 | 35,136 | 570,080 | 4,306,536 |
| LS4c | female | 7,916 | 25,864 | 447,920 | 3,397,464 |
| LS5 | Service Sector Employment, excl. public sector | 29,888 | 96,000 | 1,514,000 | 12,135,000 |
| LS5b | male | 12,672 | 42,240 | 664,646 | 5,485,020 |
| LS5c | female | 17,215 | 53,760 | 849,354 | 6,649,980 |
| LS6 | Service Sector Employees, % of total | 46.4% | 41.6% | 47.2% | 49.8% |
| LS7 | Banking & Financial Services Employees | 5,429 | 21,000 | 433,000 | 4,009,000 |
| LS7b | Banking & Financial Services Employees, % of total | 8.4% | 9.1% | 13.5% | 16.4% |
| LS8 | Employees in Sales & C. Service Occupations | 5,307 | 15,000 | 274,000 | 1,874,000 |
| LS8b | Sales & Service Occupations, % of total | 8.2% | 6.5% | 8.5% | 7.7% |
| LS9 | Employees in Clerical & Admin Occupations | 8,755 | 23,000 | 435,000 | 3,099,000 |
| LS9b | Employees in Clerical & Admin Occupations, % of total | 13.6% | 10.0% | 13.6% | 12.7% |
| LS10 | Employees in Professional Occupations | 7,431 | 23,000 | 343,000 | 2,951,000 |
| LS10b | Professional Occupations, % of total | 11.5% | 10.0% | 10.7% | 12.1% |
| LS11 | Employees in Associate Professional Occupations | 5,729 | 29,000 | 412,000 | 3,410,000 |
| LS11b | Associate Professionals, % of total | 8.9% | 12.6% | 12.9% | 14.0% |
| LS12 | Total 'New Grey' Employees, recent retired | 2,918 | 9,000 | 84,000 | 818,000 |
| LS12b | Proportion of employed workforce of retirement age | 4.5% | 3.9% | 2.6% | 3.4% |

UNEMPLOYMENT

| U | Unemployment Data | Carlisle JTWA | Cumbria | North West | England |
|-----------|--|----------------------|----------------|-------------------|------------------|
| U1 | Rate of Unemployment (annual average to Oct 2003) | 2.2% | 2.2% | 2.8% | 2.5% |
| U2 | Catchment Area – Total Unemployed (to Oct 2003) | 1,704 | 6,366 | 113,808 | 757,829 |
| U2b | male | 1,251 | 4,822 | 87,833 | 564,741 |
| U2c | female | 453 | 1,544 | 25,975 | 193,088 |
| U3 | Total Unemployed 20-29 | 536 | 1,925 | 37,052 | 230,528 |
| U3b | male 20 – 29 | 402 | 1,490 | 28,946 | 172,668 |
| U3c | female 20 – 29 | 134 | 435 | 8,106 | 57,860 |
| U4 | Total Unemployed 30-39 | 378 | 1,430 | 26,490 | 185,677 |
| U4b | male 30 – 39 | 308 | 1,187 | 22,158 | 148,883 |
| U4c | female 30 – 39 | 70 | 243 | 4,332 | 36,794 |
| U5 | % of workforce in part-time employment | 25.8% | 28.3% | 24.6% | 25.3% |
| U6 | Econ. inactive females of working age | 10,060 | 32,000 | 551,000 | 3,960,000 |
| U7 | 'Latent' labour market, inactive known looking for work | 3.9% | 3.5% | 4.3% | 4.1% |

EDUCATION

| Ed | Education/Training Data | Carlisle JTWA | Cumbria | North West | England |
|-------------|--|----------------------|----------------|-------------------|-------------------|
| Ed1* | %, of school leavers with 5+ GCSEs at A* – C grades | 52.8% | 52.7% | 46.2% | 51.6% |
| Ed1b* | %, of school leavers with 5+ GCSEs at A* – G grades | 90.6% | 90.4% | 89.0% | 88.9% |
| Ed2* | Average point score GCSE/GNVQs | 34.9 | 35.1 | 32.8 | 34.7 |
| Ed3* | Average total point score per A Level student | 257.3 | 259.3 | 236.9 | 254.5 |
| Ed4* | Average point score per A Level exam entry | 73.5 | 74.9 | 69.8 | 76.0 |
| Ed5 | Working age population in work-related training | 11,738 | 38,000 | 463,000 | 3,805,000 |
| Ed6 | Service sector employees in work-related training | 7,634 | 23,000 | 311,000 | 2,645,000 |
| Ed7 | Residents with NVQ Level 3 or higher | 32,712 | 126,000 | 1,756,000 | 13,741,000 |
| Ed7b | Residents with NVQ Level 3+, %, of working age | 39.3% | 40.3% | 40.3% | 42.9% |
| Ed8 | Number currently employed with NVQ Level 3+ | 26,029 | 105,000 | 1,464,000 | 11,489,000 |
| Ed9 | Out of work with skills at NVQ3+, % of total | 20.4% | 16.7% | 16.6% | 16.4% |
| Ed10 | Total residents with NVQ Level 4+ | 15,820 | 68,000 | 949,000 | 7,833,000 |
| Ed11 | Number currently employed with NVQ Level 4+ | 13,666 | 60,000 | 820,000 | 6,780,000 |
| Ed12 | Out of work with skills at NVQ4+, % of total | 136% | 11.8% | 13.6% | 13.4% |

COST

| C | Cost of Staff Data | Carlisle JTWA | Cumbria | North West | England |
|-----------|---|----------------------|---------------------|-------------------|---------------------|
| C1 | Clerical and administration staff, gross weekly wage rates as %, of national average (England=100) | 97.1 | 95.8 | 98.6 | 100.0 |
| C2 | Sales staff, gross weekly wage rates as % of national average (England=100) | 97.2 | 101.4 | 112.7 | 100.0 |
| C3 | Typical CSA rate (inbound/ 1 language), £/year | £10,500– £11,000+ | £10,000– £10,700 | £12,650 ave | £13,700 |
| C3b | Annual rate of change of C3, % | 3% max | 3% – 4% | n/a | 4%, average |
| C4 | Typical CSA rate (telesales/ multi-lingual), £/year | no data | £11,900– £12,500 | £14,000+ | £12,500– £16,800 |
| C4b | Annual rate of change of C4, % | no data | average | n/a | 3.75% average |
| C5 | Typical salary – Team Leader, £/year | £14,750– £16,000 | £14,000 | n/a | £17,250- £20,000 |
| C5b | Annual rate of change of C5, % | - | - | n/a | 4%– 5% average |
| C6 | Current Recruitment Experience (indexed, 1-5) | 3-4 | 2-3 | 2 | 2 |

Sources:

East West Locations Ltd, 'JTWA Model', 2000- 2003; Office for National Statistics/NOMIS Crown copyright;

Official Claimant Count Series, Jobcentre+/NOMIS, 2003; Crown copyright.

Local Area Labour Force Survey 2002; Annual Business Inquiry 2002, NOMIS, 2003; Crown copyright.

East West Locations, Service Sector Pay Database, 2002; IDS, 2000-2003; IDS Pay Benchmark, November 2003.

Notes:

All unemployment data is averaged for Jan 2002 to Dec 2002, rate in JTWA masks low and high local authority components.

Ed1 – Ed5, Department for Education and Science, School Performance Statistics 2002

** Education/training data is collected and published by DfES for Local Education Authority areas only. All data is aggregated from individual school performance statistics within each catchment.*

Variable C6 uses our own index of availability, reflecting the availability of recruiting 200 agents within each location. Index is 1 to 5, with 1 representing 'not possible' and 5 'numbers readily identifiable'. All of GB is currently reporting low index values.

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