

Sustainable Cumbria

2004 to 2024



a strategy for
growth and progress
for Cumbria

Breathtaking coastlines and landscapes
of world renown exist alongside
historic urban settlements and degraded
industrial townscapes of hidden potential

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Foreword



Bill Lowther CBE,
Chairman of the
Cumbrian Strategic Partnership

This strategy is the result of over a year of intense consultation with more than 70 organisations in Cumbria. It sets out top priorities for action to improve quality of life in the county, particularly focusing on those needing a coordinated approach through the leadership of the Cumbria Strategic Partnership (CSP).

I am sure it will make a difference because it draws heavily on the creativity and knowledge of so many people living and working in the county. Each of the four Local Strategic Partnerships has, for instance, contributed its understanding of the priorities identified by their communities, and their experience of local joint working.

To turn the strategy into action, it's now vital that all Cumbrian organisations and key regional stakeholders reflect on their role in achieving these priorities and embed them in their own future planning and budget setting.

This means we all need to use the strategy to achieve more collective influence in the things that really matter for Cumbria's future.

The CSP's role will be to coordinate this action and continuously challenge and re-evaluate the relevance of the strategy to the county's needs. We can be sure that over the next ten years, national and regional funding streams, political priorities and organisational responsibilities will inevitably change. Our job is to argue persuasively to ensure Cumbria's needs are met, whatever this future holds. This is now made much easier with a single powerful agreed strategy and action plan.

I am confident that by working together, and speaking with a single voice, we can enhance social, economic and environmental well-being for all those who live and work in Cumbria.

I would like to thank the consultant, John Glester, for the important role he has played in the development of this Strategy. I must also acknowledge the enormous contribution made by so many people across Cumbria.

A handwritten signature in dark ink that reads "Bill Lowther". The signature is written in a cursive style with a large, looped 'O' at the end.

Statements from Cumbria's four Local Strategic Partnerships

Carlisle and Eden Local Strategic Partnership

The Carlisle and Eden LSP grew out of a recognised need for economic regeneration of the two districts following Foot and Mouth. That need still exists, and the eight themes outlined in the joint community strategy for the area which encompass; Communities, Health and Well-being, Economy, Young People, Housing, Environment, Transport and Promoting Carlisle and Eden nest perfectly with the Cumbria Sub Regional Strategy. By focussing on shared priorities, all partners in the Carlisle and Eden areas can work together to fulfil our strategic aim 'to ensure a high quality of life for all in our urban and rural communities.

West Cumbria Partnership

We welcome the opportunity to work with our sub regional and regional partners to develop a joint approach to the issues which face us over the next few years. The future of West Cumbria is in the balance. Nuclear decommissioning poses a major challenge but the commitment of government to West Cumbria through the Strategic Forum is also an opportunity to create a new future. In accordance with the principles of subsidiarity, working together gives us a greater collective strength in dealing with these issues which can only benefit from a partnership approach whilst recognising that local community involvement is the bedrock of a sustainable future for us all.

The launch of the Sub Regional Strategy, Sustainable Cumbria, is a major positive step in these joint working arrangements.

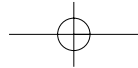
Furness Partnership

Furness Partnership is a cross sector partnership whose aim is to secure the economic and social regeneration of Barrow Borough following enormous job losses in traditional industries over the last decade. As a consequence the Borough is the 29th most deprived local authority in England and the only authority within Cumbria in the worst 50. It has established five priority areas for improvement: health inequalities; employment; lifelong learning; crime; and housing. The Partnership is clearly focussed upon actions which will improve the life chances of people in the area, particularly those within the most deprived communities. The Partnership welcomes the synergy between the sub regional priorities and the Barrow Community Plan.

South Lakeland Local Strategic Partnership

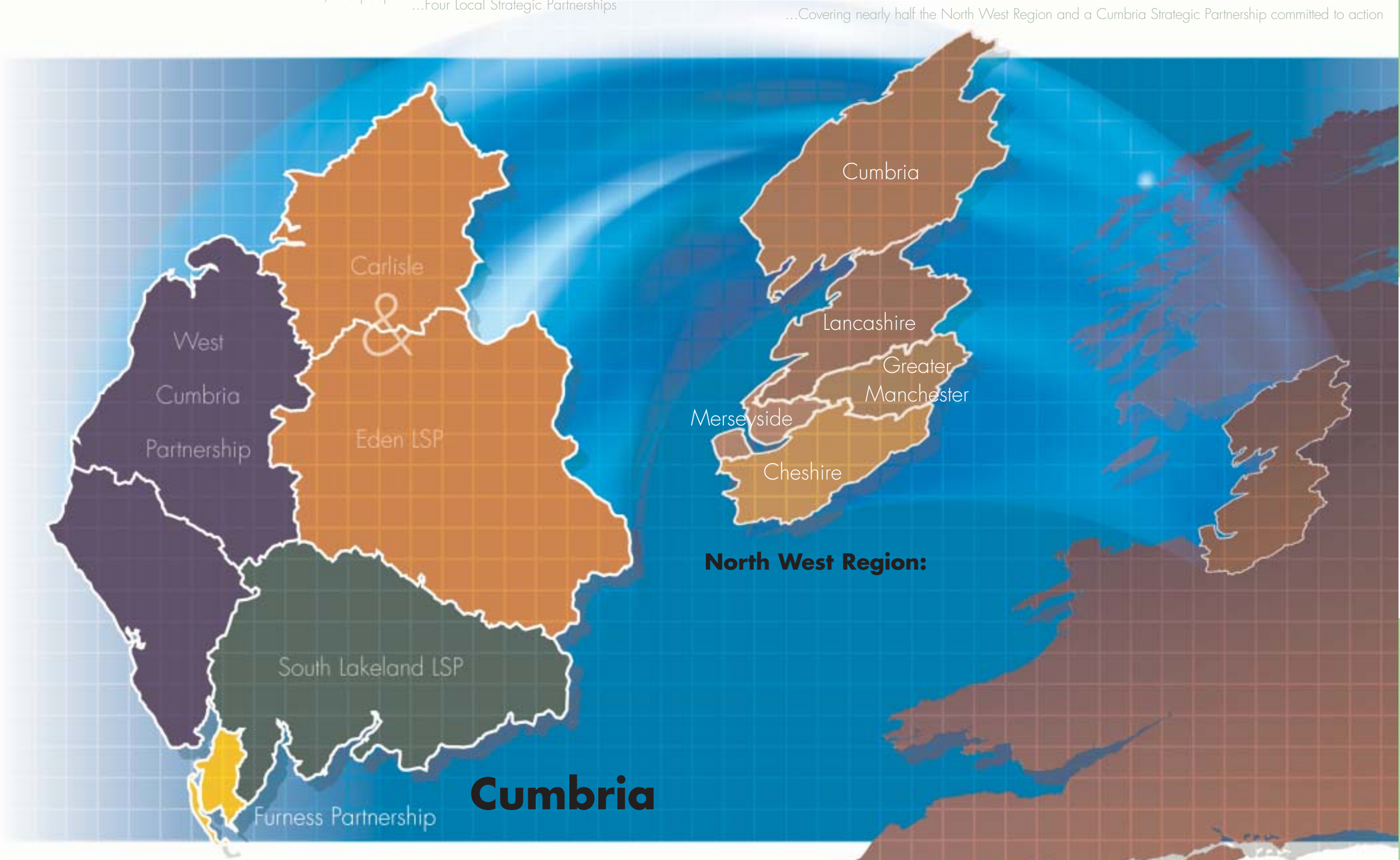
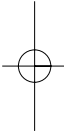
In South Lakeland the LSP partners are beginning to address the challenge of the future health and well-being of our community. Jobs have haemorrhaged in South Lakeland in recent years in what were considered growth and stable sectors; insurance and financial services, food, pharmaceuticals and consumer goods. And as income levels have struggled our beautiful environment has meant that homes have become unaffordable to local people. We will work through the SRS and our regional partners to rebuild South Lakeland's contribution to the region's wealth, ensuring it stays a wonderful place in which to live and work, while remaining both glorious and hospitable to our visitors.

All four community strategies are available together with the text from this strategy on the CD at the back of this document

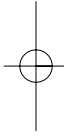


Cumbria ...one county ...489,000 people ...Four Local Strategic Partnerships

Cumbria ...Covering nearly half the North West Region and a Cumbria Strategic Partnership committed to action

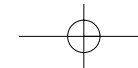


Location Maps



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Executive Summary

1. This Strategy sets out a sustainable approach to securing economic growth, social progress and environmental protection and enhancement in Cumbria over the next 20 years.

2. It has been compiled after a wide-ranging consultation exercise involving more than 70 private, public and voluntary sector organisations in all parts of Cumbria. Over 30 business plans and strategies of those organisations were also taken into account.

3. The Strategy sets out 9 priority areas for action, and 7 cross-cutting themes. The essence of the cross-cutting themes runs through the whole Strategy. Also they provide the tests against which priorities, policies and programmes should be assessed by all partners.

1-3

Cumbria is the only County
in the UK experiencing
economic decline



4. At first glance, Cumbria presents: a high quality natural environment, the iconic brand and image of the Lake District and the perception of a wealthy created south lakes. To that can be added relatively low unemployment rates in the M6 corridor. Together these mask and confuse the reality of the enduring problems confronted in what is a County undergoing rapid change and dramatic declines in its relative wealth.

5. In Cumbria, the natural issues of topography, geography and remoteness interact with man-made factors. These include global economic trends, market forces, the fall out of the peace dividend, national government policies on energy, regional planning frameworks and European Community agricultural policies, to render large parts of the County with a ravaged and vulnerable economy.

6. The outcome in economic terms is reflected by the most up to date statistics from the European Commission on gross value added, published in February 2004. These demonstrate that Cumbria is the only County in the UK experiencing economic decline. That is brought into sharper focus by comparison across the recently extended European Union. Only Berlin, one sub-division in each of the Czech Republic and Bulgaria, and parts of Romania show economic declines as fast as Cumbria.

7. There will not be scope for quick fixes; the issues faced in Cumbria are deep seated. Long-term problems need sustainable and long-term solutions. Those will not be achieved easily. Radical steps are needed to create and exploit a competitive edge for Barrow and the West Coast, and, indeed, for the whole County. Kendal and Ulverston have experienced high job losses from high wage industries in recent years.

8. The impact of that economic reality is also seen in poor health, social exclusion, crime, poor housing and the outward migration of young people. All of those factors sap the vitality of communities and present challenges to policy makers and to all Cumbrians. The pressing need is to find ways to arrest the relative and rapid decline in prosperity and in the quality of life experienced by citizens that has taken place over the past 15 years.

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long term

solutions.

9. Strong challenges need to be mounted to established policies and priorities. Organisational structures need to be examined and tested for effectiveness and relevance. The issues confronted in Cumbria are not unique. Many other parts of the North have seen their traditional industries eradicated and the sustainability of their communities put under enormous pressure. Few areas, however, display the unique further layer of challenges presented in Cumbria by its sheer size and by the isolation and poor communications that derive from the landscape and the natural environment.

10. The Government's Northern Way Initiative is designed to strengthen regional cohesion in the North. It will enable the three northern Regional Development Agencies (rdas) to work together to promote the north as "as an area of exceptional opportunity combining a world-class economy with a superb quality of life". Cumbria must be an integral part of that ambition. At present however, the Northern Way Strategy concentrates on city regions and largely excludes Cumbria.

11. Cumbria has exceptional and high priority issues, that are fully recognised by the North West Development Agency (NWDA) and government, in Barrow, on the West Coast and in rural areas. It is vital that Cumbria is included in the Northern Way and is not marginalised.

12. Cumbria must not be regarded simply as the recreation area for the rest of the north. This Strategy makes clear that Cumbria has many assets that extend beyond its high quality landscape. It is experiencing economic and social decline on a scale unique in the UK and amongst the worst in Europe. It is a high priority area that must not be sidelined. Properly energised and linked with effective communications to the rest of the North, there is the scope to play a full and constructive part in the Northern Way Strategy.

13. Cumbria has some of the most dramatic and attractive landscapes in England. The Lake District is a world brand. In our urban areas and villages there is a host of high quality environments. The raw materials in terms of both people and the physical infrastructure are to hand, with the notable exception of inadequate road and rail infrastructure. They are not reaching their true potential. Embracing the change that has characterised the renaissance of other parts of the North provides the template on which to proceed. Raising aspirations, challenging the status quo, looking forward with vision are the watchwords. Much will need to be done along the way to tackle current disadvantage and deprivation, but there is clear scope to adapt and drive towards a future with sustainable communities in urban and rural Cumbria.

14. The priority geographical areas for action are: Barrow and the West Coast in terms of need and enduring problems; Kendal in terms of emerging problems but evident potential; and Carlisle and the Lake District where there is the opportunity to make much more of the natural and man-made advantages, to the benefit of the whole of Cumbria.

15. The thematic priorities are: communications, rural regeneration, high quality tourism, a diversified economy and housing. Each of these is set beneath the overarching priority and guiding principle of securing sustainable communities.

16. The Vision for this 20-year Strategy that is capable of being delivered through a determined and co-ordinated effort by all partners is:

Sustainable Cumbria will be a County that:

- Celebrates its diversity, creativity and heritage
- Engages everyone in the mainstream of community life
- Retains and attracts the skilled and talented
- Participates to the full as a competitive sub-region
- Strengthens its infrastructure
- Makes a positive contribution to the wealth of the North West
- Marries economic growth with social progress and environmental protection and enhancement

17. Opportunities will need to be exploited fully, particularly in those areas where early market interest can be generated. To secure a sustainable future for Cumbria requires those opportunities to be linked to need. The outcomes should be geared to the eradication of health inequalities and social exclusion; to improved skill levels; to better functioning housing markets; to the provision of a deeper and better higher education offer and to the longer-term tasks of regeneration of the deprived areas of the County. It is clear that where there is the will there is the way. Properly understood and enabled, Cumbria contains what is needed to play its full part in the North West and to provide a good quality of life for its citizens.

18. Cumbria has many of the ingredients that have proved successful to delivering sustainable regeneration in other areas. Barrow and the West Cumbrian coastal towns contain areas full of character and potential, particularly those in former maritime zones and harbours. The heritage of the coastal towns and their location in or close to areas of outstanding beauty is evidence of their potential, if barriers to investment are overcome. Reclamation and renewal has started; the advent of West Lakes Renaissance provides the lubrication to drive those efforts forward in a concerted fashion.

19. Carlisle City, as the major urban centre, has the potential to develop beyond its current role as administrative and retail capital of the County. The character and heritage of the urban fabric provide scope to expand the functions, role and attractions of the city.

20. The Lake District towns and much of the tourism product are commercially successful and there is yet further potential. The opportunity should be seized to upgrade and improve considerably the quality, scope and value of the tourist industry.

Cumbria contains
what is needed to play
its full part in the
North West.

21. Beyond the Lake District there is substantial potential to expand and develop tourism. Opportunities exist in rural areas such as the Eden and Upper Lune Valleys, the Solway Plain and the Borderlands with particular emphasis on the Hadrian's Wall World Heritage Site, and in the towns of west Cumbria and Furness. This will require private investment in hotels, restaurants and recreation facilities that need to be stimulated by the public sector.

22. The landscape of Cumbria, both inside the National Parks and outside, is a particular asset that needs to be dealt with in a sensitive fashion. A combination of careful management and investment should unlock the potential further and contribute positively to image and to wealth.

23. In the M6 Corridor there is clear evidence of the market responding positively to the Cumbrian offer. There are further areas of potential including the Southern Gateway at junction 36, at Eden Business Park at junction 40, and at Kingmoor in Carlisle. These strategic sites can build further on the potential of the Corridor. It will be important to use these opportunities to deliver high-end commercial activities that would provide a balance to the low wage economies that now characterise South Lakeland and Eden Districts. Tackling the lack of affordable housing and delivering a good range of housing tenures and types will be fundamental to capitalising on the potential of these areas.

24. There is a healthy and vital spirit in the voluntary and community sectors in Cumbria. There is an established track record of delivery at the local level. This resource will be nurtured and supported to enable people to play a full part in their communities and, to provide local delivery of key programmes and initiatives.

25. There is potential, with targeted advice and skill development, to grow many small companies where there is market demand. A number of larger firms, generally in manufacturing, provide higher wage employment and are major contributors to wealth in the County. Focussed support and encouragement is vital to ensure that they continue to play an important part in the economic future of Cumbria.

*A combination of careful management
and investment should unlock
the potential*



26. Key strategic sites in the West, at Derwent Forest and Westlakes provide real opportunities to capitalise on growth industries. These have the capacity to change the nature of employment and the quality of life in West Cumbria.

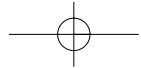
27. The job losses in prospect over the next 7 years at Sellafield are a challenge that alone might undermine many of the steps that are being taken to improve the performance and image of Cumbria. The restructuring of the nuclear industry does however also present opportunities to take radical and innovatory steps. The decision by government to establish and chair the West Cumbria Strategic Forum presents an appropriate level of response. The task will be to drive forward a major integrated response to the massive job losses in prospect.

With targeted advice and
skill development,
we can grow many small

28. In the case of rural businesses the opportunity is there through Rural Regeneration Cumbria, the Tourist Board and other key partners to bring forward a change in the structure and form of the rural economy that will be little short of a revolution.

29. In Barrow and West Cumbria, through the West Lakes Renaissance agenda, the opportunity exists to address the deficit in social and cultural capital that hampers attraction of businesses and talented staff.





PRIORITY ACTIONS

30. The 9 priority areas comprise the heart of this Strategy and each contains a list of actions to achieve the change and investment needed. The priorities for action of the Strategy are summarised here and further detail is in the relevant sections at paragraphs 64 – 180.

1. Sustainable communities and well-being

This is the overarching priority and ultimate goal of all the outcomes sought by this Strategy. Actions are brought together here that contribute to and extend the various policies and priorities identified by government, North West Development Agency, Local Strategic Partnerships and key agencies: to deliver sustainable communities. Greater integration of actions, programmes and policies is a key task. Fuller and better use of Local Strategic Partnerships is advocated.

Actions include developing policies to tackle:

- the outflow of young people and the increasing ageing of the population;
- equality proofing;
- social inclusion;
- improving the sense of well-being including emphasis on sport, health, crime, community safety, decent jobs, environment, education, skills and sustainable waste disposal.

There are strong links between these priority actions and the remaining 8 Priorities.

Improving the sense of well-being
including emphasis on sport,
health, community safety,
decent jobs, environment,
education, skills and
sustainable waste development

2. Barrow and West Cumbria

These two areas in the west of the county are those in greatest need both currently and into the future. This is a reflection of the substantial losses of employment from manufacturing experienced to date and the job losses in prospect at, in particular, Sellafield.

2a. In **Barrow** priority actions are geared to tackling:

- the extent and intensity of deprivation in those wards in the borough that are in top 10% of deprived wards nationally;
- housing market failure;
- diversification of the local economy;
- support to existing businesses, particularly manufacturing;
- key regeneration strategies, including Barrow Docks;
- the development of a new image for Barrow.

2b. In **West Cumbria**, the emphasis is on diversification of the local economy and managing the transition required from the loss of 8,000 jobs in the near future at Sellafield. This involves:

- maximising the development and investment opportunities at key sites at Derwent Forest and Westlakes Science Park;
- addressing the lack of private investment in hotels, restaurants and leisure;
- securing maximum benefit from nuclear decommissioning and site conversion;
- uplifting ambition and participation in local communities;
- exploiting the potential of the coastal fringe
- improving the branding and image of West Cumbria.

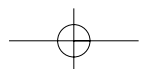
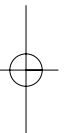
An agenda is established for the incoming West Cumbria Strategic Forum.

The Priority Actions in this section and many of those in Priority 6 Strategic Communications, are geared towards securing the overall objective in both Barrow and the West Coast to deal with the problems, issues and opportunities there and not to seek to export them or seek their resolution elsewhere.

3. Carlisle

A package of priority actions is proposed which are aimed at releasing the potential of Carlisle and, at the same time dealing with the pockets of deprivation in the city. Priorities are:

- expanding higher and further education;
- developing the brand of a learning city;
- providing a focus for the longer-term goal of delivering a University of Cumbria;
- improving and developing hotels and the cultural offer;
- strengthening the role as a sub-regional capital for both retail and offices.



4. The Lake District National Park

A key priority is investment to conserve and enhance the physical and cultural landscape that underpinned the designation of the Park originally. This remains a fundamental ingredient to all aspects of activity and priorities identified in this section.

The priorities extend to embrace actions to secure the renaissance of the towns in the National Park and build on the image and reputation of this leading world brand. A strong challenge is thrown down to all key partners to secure diversification of the economic base including the tourism offer and sustaining farming, within the rigours of a National Park regime. Innovative approaches and responses are seen as key; retaining the status quo in policy terms is not appropriate. Further and better partnership is recommended.

There are strong links between this Priority and Priorities 5 High Quality Tourism and 8 Rural Regeneration.

5. High quality tourism

Tourism, manufacturing and agriculture are the three main business sectors in Cumbria where the county has a higher percentage in employment than nationally. Tourism is the only one likely to embrace a growth of jobs in the future. A more strategic approach with further development of partnership working is now possible, with the CTB acquiring Destination Management Organisation status, to help meet the demands of a competitive market place. This will concentrate on uplifting and broadening the product in Cumbria to deliver high quality tourism as a key priority.

Actions include:

- implementing the 'Renaissance of the Lake District' programme;
- promoting and developing tourism investment in the priority areas outside the Lake District;
- high energy recreation based activity breaks• low energy cultural and gourmet breaks;
- packaging and central marketing.

Schemes to promote 'growing our own' both to meet the needs of operators and to engage local young people in skill training and employment are a particular high priority.

6. Strategic communications

This section contains key road, rail and air proposals which reflect the specific and pressing needs of Cumbria. These require early action if the decline in wealth and well-being now being experienced are to be arrested and improvements made to economic and social well being. The priorities are to deliver road and rail improvements between Barrow and the West Coast to the M6 corridor and to improve links from Cumbria south to the Mersey Belt and east to Newcastle. The reopening of Carlisle Airport is a major consideration as is the delivery of broadband.

Implementation of these priorities will require challenging a number of existing policies of different agencies.

7. Creating wealth and a diversified economy

The thrust of the priority actions here is to increase the competitiveness of existing businesses in Cumbria and to improve the attractiveness of Cumbria as a location for growth industries. Actions are directed at removing barriers and improving support services to encourage investment, promoting diversification and nurturing existing businesses. Creative industries, environmental restoration in both nuclear and other areas, food, tourism, offshore marine, and public administration are the growth sectors.

There is also a focus on:

- better identification of the demand for skills, from both business and individuals;
- the delivery of appropriate training;
- sharpening and customising business support;
- the integration of marketing of key agencies;
- a healthy labour force;
- improved further and higher education.

8. Rural regeneration

Leadership, uplifting aspiration and celebrating the distinctiveness of rural Cumbria are the watchwords of a deep-rooted and broad-based attack to secure a change of direction for rural areas. Priority actions include:

- new approaches to remedy the lack of affordable housing;
- providing leadership and advice in agriculture;
- step changes to tourism;
- increasing the marketing and cooperative working to promote and market food products;
- promotion of gourmet experiences;
- development of festivals;
- unlocking the potential of market towns with particular emphasis on Kendal and Ulverston;

- challenging existing policies and programmes to secure more appropriate responses to Cumbrian issues.

There are strong links with Priority 4 - Lake District National Park and with Priority 5 - High quality tourism.

9. Housing

Actions focus on two pressing issues identified as priorities nationally by government and which find specific and challenging representation in Cumbria. These are housing market failure in the west and a lack of affordable housing in the south and east as well as the Lake District. A concerted attack is identified to challenge and remove those policy frameworks and regulations that hamper the delivery of effective responses, and to secure the resources to address both issues through a series of pilot/pathfinder style approaches.

raising
aspirations,
challenging
the status quo
and looking
forward with
vision

CROSS CUTTING THEMES

31. The 7 cross cutting themes present a checklist of the key elements that those implementing this strategy are required to take fully into account. The themes have been identified as those fundamental to delivering integrated investment that has relevance to, and resonance with, the investments and policies of all partners and stakeholders. Both Cumbria Strategic Partnership (CSP) and Cumbria Vision (CV) will use the themes as a framework to test applications for project funding and in the assessment of business plans of agencies.

32. The 7 themes are set out in detail at paragraphs 181 to 215 and are summarised opposite:

we need to
adopt a
'grow your
own' policy

Sustainable development promotes the tripartite approach of balancing economic, social and environmental issues and calls for all strategies below this one and major projects to have a sustainability appraisal. The need for equality proofing is also set out.

Climate for investment highlights the central importance of private investment in delivering this strategy and achieving the Vision for Cumbria. Creating the conditions to enable and nurture that investment are seen as the key.

Unlocking skills and releasing talent promotes the need to get the correct balance of skills and jobs and covers the requirement for integrated actions by partners to identify business needs and meet the demands of individuals.

Young People sets tests involving retaining, fully utilising and meeting the aspirations of this vital resource for the County and promotes the steps needed to 'growing our own'.

Communications calls for the proofing of major projects and key schemes in order to reflect not simply national transport policies but also the particular needs of Cumbria.

Modernising calls upon partners to bring forward high quality modern design and to encourage leading edge industries.

Celebrating Cumbria brings forward the quality of place from the vernacular to breathtaking landscapes and sets the test that actions should create places of a quality to celebrate and be worthy of the best of Cumbria.



Introduction

33. The purpose of this Strategy is to set out a sustainable path to securing economic growth, social progress and environmental protection and enhancement in Cumbria over the next 20 years. The outcome is designed to meet the fundamental objectives of national government policies and priorities aimed at delivering sustainable communities and the stated aim of the North West Development Agency's Regional Economic Strategy: to secure sustainable economic development.

Cumbria must avoid a
concentration on local rivalries
and historic
differences



34. The outcome is a robust and prioritised strategy. A set of cross-cutting themes and priority actions are established. An Action Plan accompanies this Strategy and sets out how the strategy will be implemented. It adopts the key principle of delivery and implementation at the most local level including, wherever appropriate, through communities and partnerships.

36. Cumbria Strategic Partnership and Cumbria Vision will produce a joint annual report on progress. Every three years the Strategy will be updated and reviewed thoroughly. The Action Plan will be updated and recast annually in collaboration with implementing bodies and partners. This Strategy provides the overarching strategic direction for Cumbria. It supplements and complements all other strategies and business/action plans of partners locally, regionally and nationally.

36. There is a key and fundamental relationship between this Strategy, that has been endorsed and adopted by all relevant parties in Cumbria, and the planning counterpart which is, in the short term, the Cumbria Joint Structure Plan. In the first three years of this Strategy the planning system will change with the delivery of the Regional Spatial Strategy. This new planning system encourages greater flexibility and a greater sensitivity to local and community issues where the evidence base is clear. That new system is to be welcomed.

37. The conclusions of 'An Economic Assessment of Cumbria 2004' suggests that a relaxation of some planning policies will be required to enable a reversal of the damaging economic trends that Cumbria is undergoing. In this Strategy those areas are highlighted and are concerned with housing land, communications and a more enabling approach to growth in the M6 Corridor. Close working relationships are already being established between the North West Regional Assembly (NWRA) and local planning authorities. Those need to be cemented and driven forward.

38. The strategies and action plans of partners will be expected to conform with this holistic strategy and help to inform its review and updating. Steps will need to be taken to rationalise the patchwork and uneven distribution and performance of existing local partnerships. The successful implementation of this Strategy will require integration and collaboration on a scale as yet not experienced in Cumbria. From outside the County the integration of policies and funding of national government programmes, regional and local public agencies, especially the NWDA and the NWRA will be vital.

39. Cumbria in all its constituent parts will need to look outwards to set its actions in context and to gain from an understanding of good practice. Cumbria and its institutions must avoid a concentration on local rivalries and historic differences.

40. The aim is an improved quality of life for everyone. This will not be achieved by economic growth alone. It will need a concerted and integrated effort. This will involve removing barriers and stimulating economic competitiveness, addressing the causes of social exclusion and recognising the needs and contributions of communities. All within a clear understanding of the benefits to be derived from environmental protection and enhancement.

41. The prize, which will not be won easily, is improved productivity, more jobs, greater wealth, better health and housing, reduced fear of crime, equality of opportunity and service delivery.

the successful
implementation of this strategy
will require integration
and collaboration

CONTEXT

Cumbria today

42. Cumbria covers almost half the area of the North West Region and has a population of 489,800, just 7% of the regional figure. It is an area of vivid contrasts. Cumbria has spectacular scenery, attractive coastline and villages, towns and cities of character and huge potential. These sit alongside and contain deprived communities, a fragile rural economy and an industrial base that contains an over-dependence on sectors that are vulnerable to global trends and in declining rather than growth sectors.

43. The Cumbrian economy shows little scope to grow markedly in the immediate future. Major job losses in Barrow and on the West Coast over the past 20 years have not been replaced on any significant scale. Now, more recent losses in Barrow, Ulverston and Kendal have further weakened the economic base. When those factors are added to the major losses in prospect at Sellafield and the challenges faced as agriculture adapts to the changing support system, the precariousness of the Cumbrian economy is brought into further sharp relief.

44. Figures from the Office of National Statistics demonstrate how these events, policy changes and trends have taken their toll on Cumbria. The economy of Cumbria has been in decline for more than 15 years. During the 1990s Gross Domestic Product (GDP) per head in Cumbria declined rapidly from a relatively healthy level enjoyed throughout the 1980s, when it had stood both above the European average and some 20% above the national average.

cont... By the end of the century it had fallen 20% below the national figure. This staggering deterioration was not a reflection of a downturn in the national or North West economies. The Cumbrian decline was in stark contrast to Cheshire, for example, where gross domestic product per head rose from below to above average and to a position of 5th nationally.

45. When the performance of Cumbria is compared with all sub-regions of the European Community, including those states recently added to enlarge the European Union, it becomes clear that Cumbria is the only County in the UK in decline. Even more significantly it is one of just a handful of sub-regions across Europe that are actually in decline.

See Table One opposite

46. Figures for Gross Value Added (GVA) per head reinforce those trends and reveal how prosperity is beginning to ebb away. Although GVA increased over the period from the mid-nineties to date it did so at a lower rate than other parts of the North West and the country as a whole. The gap between Cumbria and the rest widened and on this measure it is now the 4th poorest sub-region in the nation. This is not acceptable. It stands in contrast to the potential and the quality of what Cumbria has to offer as a great place to live, to work and to visit. In the absence of the recent expansion of the European Community, these trends would have led to Cumbria being eligible for consideration as an Objective 1 area.

See Figure One opposite

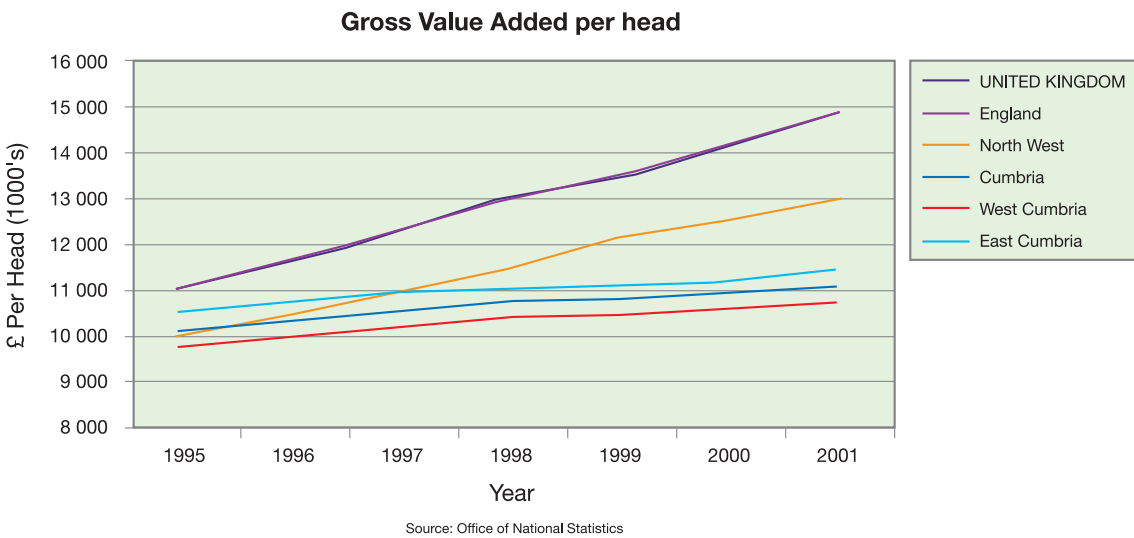
Table One

Gross Domestic Product (GDP) Growth (annual average % change), 1995-2001: Sub-Regions in Decline

EU Sub-Region	% Decline
Sud (Romania)	-2.3%
Sud-Est (Romania)	-2.0%
Centru (Romania)	-2.0%
Nord-Est (Romania)	-1.8%
Yuzhen Tsentralen (Bulgaria)	-1.7%
Sud-Vest (Romania)	-1.6%
Severozapad (Czech Republic)	-1.2%
Nord-Vest (Romania)	-1.2%
Berlin (Germany)	-1.0%
Cumbria (UK)	-0.9%
Moravskoslezsko (Czech Republic)	-0.7%
Guyane (France)	-0.4%
Vest (Romania)	-0.4%

Source: European Commission

Figure One



47. "Real unemployment" measures the joblessness in an area. It includes those on sickness related benefits, (principally Incapacity Benefit) as well as those seeking work but not claiming benefit, and those who have moved into early retirement as a result of economic restructuring. Work by Sheffield Hallam University reveals that in large parts of the south of England the real unemployment rate is of the order of 3% or below, which is effectively full employment. In Cumbria the equivalent figure is 10.3%, while in Barrow (18.6%) and Copeland (15.7%) the rates demonstrate the lack of opportunity in the economy of those areas currently. The statistics are borne out by those drawn from the 2002 Labour Force Survey.

See Table Two opposite

48. The 2004 Index of Deprivation is the most sophisticated measure to date of various aspects of deprivation, covering income, employment, education and skills, barriers to housing and services, crime and environment. Barrow is the most deprived local authority area in the County with particularly negative scores on income and health/disability indicators. At the fine grain level below wards, there are 32,482 units nationally. In Cumbria, 27 units are in the 10% most deprived nationally. These are concentrated in Barrow (13), Allerdale (6), Copeland (4) and Carlisle (4).

See Figure Two opposite

49. In Eden the barriers to services score is more than 5 times what might be expected reflecting the deep rurality of parts of that District, which is the most sparsely populated in the country.

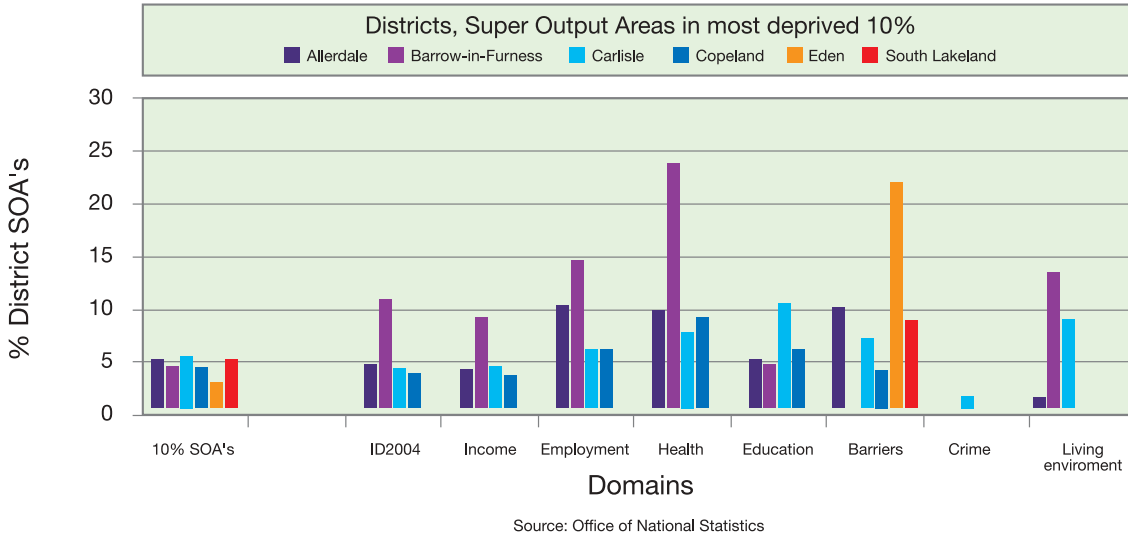
50. Rural disadvantage in some parts of the County is not as intense nor as concentrated as the scale of urban deprivation. It does however bite deeply into communities and is a reflection of low rates of economic activity, a seasonality of employment, low income, underemployment and a poor quality of life often hampered by restricted access to services and inadequate public transport.

Table Two: Economic activity and inactivity of the working age population (Labour Force Survey, March 2002-February 2003)

	Working age population	... of whom			
		Economically active		Economically inactive	
		Number	Percent	Number	Percent
Allerdale	55,000	40,000	72.6	15,000	27.4
Barrow-in-furness	43,000	29,000	68.4	14,000	31.6
Carlisle	61,000	44,000	72.2	17,000	27.8
Copeland	42,000	31,000	74.7	11,000	25.3
Eden	30,000	26,000	85.4	4,000	14.6
South Lakeland	59,000	48,000	81.5	11,000	18.5
Cumbria	290,000	218,000	75.3	71,000	24.7
NW region	4,077,000	3,083,000	75.6	994,000	24.4
England	30,161,000	23,678,000	78.5	6,483,000	21.5

Source: NOMIS Labour Force Survey March 2002–February 2003. Working Age' = 16-64, females aged 16-59

Figure Two: Index of Deprivation 2004



Source: Office of National Statistics

51. Looking below these headline figures and statistics, reveals that GDP and GVA have been indelibly affected by the collapse of the established industries in Barrow and on the West Coast. Skilled and higher wage jobs disappeared from the docks, manufacturing, shipbuilding, steel and defence industries over the period. These were concentrated in the urban settlements that now also have the worst scores on urban deprivation: Barrow, Whitehaven, Workington and Maryport. Today, the value added from each manufacturing job in Cumbria is £44,000 compared to recent growth sectors in the County. In hotels and restaurants the figure is £20,000 and in the public sector, £19,000. These are full time equivalent figures, the actual average value added per employee in hotels and restaurants is £12,000, reflecting the part-time nature of much of the employment in that sector.

52. Overall, these figures demonstrate the dichotomy between the east and west of the County. These trends and changes over the last 15 years or so have been felt much more acutely in West Cumbria and Furness where the traditional industrial base has been rapidly eroded. Remoteness and poor communications have hampered the attraction of new investment and economic activity.

53. What these figures mask is the impact of low wage levels in Eden and, in the case of South Lakeland, the added factor of the loss of jobs in higher wage industries over the past 5 years and the low-wage economy that has emerged. In both these areas there are acute problems of a lack of affordable housing; in Eden it is estimated that currently it would require someone on average earnings to borrow 7.5 times their salary to obtain a mortgage to enable them to enter the housing market. The equivalent figure in South Lakeland is 8.2 times average earnings to acquire the cheapest terrace housing.

See Figure three below

54. Cumbria's environment may look healthy and at times spectacular and while large tracts of it are, it too is under pressure from unsympathetic development putting the varied character of its landscapes and historic environment at risk. Changes in land management and modern farming changes and wind farm developments present real dangers and can radically alter landscapes. Care is needed when formulating policies and reaching, for example, planning decisions.

Figure Three: Average House Prices by Districts 2000-2004



Source: Office of National Statistics

In Eden during 2004
someone on average
earnings would
need to borrow
7.5 times their salary
to enter the
housing market

A NEW APPROACH

55. The canvas on which this Strategy must be drawn demands that new and innovative responses are required. If headway is to be made and existing trends arrested and changed around, it is clear that a continuation of the existing mix of policies, priorities and approaches is not enough. Hard choices are required and those will need to be informed by this robust Strategy. This will not be a short-term fix or panacea. It is widely recognised within the County and regionally that it will not be possible to quickly alter trends that have been embedded in the Cumbrian economy for more than 15 years.

56. What is required are changes to the way in which funding is delivered and to how projects and programmes are implemented. There is too, a need for better informed and more co-ordinated policies and clear and appropriate performance monitoring. Some of these are in prospect and some are underway. These are all set within the ambit of the overall Government priority to deliver sustainable communities.

spectacular scenery
attractive villages
and towns full of
character
sit alongside deprived
communities and a
vulnerable economy

57. A start has been made with the establishment of two regeneration companies that are direct responses to the endemic problems of Barrow and West Cumbria and to the now apparent but deep-seated problems confronting parts of rural Cumbria. These now are two purpose built bodies, with dedicated resources: West Lakes Renaissance and Rural Regeneration Cumbria. These provide an excellent opportunity to tackle many of the long-term issues that have confronted and confounded previous attempts to secure the renaissance of communities and economies where the market has failed. These two bodies are, however, part of a much wider network of agencies and partnerships involved in the regeneration effort.

58. The private sector has a key role to play and it will be for the public agencies to engage with business on terms that are mutually beneficial. The absence of that dialogue will do little to secure the change and adaptation to market forces that will be fundamental to improving the wealth and social conditions in the County. All public agencies need to make their policies and approaches more user-friendly, accessible to all and enabling. The North West Regional Assembly should ensure that the Regional Spatial Strategy reflects the needs of Cumbria. The Lake District National Park Authority should look for further and better ways to encourage investment. In the Joint Structure Plan, housing and transport allocations need to be at an appropriate level to alter existing conditions in an acceptable timetable. The CSP and CV will need to monitor these matters carefully and ensure that unnecessary constraints and inappropriate regional and national policies are identified, challenged and amended.

59. This Strategy embraces the business plans and vision of West Lakes Renaissance and Rural Regeneration Cumbria and then looks beyond those to provide a focus for the work of Local Strategic Partnerships and their Community Strategies. Account has been taken of the business plans and strategies of the wide range of bodies allied to the CSP.

60. In West Cumbria the potential loss of some 8,000 jobs from Sellafield has prompted the establishment by the government of the inter-departmental West Cumbria Strategic Forum (WCSF). The impact of the work of the Forum and the combination of public and private funding in prospect, provides an excellent opportunity to tackle some of the long-standing and apparently intractable issues facing the west of the county.

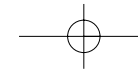
61. The transformation of the Cumbria Tourist (CTB) Board into a Destination Management Organisation must be driven forward as it constitutes much more than a simple re-badging. This new enhanced role will inject further momentum into a key growth sector. The CTB will now be responsible for coordinating and leading on all aspects of the destination experience in Cumbria. This is alongside its established role of helping to maintain the long-term prosperity of the tourist industry in the sub-region.

62. Ministers have charged the Lake District National Park Authority to give stronger emphasis to the social and economic well-being of local communities. This compliments the twin purpose of the designation to conserve and firstly enhance the natural beauty, wildlife and cultural heritage and secondly to promote opportunities for the understanding and enjoyment of the special qualities of the Park. In both the National Park and beyond the needs and aspirations of hard to reach groups should be reflected in policies, strategies and programmes.

63. The NWDA has established CV to lead in securing the delivery of the Regional Economic Strategy in the county. CV will operate in a way that reflects the circumstances of Cumbria. It will address the acute economic problems identified in this Strategy. The CSP and CV have agreed to work together to form a cohesive and composite Sub-Regional Partnership, which will have responsibility for overseeing the implementation of the whole of this Strategy. CSP will lead on the social and environmental issues while CV will lead on the economic issues. The composite Sub-Regional Partnership will work very closely with the Local Strategic Partnerships and CSP will act as a Standing Conference for key issues that are either Cumbria-wide or of regional significance.

64. The impetus and focus that will be provided by these new approaches will enable key partners to share agenda, to contribute and participate with clear purpose and direction.

65. The successful implementation of this Strategy through an integrated approach and effective partnership working is designed to deliver Sustainable Cumbria.



Priorities for Action

66. A clear message is that collaboration between agencies, local authorities, businesses and communities is vital. A shared agenda will aid that collaboration and promote integration of policies, programmes and expenditure. Steps will be taken to move away from fragmented working, from peppercorn of initiatives and funding with the adoption of this Strategy and an integrated and sustainable approach to securing the long-term future for the residents, businesses and visitors.

the success of a
partnership
approach is
dependant on the
identification
of a clear set
of priorities

67. The establishment of a clear set of priorities and targets for local partners to deliver on, supplemented by effective performance management, is vital.

68. Based on this analysis of the issues facing Cumbria, the following priorities have been identified as the most critical for intervention. They provide the focus and the base on which resources will be allocated and on which performance will be judged.

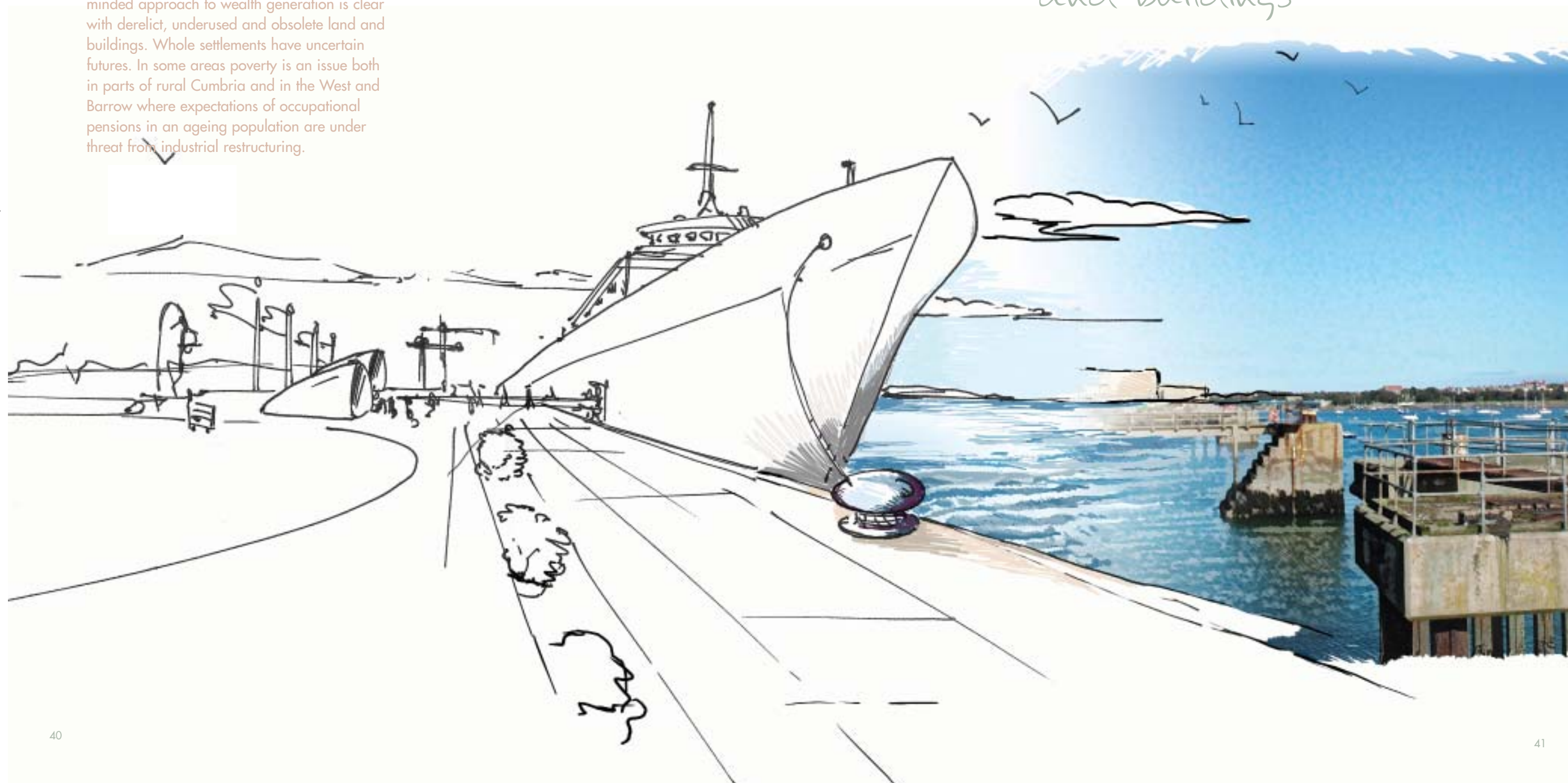
66-68



PRIORITY 1 – Sustainable communities and well-being

69. This is the one over-arching priority that pervades above individual economic, social, environmental and specific areas agenda. Economic progress and wealth creation are fundamental to the delivery of sustainable communities, but the lessons of history and the recent past demonstrate that the needs and aspirations of citizens and communities are also central to the equation. In Barrow and on the West Coast in particular, the legacy of a single-minded approach to wealth generation is clear with derelict, underused and obsolete land and buildings. Whole settlements have uncertain futures. In some areas poverty is an issue both in parts of rural Cumbria and in the West and Barrow where expectations of occupational pensions in an ageing population are under threat from industrial restructuring.

the legacy of a
single-minded approach to wealth generation
is clear with derelict, underused
and obsolete land
and buildings



Priority Objectives

Sustainable communities and well-being

- 1.1 Strengthen role of Local Strategic Partnerships
- 1.2a Develop policies to deal with consequences of an ageing population
- 1.2b Develop policies to arrest the outflow of young people
- 1.3 Tackle health inequalities and promote healthy living and working
- 1.4 Promote and deliver benefits of sport
- 1.5 Promote diversity and equality proofing of strategies
- 1.6 Strengthen community safety programmes
- 1.7 Engage voluntary sector skills and experience
- 1.8 Achieve greater integration of the work of agencies dealing with social exclusion
- 1.9 Implement sustainable waste programme
- 1.10 Embrace the principles of the Cumbria Biodiversity Action Plan
- 1.11 Implement improved road safety measures
- 1.12 Identify and implement an agreed analytical/audit system to strengthen integrated working

70. The LSPs provide both the glue and the opportunity to link together private and NWDA investment, with local needs in pursuit of sustainable economic development. The people focus of the LSPs is vital and must be given the attention and priority that it deserves. The four Community Strategies go far wider than the NWDA RES. A key role for LSPs is to identify and promote the social, economic and environmental well-being agenda at both the local level and through collaboration with the CSP at the County-wide level. This needs to complement and where necessary challenge the co-ordination of economic issues by CV. There is a need to strengthen the impact of LSPs, which can be achieved by partners giving greater attention and recognition to the implementation of the Community Strategies.

71. The Community Strategies highlight a number of priorities for action, many of which quite properly deal with issues of local concern. A number of common and high priority themes also emerge where local and sub-regional collaboration would prove valuable. These are concentrated in the areas of housing, health, social care, transport, education, culture, community safety and crime/fear of crime. Some of these issues feature as priorities in their own right in this Strategy in, for example, Priority 6 - Strategic Communications, Priority 7 - Creating wealth and a diversified economy, Priority 8 - Rural Regeneration and Priority 9 - Housing. The need remains urgent for the integration of policies and implementation, across all these areas of action. The LSPs together with CSP will have a key role in this regard.

72. Inclusion and social cohesion are priorities that extend to all stakeholders and partners. Steps need to be taken to ensure equality and to promote open approaches. That is in addition to statutory duties that are placed on public bodies by legislation to eliminate discrimination on grounds of disability, race or sexual orientation. There is particular value to be derived from the diversity within Cumbria's communities and the contribution that ethnic and other groups play in increasing the vitality and sustainability of villages and towns. All partners must ensure that partnerships and strategies are equality proofed. (see also Cross Cutting Theme 1 - Sustainable Development).The Welfare to Work Joint Investment Plan is one example of a partnership approach in Cumbria that addresses some of the issues associated with supporting people with disabilities who wish to remain or enter into employment.

economic progress and wealth creation are fundamental to the delivery of sustainable communities

73. Cumbria faces major demographic changes over the next 10 years. Reference to Figure Four below demonstrates the rapid decline experienced since 199 in the number of young people aged 15-29, a drop of more than 24,000 or 24%. By contrast, 26.7% of households are all pensioners compared with the national average of 23.7%. Since 1991 the number of people aged over 65 has increased by 8% and those over 85 by 37%. The over-65 population is forecast to increase further in the future.

74. Initially, this influx presents opportunities in Cumbria for economic growth as much of the increase in the number of older people is active 'young elderly'. These often have high spending power and the ability to contribute to voluntary and community organisations. However many do not have local family support networks, so when their dependency increases so does their need for care, coordinated through social services.

75. Specific problems exist in the home care market where property prices are creating difficulties in recruiting both nursing and care staff. There are also difficulties in retaining existing and attracting new care home providers, generating significant capacity issues where demand is outstripping supply. This has a particular effect of threatening people's ability to remain within their own communities.

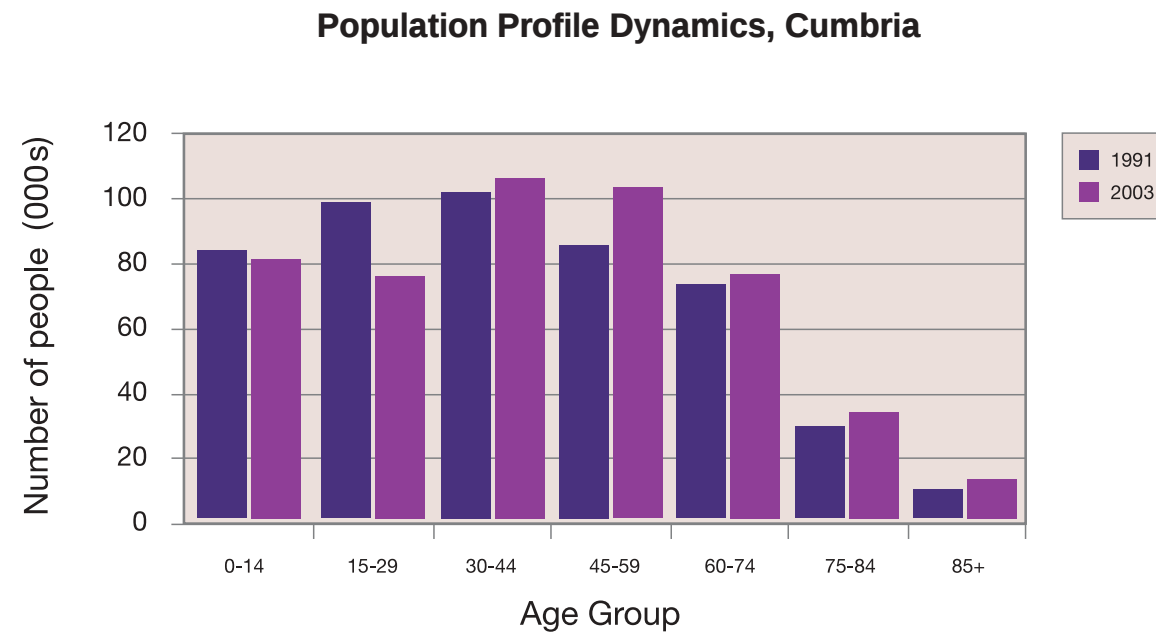
76. A key ingredient in a sustainable community is the way citizens feel about their area and that is as much influenced by crime and perceptions of crime as any social, economic or other factors. Indeed the social and economic well-being of an area can be greatly affected by its crime levels. Cumbria does not have high crime levels but it does suffer from disproportionately high levels of hate crime.

77. Reducing crime and improving community safety are high on the national and regional agenda and this is echoed in many consultation exercises carried out by local authorities and the LSPs. Cumbria has pockets of crime clustered around the larger urban areas. Ironically there is a disproportionate fear of crime in the rural areas where crime is typically lower.

73-77

Priorities for Action

Figure Four: Population Change 1991 - 2003



CASE STUDY 1

Barrow Crime and Disorder Partnership



The Crime and Disorder Reduction Partnership in Barrow has carried out an innovative "media mapping" project to understand and to address the fear of crime in the Borough. This compares fear of crime measured by a local survey with actual levels of crime and related stories in the local newspaper. This allows the Partnership to assess to what level, if any, fear of crime is raised disproportionately.

Findings from this mapping exercise are used to target positive publicity into the areas where greatest reassurance is needed. It can also be linked to targeted operations such as "Street Safe". This combines high profile police enforcement with media coverage, community reassurance and intelligence gathering. The operations also incorporate other partners who can tackle problems such as poorly managed private tenancies and youth issues, which contribute to the fear of crime in the hot spot areas.

The fear of crime in the Borough has been on a downward trend over the three years that the local survey has been conducted.

78. Healthy lifestyles are a central ingredient to the achievement of sustainable communities. Tackling health inequalities and promoting better health are fundamental approaches. This is not simply a job for the NHS; more advances to public health have been delivered through social, economic and environmental progress than medical advances. Health inequalities stifle the true potential of people and ill health often reflects poor quality of life, low self-esteem and social exclusion. Improving Cumbria's health involves engaging LSPs and those involved in building design/town planning, housing, transport, environment and the capacity of communities.

79. Sport, encompassing all forms of physical activity whether organised or casual, is a strong strand which can lead to better health, physical fitness, mental well-being as well as, for some, participating at all levels of competition. Sport can assist in unifying communities, deliver community safety, unlock social skills and promote positive lifestyles.

80. There is a clear link between the sport, health education agenda at all levels. LSPs should embrace sport as a key element of their work with communities. Better relationships need to be developed between Sport England and local authorities, further and higher education and both Regeneration Companies. CSP should work closely with Sport England to ensure that Cumbria is fully engaged with the twin regional goals of widening access and increasing participation.

CASE STUDY 2

Sport England - Exercise to music

Sport Action Zone, Healthier Communities workers, the Active Living For all Consortium in Barrow, primary care trusts, Furness and Lakes College and Community Sports Development Officers joined forces to develop 'Exercise to Music' courses, meeting local demand and stimulating employment opportunities for the unemployed.

A lack of qualified 'Exercise to Music' instructors to meet the demand in West Cumbria was identified. No qualified teachers for the course could be sourced locally and no courses were available. This identified need led to:

- Inward sourced training courses from Edinburgh YMCA.
- In 2003, a pilot course attracted 11 people who received intensive training. 7 are now delivering courses in their communities on a permanent basis and 2 have been assisted in becoming self-employed in running local aerobic classes.
- Courses are now being delivered throughout Allerdale, Copeland and Barrow.
- Local providers, West Lakes and Furness College, gained accreditation to provide training as a result of the local demand and success of the project.

Loma, unemployed with two children from Northside in Workington, an area within the top 10% deprived wards in England, completed the course in 2003. Following 30 hours of delivery of community voluntary aerobic classes, many tears, hard work and support through mentoring, she developed sufficient classes to make a sustainable business and is now self-employed.

Sport can
assist in unifying communities,
unlock social skills
and promote positive
lifestyles

78-80

Priorities for Action

81. Sustainable waste management solutions are needed to address the direct impact of waste on the environment and are essential to the future growth of industry and commerce in Cumbria. The Cumbria Joint Municipal Waste Management Strategy looking forward 25 years is currently being refreshed. The aim is to ensure that waste in the direct control of local authorities is minimised and diverted from land-fill to recycling and composting wherever possible.

82. Campaigning and partnership working with waste management contractors, the community and industry is a key element of that Strategy, and essential to reducing the current growth in waste that is increasing at 3-5% per year.

83. Cumbria is blessed with high quality and spectacular landscapes and a very special environment reflected in the various and extensive conservation designations. The contribution of environment to the achievement of sustainable communities is now widely recognised in terms of inspirational, educational and recreational benefit.

84. It is important that the highway network is safe and efficient in moving goods and people. Cumbria has one of the worst road casualty records per capita in the country. This should be addressed on the widest possible front involving highway enforcement, health, business and education organisations working through all sectors of the community. An important step is the bringing together of relevant organisations to address the problem through effective engineering, enforcement and education measures and the partnership based Local Public Service Agreement target.

85. There are many elements to the delivery of sustainable communities and they are all interrelated. There is a need to identify ways in which the impact of policies, programmes and expenditure is felt by communities and citizens. Health Equity Audit is a useful tool, the CSP working with the LSPs and other partners should explore as an early action the identification of an effective analytical tool. This work will inform and be supplemented by sustainability appraisals of strategies (see Cross Cutting Theme 1 - Sustainable Development).

health
inequalities stifle
the true
potential of people

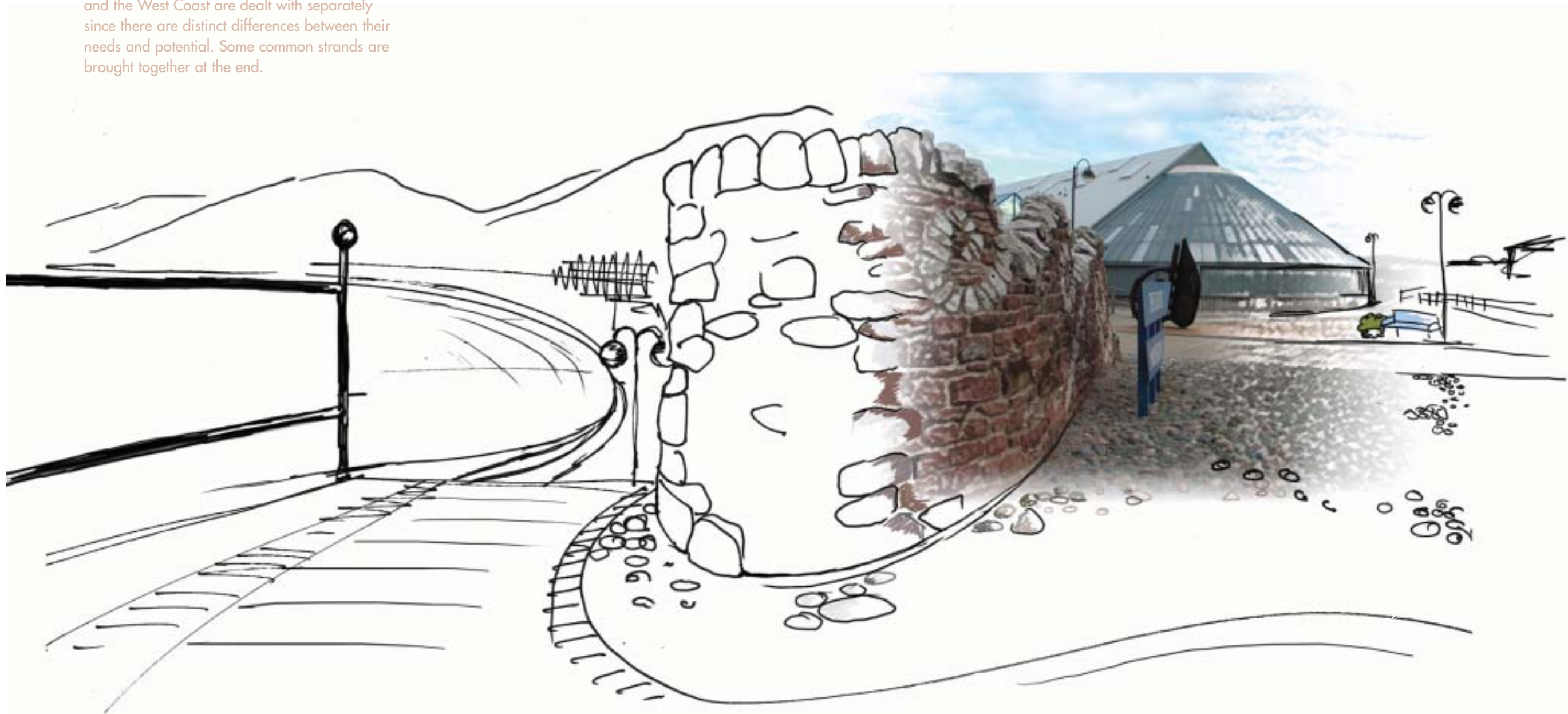
81-85

Priorities for Action

PRIORITY 2 – Barrow and West Cumbria

86. Both Barrow and West Cumbria are identified as Regional Regeneration Priorities in the Regional Economic Strategy. There are common strands in the challenges they face from vulnerable and indeed ravaged economies, remoteness and poverty. They share special environments, alongside a legacy of dereliction from former and declining industry. A host of ingredients common to successful regeneration elsewhere in the world can be found in their historic maritime areas. In this section Barrow and the West Coast are dealt with separately since there are distinct differences between their needs and potential. Some common strands are brought together at the end.

a host of ingredients common
to successful regeneration
elsewhere in the world



Priority Objectives

A) Barrow

- 2a.1 Reduce extent and intensity of deprivation in targeted wards
- 2a.2 Develop and secure funding and policy instruments and resources to secure housing market renewal
- 2a.3 Implement regeneration strategies.
- 2a.4 Support retention and development of existing employment base
- 2a.5 Increase the rate of new business information
- 2a.6 Diversify the economy generally recognising the particular opportunities presented by the development of the tourism sector
- 2a.7 Develop through consistent and long-term marketing a new image for Barrow

87. Barrow is the most deprived district in Cumbria and is ranked in the top ten most deprived local authority areas nationally in the 2004 Index of Deprivation. These conditions are at their most acute in 6 wards that account for 44% of the population of Barrow and these must be the focus for attention. In each case the deprivation is a reflection of poverty, low income and joblessness. Poor health prevails with significantly higher mortality rates than nationally or regionally. Eleven wards are in the 10% most health deprived in England, and six of those wards in the worst 2% nationally. Work by Sheffield Hallam University has identified the level of hidden unemployment in Barrow (see para 43) and calculates a real unemployment rate of 18.6%.

88. Analysis of these health inequalities, underachievement in education and limited aspiration give a clear indication of neighbourhoods with low esteem and a poor sense of well-being. Housing is a key area for action with conditions similar to those that have attracted Pathfinder status for tackling housing market renewal, albeit on a larger scale, elsewhere in the north. Measures to deal with housing are in Priority 10 below.

89. This range of adverse indicators is a clear reflection of the effects of a prolonged period of erosion of the economic base. This stems from exposure to global pressures and competition and the fall out of the peace dividend with consequential reductions in defence spending. The impact of these changes is felt disproportionately in a town such as Barrow with a high dependence on defence industries. The future for manufacturing employment, which continues to remain a significant element in the local economy, is both fragile and uncertain. A high priority is to work with those companies that remain to sustain and encourage them as they compete in their markets. In addition a high priority will be to nurture and assist those businesses and investors that will help to diversify the local economy.

90. In addition to the Barrow Task Force, there has been a host of programmes and special initiatives to date, making full use of and largely influenced by national government funding and priorities. These have yielded some successes and the institutional infrastructure is strong in parts, with a track record of managing and delivering regeneration programmes. The scope for long-term solutions, however, has been limited. That has now been changed by the arrival of West Lakes Renaissance with a dedicated budget of a size that will have a real impact on physical and infrastructure works, and can provide both the leading edge in regeneration, by removing barriers and creating opportunities, as well as providing clear leadership in securing sustainable and enduring renaissance.

87-90

Priorities for Action

nurture
and
assist
businesses
and investors
that help to
diversify
local economy

91. A clear strategy has emerged from the work of the local authority, Furness Enterprise, the LSP, the Task Force and the New Vision study. West Lakes Renaissance has embraced and brought these together in its business plan. Delivery of a holistic programme requires active participation of all relevant partners to implement co-ordinated action to address health, skills, education, housing, crime and other related elements as set out in the Priority 1 - Sustainable Communities.

92. The physical raw materials are to hand. The dock and maritime areas undergoing major regeneration; the potential for the development of a cruise liner terminal and the scope for better use of the port are elements of what is planned. A unique local environment and a developing tourism offer alongside the Lake District Peninsulas will also contribute to growth and progress. These ingredients provide the scope and ingredients to secure radical changes in the local economy.

CASE STUDY 3

Barrow Docks Masterplan



There is a clear need to diversify Barrow's economic base and to minimise the impact of the rapid decline in traditional industries that have been the backbone of the local economy in the past. Covering a significant proportion of both Barrow Port and Barrow Island, a Masterplan has been developed. This uses the waterfront, a marina village and marina development as drivers for the regeneration of the whole dock area. A principal objective is to create a major employment opportunity through the development of a 23 Ha Innovation Park.

The key objectives are to:

- foster economic diversification and create a more sustainable economy
- address local, regional, national and international image and perceptions
- develop and encourage tourism and embrace coastal renaissance
- improve accessibility and physical/social integration
- promote the natural and built environment
- facilitate social inclusion and create a sustainable community

The key proposals are:

- a marina village
- an innovation park
- a multi use games arena
- power boat racing
- a marina
- a cruise ship terminal
- a warm water wildlife reserve
- sculpture and heritage trails
- areas for hotels, restaurants and cafés

93. That radical change would need also to involve the sort of cultural and functional change that has epitomised the renaissance of cities like Leeds and Manchester. Crucially that will require private investment, a growth in local wealth and access to a wider market. All of these are fundamentally dependent on much better communications to link Barrow and the Furness Peninsula into the growth areas to the south and particularly to the Mersey Belt. Improvements to the A590 are a vital step which require urgent and immediate action. In the longer term, the proposed Morecambe Bay Bridge is a clear example of the injection of major infrastructure that will be crucial to securing a sustainable and viable future for Barrow and Furness. This is just the type of forward thinking and radical action that is needed to avoid the area being further marginalised as government and northern RDAs pursue the city region based Northern Way initiative. (See Priority 6 Communications).

94. The transition from an economy dominated by large employers to one with a more diversified base will involve the development of new markets, upskilling and cultural change. In addition there will need to be concerted marketing to rebrand Barrow. Tourism will be an important ingredient in the product mix offered. The leisure and recreation possibilities in the regenerated Dock area, the Festival of the Sea, Furness Abbey and the Lake District Peninsulas will be key ingredients.

95. The prospect of a Cruise Terminal is gaining momentum with operators indicating clear interest in the new product that would flow with Barrow entering the market. There is also potential for Barrow to develop as a turn round facility, which would open up possibilities of a supply chain being developed locally as well as repair facilities. These are opportunities that should be pursued with all vigour. The provision of a deep-water berth is a key factor in West Lakes Renaissance masterplan and programme for Barrow Docks.

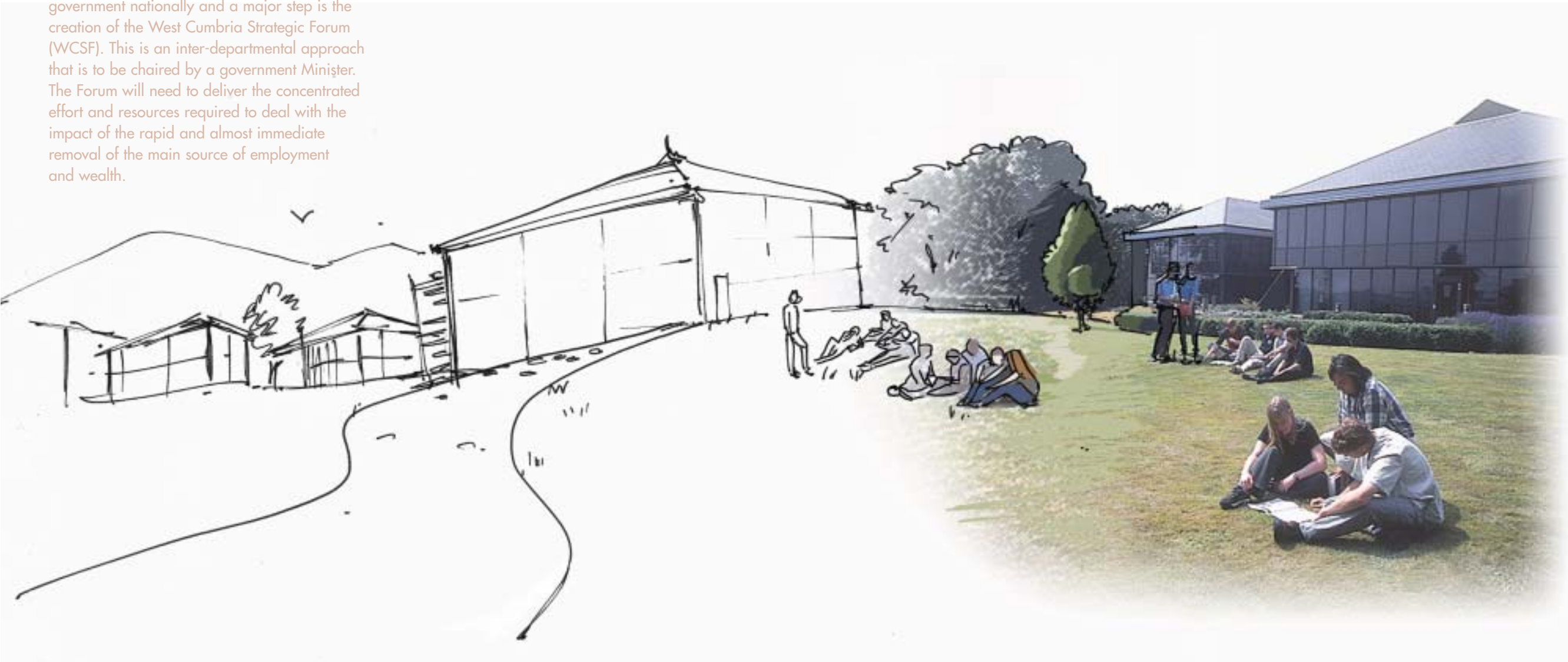
96. This multi-layered programme and set of priorities will need to be underpinned by a long-term marketing and promotional strategy to deliver a radical change in the image and perception of Barrow, locally, regionally and nationally.

these ingredients provide
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in the local economy

PRIORITY 2 – West Cumbria

96. West Cumbria has experienced substantial industrial decline in its manufacturing base. It has an employment structure that is severely vulnerable to global competition, and most particularly to the decision of government to decommission the nuclear power station at Sellafield. That establishment dominates the local economy with a workforce of some 11,000, with the vast majority in skilled higher paid jobs. The multiplier effect is strong and the supply chain to Sellafield now comprises more than 20 firms. The impact of a loss of 8,000 jobs in the next 5 to 7 years is set to have a devastating effect both locally and across Cumbria. This has been recognised by government nationally and a major step is the creation of the West Cumbria Strategic Forum (WCSF). This is an inter-departmental approach that is to be chaired by a government Minister. The Forum will need to deliver the concentrated effort and resources required to deal with the impact of the rapid and almost immediate removal of the main source of employment and wealth.

the challenges of West Cumbria
will need to be faced and
tackled there



Priority Objectives

b) West Cumbria

- 2b.1 Drive forward West Lakes Renaissance regeneration programme for Urban West Cumbria (Workington, Whitehaven, Maryport and Cleator Moor localities)
- 2b.2 Develop and maximise opportunities at Derwent Forest
- 2b.3 Expand and maximise outcomes at West Lakes Science and Technology Park (WLSTP)
- 2b.4 Uplift ambition and participation of local communities
- 2b.5 Maximise the benefits from nuclear decommissioning and site conversion
- 2b.6 Diversify and secure new image for West Coast, including
 - a) bringing the coastal pearls to the market;
 - b) taking lead on North West Coastal trail and driving implementation;
 - c) responding positively to Regional Parks initiative
- 2b.7 Mount drive to secure dispersed public sector jobs
- 2b.8 Nurture and support existing major employers to sustain their operations
- 2b.9 Implement integrated programme to manage transition arising from nuclear restructuring through West Cumbria Strategic Forum

98. The West Cumbria Strategic Forum will need to complement and build on the work of West Lakes Renaissance and the other public investment scheduled for the area. The response required is, however, much greater than can be delivered through existing programmes and through the application of existing policies. Time is short and the need for action is now. Steps need to be taken with great urgency to set in place the programmes and to begin the key investments needed to ensure that as much as possible is in place or underway. The focus must mitigate the effect of this massive job loss, before it occurs. All key agencies and partners will require clear strategies, under strong and purposeful leadership.

99. The future use of nuclear licensed sites in Copeland will be a critical issue. The Borough Council will need to be supported in continuing to develop its Community Leadership and statutory consultee role, and in involving local people in future decisions. Outcomes should be sought that will support the vision for the future and generate positive benefits for the area in the long term.

time is short
and the need for action is now

100. The immediate agenda for the West Cumbria Strategic Forum is to challenge those orthodoxies that confound the effective regeneration of West Cumbria. It must give emphasis to the opportunities that are so evident but require investment in infrastructure and in local communities. These include:

- Maximising the impact of the location of the Nuclear Decommissioning Agency (NDA) in the area;
- Expanding and developing the role of Westlakes Science and Technology Park as an international centre for environmental restoration and nuclear decommissioning.
- Ensuring that both Higher and Further education provision is maximised providing Cumbria based full time degrees and NVQs in Environmental Restoration, and nuclear related health qualifications in, for example, radiography.
- Upgrading communications with particular reference to the Cumbrian Coast Rail line, improvements to the A66 and to north-south road links. These are vital not only to promote the area and to link it to rest of the region and nationally, but also to provide safe secure routes to Sellafield in the future in its new decommissioning role.

- Securing sizeable chunks of dispersed civil service and other public agency jobs
- Addressing planning constraints imposed by the application of national guidelines that are inappropriate in the context of West Cumbria and the projected loss of jobs; this will involve the release of land for housing and commercial purposes beyond those included in current plans.
- Working with the Lake District National Park Authority to identify ways in which the National Park can support and facilitate the regeneration and investment being brought forward in key sites such as Westlakes Science Park and Derwent Forest (Broughton Moor).

101. The relative isolation of the area from the main north-south communication routes presents both a challenge and an opportunity. It is neither sustainable nor practical to seek to solve some of the issues in the west by exporting them to the east. The challenges of West Cumbria must be faced and tackled there.

102. Physically there are the raw materials in the urban and rural settlements and in the natural environment to assist in meeting the challenges. It will, however, be a long haul and will be severely complicated by the projected loss of jobs from Sellafield. The immediate challenges and those in prospect require all partners to join together and pool their efforts across economic, social and environmental programmes. Opportunities must be seized by unlocking the harbourside potential in Whitehaven, Workington and Maryport, and by equipping local people with skills and retaining/securing the expertise to participate fully in the new investment taking place.

103. From Millom in the south to Silloth in the north the impact of the work now in prospect has the capacity to deliver a string of revitalised settlements. There will be a strong tourism component, which will be reflected in existing and further festivals celebrating the maritime heritage. The quality available in parts of the built environment of those settlements, their powerful setting with an attractive and varied coastline close to the majesty of the western fells of the Lake District deliver a strong message of potential. This should be used to attract investment and create the demand required. This string of coastal pearls and their development and marketing provides a clear example of the diversity of Cumbria that could be brought as a new integrated offer to the market place.

CASE STUDY 4

Workington Town Centre redevelopment

THE £45 million pound scheme to deliver a new town centre for Workington is underway.

Around three quarters of the existing 1960s and 1970s development will be demolished and re-built whilst remaining shops will be refurbished and, in some cases, extended.

The work is being carried out by West Cumbria-based Thomas Armstrong (Construction) Ltd. on behalf of S Harrison Developments, the North Yorkshire firm selected as development partner by Allerdale Borough Council and the North West Development Agency.

A number of leading high street retailers have already been signed up, led by Debenhams whose three- storey store will anchor the project.

Other confirmed newcomers to the town include HMV, Bodycare and Allsports whilst Next and New Look are greatly increasing the size of their stores in Workington.

The new centre is due to be fully open in 2006.



CASE STUDY 5

Whitehaven Harbour redevelopment

In 1989 Copeland Borough Council joined forces with Cumbria County Council and other public agencies to consider the future of Whitehaven. The resulting strategy aimed to create a mixed use harbour area with improved access to the town centre, new visitor attractions and a pedestrian friendly environment.

Today the harbour boasts a 90 berth marina, a new call centre, the Beacon visitor centre and a revitalised fishing industry. There has been commercial investment in new housing, restaurants, a wine merchant and boat building. 360 jobs have been created and 160 properties have been improved.

The Whitehaven Maritime Festival has become established as an event of regional significance and there are plans afoot to base tall ships in the harbour. Three key factors in achieving this transformation have been:

- Setting up the right delivery body - the Whitehaven Development Company - at a time when public/private partnerships were in their infancy.
- The availability of funding from the SRB Programme, European Structural Funds, English Partnerships and the Millennium Commission.
- Vision and big ideas, including building of lock gates to the outer harbour to create a permanent water area forming a backdrop to the new investment.



105. At Derwent Forest (formerly known as Broughton Moor) the opportunity exists to create a sustainable leisure and commercial investment on a huge scale. This must be seized and driven forward with a view to facilitating major investment. This project can be at the leading edge of the sea change in image, economy and quality of life that is fundamental to attracting private investment throughout the West Coast and to both retaining and attracting the young and talented.

106. As with Barrow there is a clear need to rebrand and market the West Coast product in a positive and fresh light.

101-106

Priorities for Action

COMMON THEMES

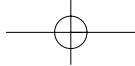
107. There is potential for a cruise terminal at Workington as well as Barrow, with the latter offering access to the Southern Lakes, while Workington would offer the North Lakes and the Hadrian's Wall World Heritage Site. These would also benefit the development of high quality tourism in the Lake District (Priorities 4 and 5), complement proposed terminals in Liverpool, Newcastle and London. When complete this would become part of a round Britain and western France offer which is being described in the industry as the Celtic Sea Cruise Ground.

108. In Furness and close to Whitehaven and Workington the scope for Regional Parks should be explored. These Parks would add to the attractiveness of the area and provide quality informal recreation facilities. The North West Development Agency is promoting Regional Parks across the region. There would also be strong synergy with the County Council's land reclamation programme that has a vision of reclaiming a network of sites along the coast with links to coastal footpaths and cycleway and greenway networks.

109. The development of a North West Coastal Trail is under consideration, which would stretch from Carlisle to Chester. This is proposed to be more than a walking or cycling route. It would involve showcasing aspects of the region's heritage, both built and natural that sit along the trail. Links to public transport would also be a feature. This would provide a powerful opportunity to capitalise on the developing tourism activity in Barrow and West Cumbria, involving the coastal pearls and sites such as Furness Abbey and Haig Mining Museum. The Cumbrian section of such a trail should be pursued as a priority.

110. The combination of these priority actions and initiatives provide a platform and opportunity to secure a sea change in the fortunes of Furness and West Cumbria. All relevant parties should prioritise their work programmes and work in partnership to maximise the benefits and outcomes.



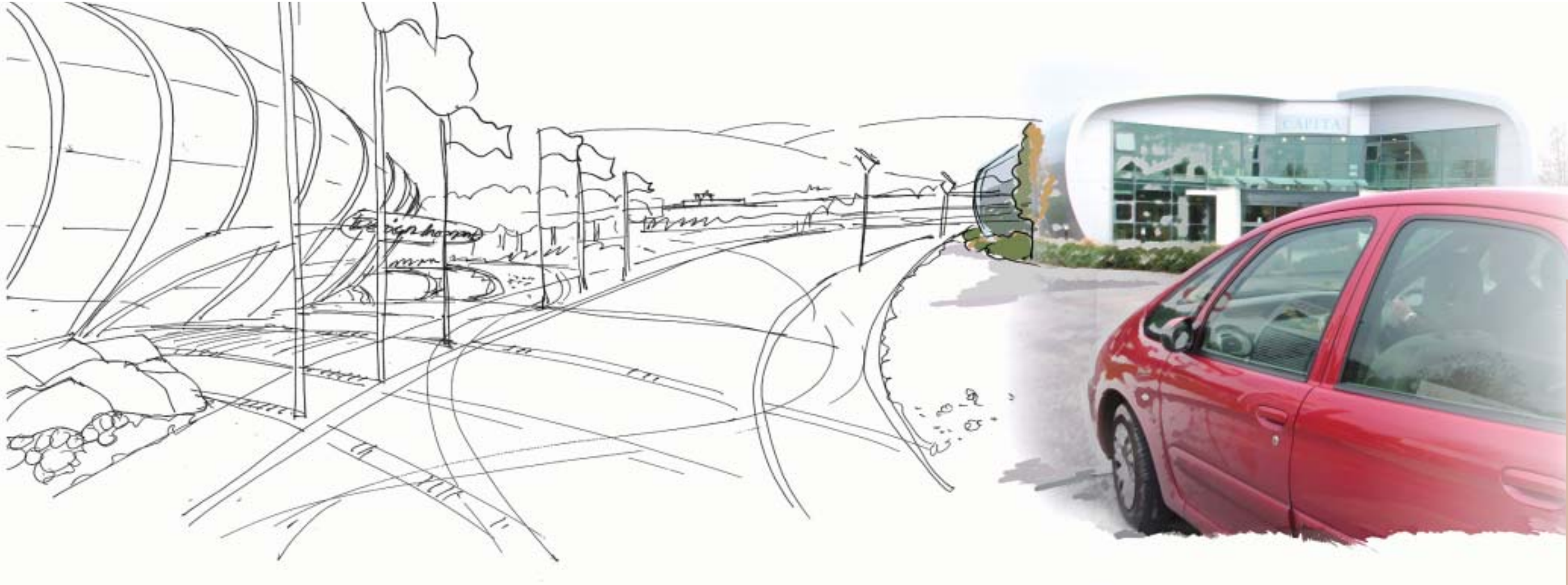


PRIORITY 3 – Carlisle

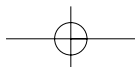
111. Carlisle presents an opportunity to build on success whilst addressing structural weaknesses that are hampering economic growth. An attractive, vibrant and historic city, it is well placed to advance as a regional capital. Developing the role and the functions of Carlisle is a realisable opportunity. The City already performs a role as the major retail centre in Cumbria as well as providing the leading retail offer on the north-south route between Manchester and Glasgow. It is the administrative capital of the County but its office market is weak. This can be addressed partly through proactive land allocation and management.

an opportunity to build on success

111



Priorities for Action



Priority Objectives

Carlisle

- 3.1 Expand and develop the Further and Higher Education sectors and develop the Learning City branding
- 3.2 Capitalise on existing trends and develop City as a cultural and sub-regional centre
- 3.3 Promote commercial re-opening and development of Carlisle Airport
- 3.4 Secure improvement to hotel accommodation and convention facilities
- 3.5 Develop offer based on Hadrian's Wall World Heritage Site
- 3.6 Develop and implement Carlisle City Vision regeneration strategy in targeted wards

1112. Investment in and the development of Carlisle is an opportunity that should be seized. This will enable the City to contribute fully to the needs of Cumbria and, for the County to play its full part in the North West, particularly in terms of the Northern Way focus on City regions.

113. Within the present context of a limited HE offer in Cumbria, Carlisle has the largest concentration of students. It is now capitalising on the opportunities to extend and improve learning facilities. The steps being taken towards increasing the range of higher education courses on offer in Cumbria provides an impetus to the City's ambition to develop as a 'Learning City'. It will be of wider benefit to Cumbria as a whole, as a precursor to the establishment of first, a virtual, and subsequently, a federal University of Cumbria if there is a natural leader. The expansion of Westlakes and the Nuclear Academy, the growth of St. Martins and the advent of UCLAN are all steps towards a University of Cumbria. Carlisle provides a natural focus for the administrative centre and the longer-term objective. This will have important spin offs in attracting and retaining businesses, graduates and young people and leisure and cultural facilities.

114. Alongside the promotion of the learning brand, Carlisle also has the capacity to develop as a cultural capital for Cumbria. In the same way that the retail offer has grown to fill the gap in the marketplace and to service a hinterland that extends into south-western Scotland, there is an opening to be explored in the cultural sphere. Business tourism provides an edge to add to the sub-regional capital role and, together with the growing number of students, provides a platform and market on which to develop and drive forward a cultural programme. Hadrian's Wall has been identified in the Regional Tourism Strategy as a development band, capable of being elevated through careful investment and development. Increasing quality and the range of hotel accommodation in Carlisle, particularly at the higher end and with convention facilities, is a priority. Opening up Carlisle Airport to commercial flights would provide a further spur to the development of the city commercially and culturally.

112-114

Priorities for Action

develop and drive

forward a cultural programme

115. If Carlisle is to maintain and develop its role, it is vital that the business environment and the infrastructure of the city keep pace with and where possible exceeds investors' expectations. The main economic growth in the short and medium term will come from existing businesses. Additional business support and targeted assistance would help these firms to grow and develop.

116. Essential infrastructure improvements include;

- the development of Carlisle Airport as a priority;
- upgrading of the West Coast Main Line;
- east - west road links;
- availability of development and housing land;
- broadband;
- good quality business space;
- a range of housing;
- leisure and cultural facilities.

All these are vital components in ensuring that Carlisle remains competitive and is able to retain and attract business, new investment and a skilled workforce.

117. Alongside the progress of the City in economic and cultural terms, it is important also to tackle deprivation and social exclusion, particularly in the 4 areas that fall into the 10% most deprived nationally. The aim is to ensure that all citizens have the opportunity to participate in and benefit from the investment and growth.

CASE STUDY 6

Learning city

Carlisle is set to become a Learning City in 2005. This major step forward has been actively endorsed by the City Vision partners - a group representing the public, private, voluntary and community sectors across Carlisle.

Five widely representative Learning Groups (Education & Formal, Skills & Business, Community & Informal, Environmental, and Health & Lifestyle) have been working during summer 2004 to map learning activity and produce short action plans.

Learning City supports local, regional and national strategies and provides a framework for significant developments in post-16 education in Carlisle, including the expansion of University provision.

City Vision Partners will be holding a Learning Event in Spring 2005 to declare Carlisle a Learning City.



attracting and retaining businesses,
graduates and young people

115-117

Priorities for Action

PRIORITY 4 – The Lake District National Park

118. The Lake District is an iconic brand and one of the very few world brands in England outside London. It is widely acknowledged as the nation's finest National Park and as a vital ingredient in the Cumbrian economy. There is considerable scope to build on those reputations and to demonstrate how a sensitive and protected location can work hand in glove with economic pressures and investment and tourism. A start has been made but there is a pressing need to move forward with further and better collaboration and partnership between key stakeholders.

the country's finest

National Park



Priority Objectives

The Lake District National Park

- 4.1 Secure continuous investment in physical and cultural landscape
- 4.2 Develop and implement innovative responses to
 - a) diversification of economic base;
 - b) affordable housing;
 - c) high quality themed tourism.
- 4.3 Deliver further and better ways to sustain farming and landscape stewardship
- 4.4 Promote further and better partnership working
- 4.5 Engage more closely with LSPs on well-being agenda for residents in the Park
- 4.6 Build on image and reputation of the Lake District and its implications for the rest of Cumbria
- 4.7 Explore scope and need for World Heritage Site bid
- 4.8 Develop leading edge approach to investment in biodiverse responses to hotel and restaurant developments

119. Over the past 50 years, The National Park Authority and the National Trust, as principal landowner, have fostered and conserved the environment for the benefit and enjoyment of current and future generations. Through a large part of that period the National Park was surrounded by relatively buoyant economies with well-paid jobs. Today, however, the National Park sits in a very different Cumbrian economy. The West Coast and Furness face ever serious problems and the M6 corridor, whilst largely buoyant, is characterised by a low wage economy. Kendal has seen its staple higher paid jobs stripped away. The tourism industry, which is the major employer within the National Park, faces serious competition and agriculture is in rapid recession. The need for diversification and a new strategy are clear. The challenge is to deliver diversification, improvement of the tourism offer and sustain farm businesses within the necessary constraints and confines of the National Park regime. That is a goal that all key players need to address in a fresh way without recrimination, the key is to look forward not back.

120. The tourism product is beginning to look faded and tired. There has been little investment in the main towns which act in large part as tourist resorts. Steps need to be taken urgently to avoid a downward spiral in this strongly competitive consumer market industry. Visitor numbers have been static over the last 10 years. Action is needed to be taken to upgrade the public realm and destination information, the development of high energy and low energy markets.

121. These and other approaches are being carried forward under the banner of 'The Renaissance of the Lake District'. This is covered in Priority 5 - High Quality Tourism and was identified as a signature project in the Regional Tourism Strategy. The aim is to have a fundamental impact on the performance of the North West and Cumbria as destinations.

122. The Lake District is an important ingredient in the image and the economy of Cumbria. Diversification of employment is central also to the well being of the residents of the Park as well as local businesses. Many of the issues that are considered below under Priority 8 Rural Regeneration have a strong relevance here. All parties recognise that there is a need to find ways to improve the social and economic well being of communities. Affordable housing and improving the viability of farms through the re-use of redundant buildings for one appropriate commercial enterprises at the top of the agenda.

the challenge is to deliver
diversification within the necessary
constraints and confines of the
National Park

119-122

Priorities for Action

123. Within the Park there is a severe threat to the physical and cultural landscape that underpins the designation and provides the major attractor to visitors. The marginal nature of hill farming puts at risk the maintenance of the landscape that is synonymous with the Lake District, the field patterns, drystone walls and fells themselves. In addition to that particular threat, the world-class landscape requires continuous investment and must not be taken for granted. Finding sustainable solutions to these issues are a very high priority.

124. The Lake District brand suggests reliability and quality. For the clothing and food industries situated within the Park this provides an opportunity that should be built on and developed.

125. Partnership working, and further and better sharing of objectives, and integration of policies and programmes is vital to secure a more certain future for the Park itself, local residents, businesses and visitors. There is a vital role here for the LSPs too. The CSP should convene a Standing Conference of all those involved to ensure that all of the ingredients required to deliver sustainable communities within the National Park are to hand and being implemented. These should be delivered against a clear integrated strategy and not simply meeting one or other agenda.

126. The need for integrated working is given yet stronger emphasis by the proposed World Heritage Site Bid for the Lake District. As is the case with such proposals there is both anxiety and some scepticism about the need for such designation. The Bid will be the stronger and command wider support if it is seen as complementing and contributing to a prosperous economic future of the Lake District and also to the surrounding buffer zones. Many of those must not be restrained in their efforts to attract investment and improve the well-being and quality of life for their residents.

123-126

CASE STUDY 7

Redevelopment of farm buildings

Low Plumgarth Farm, Crook Road, Near Kendal, Cumbria

This innovative farmer's food cooperative and farm produce shop on the edge of the Lake District National Park is the result of the transformation of empty agricultural buildings. The concept fits very clearly with sustaining farming and sustainable development in rural communities. Although originally no retail space was permitted, planners at the Lake District National Park Authority worked with the owner to arrive at a proposal that the Development Control Committee agreed did not compromise the policies of the Lake District National Park Local Plan, and supported National Park purposes. Five workshops were created where food can be processed and then sold directly to the public. The relationship between the processing and retailing that makes this site work so well.

This plan was supported by the Country Landowners Association, North West Fine Foods, the NFU and 'Made in Cumbria'.



CASE STUDY 8

Ospreys at Bassenthwaite

The Lake District Osprey Project is a partnership between the Forestry Commission, the Lake District National Park Authority and the Royal Society for the Protection of Birds, and was formed as a result of breeding ospreys at Bassenthwaite Lake, the first in the Lake District for over 150 years.

Since 2001, two public viewpoints at Whinlatter Visitor Centre and Dodd Wood have played host to over 350,000 visitors. Over £750,000 of funding was secured in 2002. This helped to provide better public viewing facilities at Whinlatter with the re-development of the Visitor Centre and Exhibition and aided the protection of the nest and breeding site.

The project employs 9 seasonal employees, and a survey carried out in 2003, revealed an injection of £1.75million into the local economy. It is estimated that 13 full time jobs are created in the local area through the extra spend of visitors seeing the ospreys.



Priorities for Action

PRIORITY 5 – High Quality Tourism

127. The tourism offer in Cumbria is diverse and reflects the size of the county, from the relatively mature product in the South and Central Lakes, to the developing but still thin offer on the West Coast and in Barrow. In Carlisle, business tourism and day visitors predominate. Nearby, the offer based on Hadrian's Wall is developing; while the Solway Plain, the Eden and Upper Lune Valleys have a much lower profile but much to offer. In each case development of tourism is a priority.

development of tourism is a priority



Priority Objectives

High Quality Tourism

- 5.1 Uplift and broaden tourism offer
- 5.2 Recognise impact of tourism industry environmentally and work in partnership to accommodate it in a sustainable fashion
- 5.3 Develop tourism in slipstream areas of Lake District especially Furness, West Cumbria and in the Eden and Upper Lune Valleys, Northern Borderlands and Solway
- 5.5 Implement coordinated 'grow our own' skill training
- 5.5 Promote world-class product development and investment
- 5.6 Develop tourism potential of Hadrian's Wall World Heritage Site
- 5.7 Develop proposal for a National Gallery of Landscape painting
- 5.8 Implement Renaissance of Lake District Masterplan

128. There are already many attractions and operations that are of very high quality but that must not engender complacency. Past predictions have overstated the capacity of the tourism sector to grow, particularly given the tight labour market in the Lake District. Increasingly competitive destinations elsewhere and restrictive planning policies. Current average bed occupancy is just 54%. Tourism is crucial as a sector for Cumbria, although it must be recognised that it is unlikely, given the current structure of the tourism industry, that growth in jobs will make many inroads into the low GVA figures.

129. There is a constant need to keep ahead of the game in this competitive industry. That applies as much to the Lake District as to the other areas and brands that sit in its slipstream.

a constant need to keep ahead
of the game

CASE STUDY 9



The Taste District

The Taste District 2004 is an integrated marketing campaign promoting the quality and variety of Cumbrian food and drink, under the Lake District 'attack' brand. The marketing activity focuses around a 172-page publication and includes web, PR, advertising, direct mail and other distribution channels. The campaign highlights local fare, over 300 producers and retailers and 90 quality dining out establishments, as well as culinary events and festivals. Celebrity chef endorsements have been instrumental in gaining extensive media coverage of the campaign. The campaign has successfully brought together the activities of many relevant stakeholders, to promote the industry effectively.

The 2005 campaign is expected to develop further and improve upon, achievements and successes to date.

128-129

Priorities for Action

130. The Cumbria Tourist Board has developed a number of new programmes and initiatives since the publication of the Regional Tourism Strategy in 2003. These will now achieve stronger delivery and advocacy with their new destination management responsibilities. These involve; improvements to public realm; prompting high quality design in hotel and restaurant interiors; improving and developing the image of the various brands; improved information services; transport; modernisation; biodiversity and business advice.

cont... Skills and programmes to 'grow our own' are a key ingredient; the Chef Apprenticeship Scheme is a good example of the type of investment required. A particular new approach is the development of activity breaks providing high-energy outdoor activities bringing a strong recreational element into the tourism offer.



CASE STUDY 10

Chef Apprenticeship Scheme

This Programme was developed to address the low retention rate both in the industry and on Hospitality Modern Apprenticeships. On and off the job training was provided to allow chefs get a fully rounded experience and become competent chefs at the end of the 18-month programme.

The notable elements of this innovative approach were:

- Network of privately operated hotels working together to provide a quality apprenticeship programme for young people 16-25 years old.
- Guaranteed job at the end of the programme
- Maximum 48 hour working week.
- £100 starting salary, finishing with £150 in the last six months.
- 3 different work placements throughout the training to give different cooking experience
- Additional off the job training events based on local produce including:
 - Butchery of local lamb
 - Sausage making at Sillfield Farm
 - Cheesemaking at Thornby Moore Dairy
 - Breadmaking at Bells of Lazonby
 - Masterclass with Clarissa Dickson Wright

Outputs/outcomes

6 chefs completed in 2003 and employed as chefs
10 chefs currently on programme due to finish in March 2005.

131. There are two further ingredients that will add both value and attractiveness to the tourism offer. First, a convention hotel where Carlisle is the most likely location, particularly if the Airport is brought back into use. Second, to provide a much needed filip and add to the attractions and to the economic future of the Lake District, is a National Art Gallery showcasing landscape painters. These two leading edge projects should be developed and taken forward by key partners as matters of urgency.

132. All of these and other approaches underpin the CTB's aim to increase tourism spend from £1b to £2b in the next 10 years. Key to that is the development of the product to attract high spenders from London, the South East and overseas markets.

133. Development of tourism has a resonance for each of the 7 cross cutting themes. It will be for all partners to engage in improving the quality and value of the tourism product and experience for visitors, hard to reach groups, residents and those who work in the industry.

134. The value and quality of the tourism product and the ability to market destinations is dependent on environmental quality, landscape and other contributing factors like ease of access, biodiversity and the attractiveness of the vernacular and historic environment. This places a responsibility on the tourism industry to respect and contribute to environmental well-being; and, to find sustainable solutions to manage the impacts of large-scale tourism on sensitive environments

135. An integrated approach led by the Cumbria Tourist Board is required, with delivery by the appropriate partners. This is the essence of the destination management approach; CTB will be in a much more strategic position and must seize that opportunity and drive it forward. One key area where that approach is being pursued is the Lake District where the 'Renaissance of the Lake District' signature regional project is being driven forward. A vision and strategy are being drawn up involving a programme which balances both economic and environmental sustainability. This involves improvement of public realm and increasing the quality of the tourism product through better design and significant outdoor investment. There is a clear opportunity also to seek out and promote biodiverse and sustainable ways to improve and modernise the operation of tourist facilities and operations. This will require leadership and investment. LDNPA, CTB and Rural Regeneration Cumbria should prioritise this approach. (See also Priority 8 Rural Regeneration) The holistic approach to public realm tested in Windermere has provided a base on which to build and from which to learn lessons.

PRIORITY 6 – Strategic communications

136. The topography of Cumbria, National Park status and various other protective designations have hampered the delivery of effective communications and denied parts of the sub-region the developmental benefits that often occur when communications are kept up to date. East-west routes remain inadequate particularly the A590 between Furness and the M6 in the south and the A66 from Workington to the M6 in the north, at Penrith and beyond to Scots Corner. Neither of those two routes is easily converted to dual carriageway and both have been the subject of considerable debate and contention over recent years.

Cumbria needs high speed, high quality communications with the Mersey Belt and the North East



136

Priorities for Action

Priority Objectives

Strategic Communications

- 6.1 Seek to improve road and rail links between West Coast and M6 corridor and West Coast Mainline
- 6.2 Promote development of Morecambe Bay Bridge along with major road improvements from Furness to Scotland up the West Coast
- 6.3 Promote the case for national investment to upgrade and secure the future of the Cumbrian Coast rail line
- 6.5 Lobby for improvements to access to Cumbria and links to east and south to link in with Government's Northern Way growth zone
- 6.5 Support reopening Carlisle Airport/helicopter services
- 6.6 Secure and market broadband

137. A detailed study into access to Furness and West Cumbria is now in hand involving the North West Regional Assembly, NWDA and the County Council. That is a most welcome development and it is vital that the Cumbrian challenge and perspective is fed fully into that process. The Study comes at a particularly appropriate time as the work of West Lakes Renaissance gathers momentum, as the Nuclear Academy and Nuclear Decommissioning Agency come closer to reality and the major development at Derwent Forest takes shape.

138. In the M6 corridor the major priority is to secure the much-needed improvements to the West Coast Mainline to improve the connections from the south to Manchester and London. The current unreliable service has a marked effect on business and leisure travel and detracts from the development of the tourist trade. Government's new initiative to maximise northern growth through the Northern Way initiative, which encompasses City Regions to the south in Preston/Blackburn, Manchester and Liverpool and in the east in Leeds and Newcastle places even greater emphasis on the need for Cumbria to have high quality communications. High speed links are vital to the Mersey Belt, the North East and the rest of the country to enable two way interaction with growth sectors in scientific, cultural and knowledge sectors.

139. The Northern Way initiative is very much about building on the dynamics of 'City Regions' and linking them together on growth corridors. This is repeated in the Scottish National Planning Framework, which also identifies Cities as the drivers of economic growth and sees a similar linking of city regions along the east coast of Scotland from Aberdeen to Newcastle. Cumbria has a vital part to play in delivering the Northern Offer, and not simply as a playground for the cities. Cumbria's needs and Carlisle's role and functions as a city region present a clear case for full participation and recognition in the Northern Way.

140. The proposal for the Morecambe Bay Bridge is a clear example of the type of major intervention that is necessary to deliver the competitive edge that Cumbria needs to deliver sustainable communities and economic regeneration. The Bridge should be linked firmly and clearly with major road improvements from Furness up the West Coast of Cumbria to Scotland. The Bridge would be a longer-term project, but early commitment would send the right messages to the market and uplift confidence in Cumbria.

137-140

Priorities for Action

high speed links are vital to enable two-way
intervention with growth sectors

141. In the same way, upgrading and investing in the Cumbrian Coast rail line is a particular priority. It eases contact between Furness and West Cumbria and is a sustainable solution to links from the M6 corridor to Barrow and north to Penrith and Carlisle. The current proposals to downgrade the line to a Community Rail Service must be strongly resisted. This is clear example of a lack of co-ordination between national policy makers. The commitment demonstrated by Government to Barrow and the West Coast through the creation of the URC and the forthcoming West Cumbria Strategic Forum, suggests that to downgrade the line would be premature. It stands in direct contradiction to the delivery of integrated and sustainable transport solutions to the issues confronted in the west.

142. An important ingredient in the renaissance of both rural and urban Cumbria is the delivery of broadband. The County is very poorly served at present and addressing this deficit is a high priority. Project Access has been designed to ensure 95% of Cumbrians can access broadband by the end of 2005. This is a most welcome development, and the recent announcement by BT appears to ensure that target will be met. Pressure will be kept on all concerned to deliver in the projected timescale. That will have particular benefits for employment growth and business efficiency, particularly in more remote locations, as well as urban centres where the market response has not been forthcoming to date. There will also be considerable benefits in terms of social cohesion, rural isolation and hard to reach groups.

143. Currently there are no scheduled air links from the sub-region. The re-opening of Carlisle Airport with a route in the first instance to London City provides the most likely option but that requires both capital funding and route subsidy. A key ingredient will be the extent to which private funding can be secured. A positive net present value is an essential ingredient to attract equity/bank finance. Experience elsewhere suggests that the acid test will be the extent to which new traffic is generated and that use is not simply a replacement for existing modes. Both inward and outbound use is vital to the business case.

144. From the perspective of sharpening the County's competitive edge the provision of scheduled air services would send a strong message and be a boost in image campaigns. It could open up a potentially lucrative London market to high quality leisure breaks and contribute positively to business confidence in Cumbria and in Dumfries and Galloway. In the event that the business case cannot be proven at this stage, attention should be given to helicopter links to existing regional airports to link into scheduled services. Such an approach would provide the opportunity to monitor use, establish demand empirically. It should be coupled with vigorous marketing both to local people and businesses and, as part of tourism packages to markets elsewhere as well as to businesses in the south and London.

Project Access has been designed
to ensure that 95% of Cumbrians can
access broadband by the end of 2004

141-144

Priorities for Action

PRIORITY 7 – Creating wealth and a diversified economy

145. The increasing lack of competitiveness of the Cumbrian economy is clear. The effects of globalisation and an industrial structure that remains skewed towards the declining sectors in employment terms is manifest. There is high dependency on a vulnerable branch plant economy, low spend on r and d and inward investment that is due as much to political pressure and a low cost base than sustainable skills levels. There is currently a restricted set of facilities to attract knowledge-based and other growth industries. That is a daunting list to which must be added a number of other factors that derive from the small population of Cumbria.

high dependency on a
vulnerable branch
plant economy



Priority Objectives

Creating wealth and diversified economy

- 7.1 Develop and implement an integrated approach to identifying demand for and delivery of skills
- 7.2 Rationalise and adapt advice/mentoring available to small businesses
- 7.3 Work closely with existing large companies to facilitate their continuing viability
- 7.5 Promote a custom based approach with leading edge industries
- 7.5 Develop opportunities arising from nuclear industry restructuring
- 7.6 Seize opportunities in creative industries and sports/recreation outdoor education sector
- 7.7 Pursue large-scale civil service relocation
- 7.8 Maximise contribution of public sector purchasing and contracts
- 7.9 Promote and enable social enterprises

146. The size and sparsity of Cumbria's population challenge the development of its labour market to sufficient depth and undermine the viability of FE colleges, reinforcing the lack of a developed higher education sector. All of these are issues to tackle to maximise the contribution of existing firms, as well as prompt expansion, stimulate new business growth, attract those with high skills, and retain and train local residents. This would be made more possible by vigorously marketing Cumbria nationally to promote available opportunities for highly qualified people. Attracting the skilled and talented is, however, hampered by the narrow base of high quality jobs available. This detracts from the ability to move on locally or for employment for the other member of a professional couple moving into the county. The lack of a range of quality housing in the west is also a detracting factor.

147. Against that must be set the attractiveness of Cumbria as a place to live work and visit. In line with Regional Economic Strategy, there is a clear need to nurture those industries and businesses, particularly those in manufacturing and knowledge industries, that are currently operating in the County and to capitalise on businesses in sectors that have the capacity to grow and to deliver high added-value rather than large volume low margin products.

148. An approach that allows close relationships to be developed with the potential growth industries and to assist with the identification of market changes and opportunities is required. Environmental restoration in both nuclear and other areas, offshore marine and energy, food and drink and tourism are major opportunity areas. Recent trends demonstrate that greatest growth in the County has been in Public Administration, Health and Education.

146-148

Priorities for Action

CASE STUDY 11



R&D facilities - Innovia

The Company Innovia Films (formerly Surface Specialties UCB) employs approximately 1,000 people in Wigton more than half of its global workforce. It has been established in Wigton for over 70 years and different generations of the same family often work side by side. There are strong links also into the local community especially with the Nelson Thomlinson School.

Innovia films decision to locate their worldwide research and development facility in Wigton is of immense importance and is a clear demonstration of their commitment to Cumbria.

This Centre is one of the most advanced facilities in the industry, which won the national 2004 Built-In Quality Award. It brings together a wide range of R&D activities and has extensive leading edge laboratories covering a broad range of material science, chemical and physical disciplines, which allow rapid and effective new product testing.

Innovia Films project-managed the build in-house and it was a local team which ran the project, employing local skilled workers who had previously constructed industrial premises, to build a showpiece R&D facility enabling the company to deliver innovation to its global markets quickly and effectively.

149. The delivery of broadband, on a much wider base than currently, offers an opportunity to drive forward niche markets and will also assist the regeneration of rural communities as well as facilitate the development of creative industries. It should also prove a useful tool in sidestepping some of the resistance to development and investment encountered in the National Parks, but the need for a more open and collaborative approach in those areas remains a priority.

150. Creative industries (including advertising, architecture, the art and antiques market, crafts, design, designer fashion, film and video, interactive leisure software, music, the performing arts, publishing, software and computer games, television and radio.) offer an opportunity to diversify the economy and support the modernising cross-cutting theme by introducing vibrancy and updating the county's image. They can also make a difference to quality of life, economic growth, skills and the retention of young people in the area. A step change is in prospect from Arts Council funding for creative and cultural industries over the period 2004-6. All partners will need look to ways to make fullest use of those resources and to match them with other funding to push forward development and investment in this key area. The Cultural Forum is a key player in this area and there is scope for key partners to work with the Forum more closely and in an integrated fashion to exploit the opportunities in this sector.

151. Cumbria's natural terrain is a virtual Cumbria Arena in which major international mountaineering and water-based sporting events can be housed. This could lead to substantial spin off benefits for modernisation of the tourism offer and build on an improved reputation for action/adventure sport, which is recognised as a key growth sector. Keswick is well placed to develop a role as a national centre for outdoor recreation. In the event that Britain is successful in gaining the 2012 Olympic Games there would be merit in developing links with the Games Organising Committee to explore the scope for mutual promotions and activity.

152. The development of social enterprises is a potential growth area for both urban and rural Cumbria. The development of a countywide social enterprise network and more locally based networks on the west coast will provide support to allow the sector to develop to its full potential. Social enterprises can help diversify the economy and address local market failure, overcoming social exclusion, the development of basic and employability skills and improve access to services.

creative industries... can make
a difference to quality of life, economic growth,
skills and the retention of young people

CASE STUDY 12

Alston Moor Fitness Club successful social enterprise

Alston Moor Fitness Club is a project that grew out of Alston Moor Leisure Group 'AMPLE'. Questionnaires and community consultations showed that many local people would like more exercise provision. A swimming pool and a gym were top of the 'wish list'.

The community gym opened its doors to the public on 21st July 2003. The gym is run by Alston Moor Fitness Club Ltd which has a board of directors made up of local people and is run as a non-profit making community enterprise. The club's main aim is to advise local people on exercise and healthy living and improve the fitness and well being of the community of Alston Moor.

The gym, at Skelgillside Workshops in Alston, is well equipped with a range of cardio-vascular machines, including treadmills, x-trainer, rowing machines, bikes and steppers, as well as a range of resistance equipment. The club has recently extended its services for younger members of the community and the gym runs free youth only sessions for 12-19 year olds.

During the past year, training workshops have been held in a wide range of healthy living initiatives. The club is also working with Eden Primary Care Trust to develop a GP referral programme in the area, including cardiac rehabilitation.



153. The public sector employs almost 1 in 4 people in Cumbria and contributes significantly to value added by generating increased spend by its workforce. In some parts of the sub-region, notably in Barrow, the public sector is the major employer. There is stiff competition for those parts of the public sector that are mobile and Cumbria is actively pursuing civil service relocation. Although decision making in such cases often has a strong political influence many of the issues investigated and used to justify the expenditure and disruption involved are similar to those considered by private companies. The West Coast and Furness have a compelling case in terms of both need and opportunity.

154. The extent and value of public sector purchasing and contracts can contribute strongly to local wealth and employment and presents a real opportunity. Steps need to be taken to maximise the contribution that public sector procurement can make to the wealth of Cumbria.

155. Existing businesses including the public sector and their workforce development needs are key. It is imperative that attention should not be restricted solely to nurturing skills for dynamic growth sectors, important though they are. For every new job created by a growing sector there are a further nine openings occurring because people leave work to retire, move to other jobs or migrate out of the area.

156. Stimulating an entrepreneurial culture is a high priority. This will be aided by providing the necessary skills and advice to individuals. At present a number of different organisations are engaged in business support. A strategic alliance and clear signposting between the major business support organisations with a clear published guide would be a valuable step. Customising the support, especially to prospective and current small and medium sized firms, is a further valuable step. The number of agencies and the statutory burdens that they confront often confuses small businesses and require a clear route through the thicket. The Chamber of Commerce is well placed to play a role here along with the Alliance for Skills and Productivity, CLEAN and Activ8, (the small business service for Cumbria). There mentoring schemes, helping to improve business productivity and networking between businesses. There have been some successful initiatives along these lines in the tourism sector yielding good increases in productivity and profitability. There is need now to build on the well established but informal collaboration and signposting between agencies. There might, with advantage all round, be a clear concordat established and published. That is a task for CV to address and bring forward proposals on.

157. Marketing is a key ingredient and there are strong potential benefits to be gained from bringing together marketing for economic development, inward investment, tourism and image building. That would require collaboration but has the capacity to avoid confusing the market and to making better use of funding currently deployed by a number of bodies. The 2 Regeneration Companies, CTB, CIIA CSP and the local authorities should explore the scope for this under the chairmanship of CV.

158. Central to the long-term prosperity of Cumbria will be a healthy labour market, where skills and jobs are matched effectively at as high a standard as possible. Raising aspiration is vital; there is a direct correlation between poor basic skills and areas with high unemployment and high levels of people receiving Incapacity Benefit. If the Cumbrian employment rate matched that of the South East 21,000 more people would be at work in the county. The education system does a good job of equipping people up to 16 but there is a dramatic drop in performance at 16plus and above. It is a priority to tackle the long-standing underachievement in education and training and to promote a learning culture in many communities.

Figure 5: People of working age who are disabled* (estimated numbers and percentages, derived from LFS March 2002-February 2003)

	Disabled males of working age	Disabled females of working age	Total disabled of working age	Percent working age females	Percent working age males	Percent all working
Allerdale	7,000	6,000	13,000	25.5	24.2	24.8
Barrow-in-Furness	8,000	7,000	14,000	34.7	31.6	33.3
Carlisle	8,000	6,000	14,000	24.8	22.3	23.6
Copeland	5,000	4,000	10,000	24.4	18.8	21.8
Eden	5,000	2,000	7,000	29.1	15.3	22.6
South Lakeland	6,000	5,000	11,000	19.3	18.8	19.1
Cumbria	39,000	31,000	70,000	25.7	22.1	24.0
NW region	445,000	402,000	848,000	21.3	18.5	18.8
England	2,910,000	2,687,000	5,597,000	18.8	18.6	18.6

Source: BMG estimated figures, derived from NOMIS LFS March 2002- February 2003. Treat with caution.
Percentages based on people of working age.
*‘Disabled’ means a disability within the terms of the Disability Discrimination Act, or a work-limiting disability, or both.
Figures are BMG estimates, derived from LFS.

159. An integrated approach to the development of learning and skills is a major priority in the drive to improve the competitiveness of the Cumbrian economy and the overall aim to deliver sustainable communities. This will need to involve improving the participation of young people in learning; raising the level of skills in the workforce which are below both the regional and national averages, developing the learning infrastructure both in higher education but more particularly in the case of Colleges of Further Education which are small and under threat financially.

160. A clear requirement is for all relevant parties to work together under the leadership of the LSC to provide relevant support for employers to maximise business growth through skills development. That will involve raising both employer and individual demand and investment in skills.

157. All these approaches have relevance not only to the diversification of employment opportunities but also to community provision such as transport and education, better functioning housing markets and improved health, alongside quality in local environments and the public realm. A healthy vibrant workforce is an important ingredient in successful businesses and investing for better health and well-being is a key ingredient to securing an effective workforce.

PRIORITY 8 – Rural regeneration

161. Rural Cumbria is engaged in a fundamental change of direction. The revolution being faced in agriculture as support mechanisms alter, changes in housing markets highlighted by issues of affordability and a lack of quality employment with, at times, poor access to services, are some of the key issues contributing to rural disadvantage. The creation of Rural Regeneration Cumbria is a clear demonstration of the scale of the problems confronted and the need for a new approach.

Rural Cumbria
is engaged
in a fundamental
change
of direction



Priority Objectives

Rural Regeneration

- 8.1 Provide leadership to uplift aspirations and to celebrate the distinctiveness of rural Cumbria.
- 8.2 Help the creation of new rural start up business
- 8.3 Assist the expansion and diversification of existing rural businesses.
- 8.5 Develop high quality rural tourism initiatives including both high energy and low energy short breaks with dedicated marketing
- 8.5 Develop the agricultural sector through the provision of leadership, diversification and farmer cooperation and collective marketing
- 8.6 Promote, market and support further development of Cumbria food, clothing and craft products
- 8.7 Improve access to jobs, rural services and education opportunities
- 8.8 Promote the regeneration of Cumbria's market towns
- 8.9 Champion pilot programmes and challenges to ill-fitting policies, promote change and forward looking policies.
- 8.10 Secure the location of national HQ of Countryside Agency

162. The countryside accommodates successful manufacturing companies, a growing number of hi-tech specialist service sector companies, an increasingly important tourism sector and an agricultural sector which although, faced with many challenges still represents an important part of the rural economy of Cumbria. Securing sustainable rural enterprises is a vital ingredient if the countryside is to live and play a full and productive part in the Cumbrian economy.

163. Meeting the challenges of rural Cumbria requires a range of responses similar to those involved in urban regeneration with the additional layer of sparsity and remoteness built into the equation. In the deeply rural areas of the County, for example in Eden, the issues of a lack of affordable housing, low wages, low skills attainment and a lack of diversification beyond tourism and agriculture are factors whose impact is heightened yet further by the sparsity of population.

164. The establishment of Rural Regeneration Cumbria has provided Cumbria with the ability to deliver initiatives which are at the leading edge nationally in tackling rural regeneration. It is ideally placed to test pilot approaches, advice on and seek to influence policies and programmes of agencies and other organisations, and generally to provide strategic leadership for all the parties engaged in rural regeneration. It has now started to do this in partnership with a range of relevant organisations in key policy areas where transition may be best assisted.

165. Agriculture since the mid 1990s has suffered from a significant recession with significantly lower returns from traditional agricultural products such as milk, beef and lamb. The mid-term review of the EC Common Agricultural Policy will shift subsidies from production to land management with a single annual farm payment and additional support for improved environmental land management. Farmers will need advice urgently on the major changes which this will bring about. Rural Regeneration Cumbria is working with the Cumbria Rural Enterprise Agency to develop a major project – Farming Connect Cumbria which will assist farmers to adapt their business to new markets and the changed policy demands, through free business and environmental advice and the availability of capital grants. Other initiatives are being developed such as woodland diversification through the Forest Futures programme; milk and meat processing capacity issues, as well as food branding, marketing and distribution. The RRC through its farmer orientated implementation group will lead on this with support from a wide range of partners.

166. Tourism provides scope for new economic growth. This will involve a wide ranging programme involving all parts of the County. From the rural perspective, new products and new areas need to be exploited as well as growth and investment achieved through the implementation of the Lake District Renaissance Programme (see also under Priority 5 High Quality Tourism). This aims to provide a step change to the product that is currently on offer not just through major improvements to tourist accommodation but also changes to the quality of the public realm, improvements to public transport, and new product opportunities in both the "high energy" sector – hang gliding, mountain biking etc and the "low energy" sector – historic houses, gardens, art galleries and theatres etc. Centrally managed internet marketing and call centre booking facilities will provide a leading edge to drive this approach forward. CTB in association with RRC will lead on this with appropriate public and private sector partners.

162-166

Priorities for Action

167. Increasing importance is being given to the promotion of Cumbria as a County renown for its food products. Much of this work has been carried out through the Made in Cumbria brand, and the use of local produce as part of the process of upgrading the perceived quality of many Cumbrian hotels and restaurants.



CASE STUDY 13

Distinctly Cumbria

Distinctly Cumbrian, managed by Cumbria Rural Enterprise Agency and funded by NWDA, is an innovative approach to strengthen the rural economy of Cumbria by supporting the production, distribution and marketing of Cumbrian added-value products.

Distinctly Cumbria has three main objectives:

1. To enhance the infrastructure for local, production, distribution and sales.
2. To develop the capacity of producers.
3. To assist producers to adopt IT to support the sales and marketing of local products.

Products must be produced in Cumbria, be of a high quality, differentiated from mainstream products, target niche markets and command a premium price.

Distinctly Cumbria can assist new and existing businesses, corporate purchasers, groups of businesses, community groups and trade associations.

A wide range of projects have been assisted from construction of new facilities such as Cranstons Food Hall at Penrith, which stocks local food and, at Cartmel Sticky Pudding with new premises to meet demand; to attacking a range of key issues, which are barriers to the growth of small producers in the County. These include product and market development, improvements to the supply chain and distribution.

Distinctly Cumbria is piloting a cooperative transport solution with a small number of producers. Professional, interactive web sites and the encouragement of the innovative use of IT and the internet, tailored to the individual needs, allows small business to increase their profitability. Future developments will include collective marketing of Distinctly Cumbria products in a cost effective manner, and the development of mailorder.

168. There is now a base for beginning to develop a gourmet based offer in the south Lakes area similar to that promoted by Ludlow and based on a group of Michelin starred restaurants/chefs. Such an approach would be given further emphasis and market strength by a concentration of quality in one settlement. Early attention should be given to where and how to enable and promote a very high level gourmet experience in the Cartmel, Kendal, Ambleside area.

169. Rural Regeneration Cumbria has embarked on a programme of support for Cumbrian festivals, shows and event- some of which such as the Kendal Mountain Film Festival, Keswick Jazz Festival and Keswick Literary Festival now have an international reputation.

170. Coupled with a major tourism marketing campaign being carried out through the Cumbria Tourist Board, the culture of rural Cumbria will be celebrated and the aspirations of the whole population raised.

CASE STUDY 14

Theatre by the Lake and Keswick Jazz festival

Theatre by the Lake in Keswick is also the only professional building-based producing theatre in Cumbria. The opening of Theatre by the Lake has had a substantial economic impact in Keswick, a town with a resident population of 5,000, directly creating 48 new full time equivalent jobs and a further 112 indirectly. The economic impact of cultural tourism, locally-placed contracts and employees' spend is estimated at over £5m annually.

The Keswick Jazz Festival was launched in 1992 under the management of Allerdale Borough Council and sponsored by Jennings Bros, brewers. The festival has presented around 100 performances each year over a three day period at up to 16 venues in and around Keswick with total venue capacity of up to 2,200 people. Responsibility for the festival passed to Theatre by the Lake in 2003 and, in 2004, the festival was extended to four days, plus four lead-in days of evening jazz concerts in the two auditoria at the theatre.

90% of audiences for the festival are visitors to Cumbria. 1,200 4-day and 1,000 one-day tickets were sold for the 2004 festival, representing over 5,000 visitor bed-nights in May, outside the main tourist season.



171. The environment and the cultural landscape of the county are central to the economic regeneration of Cumbria. Yet they are perceived to be under threat as a result of the decline in farming and the loss of associated skills that have maintained and sustained it. Landscape conservation and sustained investment in maintaining and improving the environment is a key priority that underpins economic and social progress in Cumbria.

172. Market towns contain many of the services vital to rural areas, and when these towns function well they act as a focal point for the prosperity of the whole of the surrounding rural area. In Cumbria, as elsewhere, market towns need to reassess their functions in the light of the economic changes taking place both nationally and internationally. The changes to retailing and service sector provision means that many market towns have lost some of their traditional service sector functions and need to recognise and plan for new ways of provision. In Cumbria a substantial exercise has been completed assessing the opportunities and needs of market towns and the drawing up of Action Plans with Countryside Agency and NWDA support. These Action Plans need now to be translated into an effective programme of activity both to keep faith with those involved from the towns so far, as well as starting to deliver on the key issues identified.

173. The report 'Economic Futures of the Lake District' commissioned by NWDA concludes that one route to improving the economy of the Lake area is to promote investment and development in those towns that adjoin the National Park. In the case of Ulverston, and particularly Kendal, there is also the need to secure new investment, development and jobs to help to offset the loss of higher paid employment from those towns over the last 5 years. These are priority towns for action.

174. Both towns are in South Lakeland, which serves as a gateway to both the National Park and to Cumbria. There are opportunities to diversify and strengthen the economy but these will need support and positive and enabling planning decisions including the Gateway site at junction 36 of the M6 motorway. In Kendal the need is for land to accommodate new industries. The Canal Head site presents the most achievable brownfield site for use and should be brought forward as a matter of urgency.

...sustained
investment in
maintaining and improving
the environment

CASE STUDY 15

Canal Head – Kendal

A major, mixed-use redevelopment of Canal Head, Kendal has received the strong endorsement of the Local Strategic Partnership, which sees it as a potential "flagship" scheme for South Lakeland. The project will assist in the regeneration of Kendal, which has suffered significant job losses in recent years, and will also contribute to wider rural regeneration.

Development of the Canal Head would also contribute to the wider restoration of the Lancaster Canal's Northern Reaches in Kendal. Benefits of restoring all of the 14 mile Northern Reaches (from Tewitfield in north Lancashire to Canal Head, Kendal) have been estimated at 970 net additional permanent jobs, 400,000 additional visitors and £45m of private sector investment, bringing 35ha of brown field land into use. A significant proportion of those benefits would be achieved by restoring the first stage of the scheme at Canal Head, including an estimated 447 jobs. Rural Regeneration Cumbria and South Lakeland District Council are driving forward design of this first stage of canal restoration in Kendal.

Restoring navigation to Canal Head, Kendal will create a prestigious new northern Lake District destination to the national canal network, making possible cruising from London to the Lakes.



171-174

Priorities for Action

175. The northern reaches of the Lancaster Canal present an opportunity to develop high quality leisure and employment uses of sub-regional importance. This is a major and ambitious scheme and is scheduled for public funding support in the near future. In the interim the proposals should be developed to the point that private investors and operators are identified so that the funding might be unlocked at the earliest opportunity.

176. Many of the priorities for action are being coordinated through Rural Regeneration Cumbria and delivered by partners. All this work will begin to create a momentum on which further programmes can be built. It is clear, however, that some centrally determined policies at times more appropriate to urban life or less complex rural areas, do not achieve their intent in Cumbria. There is a need to go beyond rural proofing of policies and programmes. Policies that are formulated and implemented must reflect the needs of Cumbria and deliver appropriate programmes and projects on the ground.

177. To help guide policy, programme and project development, Rural Regeneration Cumbria and Cumbria County Council have helped Lancaster University to establish the International Centre for the Uplands. This Centre will undertake policy research and provide a dynamic independent centre for the international exchange of ideas. This will be piloted in Cumbria and may go on to change or influence national or international policy on the regeneration of rural areas. In this way, despite all the challenges presented by the regeneration of rural areas, Cumbria has the opportunity and means be at the forefront of new policy thinking.

178. In the same vein, there is a strong case and some compelling synergy for the new headquarters of the revamped Countryside Agency, which are to be located in a rural priority area, to be accommodated in Cumbria. The County contains the majority of the elements of the Countryside Agency's priority agenda on the ground. It is also at the leading edge of tackling the problems and opportunities of rural areas through Rural Regeneration Cumbria and through the Centre for the Uplands.

179. This is a wide-ranging agenda for rural areas. Responses will need to be focussed on key areas where transition is most needed and can be achieved. Alongside these strategic developments there is a pressing need to adapt and develop other funding programmes. These should cover issues such as skills, retraining, entrepreneurial initiative, delivery of and access to services, housing, health and the fear of crime and hate crime. These are all factors that contribute to and affect the sense of well-being of rural residents.

a dynamic independent centre for the
international exchange of ideas

PRIORITY 9 – Housing

180. In Cumbria, there is a clear east/west divide in housing markets. In the west there are the conditions of housing market failure that prompted government to declare a number of Housing Market Renewal Pathfinders in northern towns and cities. In the east, within the Lake District National Park and in the M6 corridor there are clear signs of a lack of affordable housing. This disenfranchises young people and acts against their retention as they develop their skills and talents, complicates the recruitment and retention of key workers and undermines the overall objective of this Strategy to secure sustainable communities.

in the west there are the conditions of housing market failure...

...in the east there are clear signs of a lack of affordable housing.



Priority Objectives

Housing

- 9.1 Challenge existing funding rules and planning guidance to provide solutions to the lack of affordable housing and housing market failure
- 9.2 To engage with the Economic Strategy and work with business and communities
- 9.3 Develop case and secure funding for a co-ordinated attack on areas of housing market failure
- 9.5 Develop further supported housing

181. These two ingredients in the housing market challenge the conventional approaches to housing policy and housing land allocations. They have led to innovative ground breaking approaches being promoted by government in other parts of the country. The scale of the issues confronted is greater in those areas, but the scale and impact of market failure and the lack of affordable housing in Cumbria are of particular significance and require focussed attention and resources. National housing policy, Regional Strategic Guidance (RPG13), local plans, funding regimes and rules all act to frustrate the delivery of affordable housing. There is a need for further specific intervention and revision.

182. In the east, some steps have been taken, within the confines of existing rules and programmes, to deliver valuable but small responses on an 'exceptions' basis. That is not enough and the need for affordable housing has been highlighted at the highest level in government, informed by the work of the CSP's Affordable Housing Task Group. The need now is to define a set of pilot areas where the prevailing man-made constraints can be challenged, altered or suspended. As interventions are developed and lessons learned there can be extended application to the wider rural community in Cumbria and beyond where there are similar issues. These pilot areas should be regarded as 'pathfinders' where innovative approaches are explored.

183. In the west, the factors at work are quite different and the dysfunction of the housing market is a symptom of the wider market failure of the local economy. An early, urgent and continuing response is required to underpin the other elements in this Strategy to give the competitive edge fundamental to the renaissance of Furness and West Cumbria. This would complement the funding already committed to neighbourhood renewal and economic restructuring. Lessons can be learned from the work of the northern HMR Pathfinders and a programme developed appropriate to local needs and circumstance. English Partnerships, Housing Corporation, NWDA, NWRA and the Regional Housing Board should be engaged in determining a strategy and a programme of action.

184. A further key ingredient in a properly functioning housing market is securing a range of different levels of housing provision with appropriate support in place to enable residents to live comfortably within communities.

CASE STUDY 16

Bells of Lazonby housing scheme

This is a clear example of a rural business, Bells Bakery, and a rural housing provider, Eden Housing Association, working together to enhance the sustainability of the local community and economy.

The scheme reflects the issues that create the demand for affordable housing and an effective response. Eden Borough Council and the Housing Association identified Lazonby as a village with a significant demand for genuine affordable housing, as a response to high local market prices.

The parish council was keen to see housing for local people provided to help sustain local services. At the same time Bell's, as the owner of a site with planning consent, approached the Association to air concerns about the lack of local affordable housing, which was hampering their ability as an employer both to recruit and retain staff.

An employee survey revealed considerable interest in local owner-occupation at the right price. The key was then the combination of working through the Housing Association, which could apply for grant aid and keep the homes available for local use in perpetuity, and achieving a price with the willing owner of the site which could secure affordable housing.

There are lessons here in sustaining the local community and economy. There is a need to see such schemes replicated elsewhere in rural Cumbria.



181-184

Priorities for Action

Cross Cutting Themes

185. Many organisations will be involved in the implementation of this Strategy. These cross cutting themes represent the checklist which should be applied when drawing up policies, priorities and programmes as well as drawing up strategies and in making applications for funding. The CSP and CV will test proposals coming before them against these themes. All partners, particularly the LSPs, are encouraged to apply the same tests in their decision-making processes.

186. The seven themes are set out below. They have been identified after assessing the problems and potential of Cumbria and in the light of prevailing government and NWDA policies that promote sustainable solutions to economic, environmental and social issues. The overall aim is to deliver sustainable communities at all levels across the county.

187. In the case of each theme a test will be developed and a checklist produced by the CSP and CV, for use by partners and by applicants for support.

Cross-cutting themes represent the checklist which should be applied when drawing up policies, priorities and programmes



Theme 1 Sustainable Development

188. The tripartite approach of sustainable development, balancing and marrying economic growth with social progress and environmental protection and enhancement, is recognised as providing the only long-term route to competitiveness and to an improved quality of life. This is an all-embracing theme having strong resonance with all the other 6 crosscutting themes, and is fully reflected in the Corporate Strategies of all Cumbrian local authorities. It is likely to feature strongly in their Comprehensive Performance Assessments from 2005.

189. All strategies that sit below this one will need to contain a sustainable development appraisal, as should all major schemes. LSPs are required by Government to give full weight to the principles of sustainable development and to take into account the issues of biodiversity.

190. In Cumbria the temptation to assume that the very high quality of much of the environment is a given must be avoided. The very attractiveness of the landscape places pressures on that environment that require clear management, investment and attention.

191. Social inclusion lies at the heart of delivering sustainable development. Low skills, poor educational achievement, low incomes, poor access to services, obsolete housing and poor health are barriers confronted by excluded people and communities. Disadvantaged groups include also those with learning or physical difficulties or mental health problems. Strategies should make clear the steps that are to be taken to remove those barriers and to engage all relevant partners in realising the potential of individuals and the capacity of communities. All urban areas of the sub-region contain pockets of exclusion and deprivation. In rural areas deprivation exists in a more scattered fashion but is often compounded by remoteness and a lack of accessible local services.

192. Diversity and equality are cornerstones of cohesive communities. The richness brought by diversity in communities has contributed to the resurgence of many towns and cities across the nation. Cumbria has an increasingly diverse population. All agencies should take the steps necessary both to promote equality and to equality proof partnerships and strategies.

193. The focus of some key delivery partners is economic growth and investment. These include the Cumbria Tourist Board, West Lakes Renaissance and Rural Regeneration Cumbria as well as NWDA. These and other more local economic initiatives will need to demonstrate how they are securing their prime objectives within the principles of sustainable development. In many cases this will require integration of their programmes and projects with the work of others. CTB has demonstrated a way forward with the County of Cumbria securing first British designation as a Green Globe Tourist Destination.

194. The agencies involved in social inclusion programmes have had some notable successes; more could be achieved with better linking together of those programmes and improved co-ordination and communication between the agencies involved.

195. The test will involve the extent to which the tripartite approach has been pursued and the extent to which any of the three legs is out of balance with the other two. The CSP together with the LSPs will monitor and scrutinise the application of sustainable development principles and will produce an annual report.

Theme 2 Climate for investment

196. Experience shows that new investment and new jobs come from a variety of different sources; from expansion of existing companies, large multi-nationals represented locally down to small to medium indigenous businesses, inward investment or start-ups. The imperative remains the same; in each case to ensure that strategies, programmes and support/advice systems are geared to ease private investment and are well sign-posted.

197. In Cumbria, large firms are relatively few in number, but they employ a third of all employees, often in higher wage bands, while a further 40% work in medium size enterprises. There are both growing and declining industries in terms of numbers employed. There are also individual businesses in research and development, high value tourism, higher education, health and agri-environment schemes where there lie untapped opportunities and as yet insufficient firms and a lack of supply chain to constitute sectors. Specialist support and development of associated skills will require a coordinated approach between partners, sector specific programmes and business to develop investment and growth.

198. High property prices in some parts of Cumbria are causing real difficulties in recruiting and retaining staff in the public sector and lower waged parts of the private sector. The Government's policies to increasing housing supply are seen as a south-east England issue. However the problem is also becoming increasingly acute in parts of Cumbria, not just the Lake District but also parts of the Eden Valley, South Lakeland beyond the national park and even into previously unaffected areas such as Alston Moor. Here second home buyers are pricing out the local to-buy and rental markets. In Carlisle, shortage of housing land is restricting the ability to attract inward investment.

199. A number of agencies are involved directly in working with employers/investors. They are well placed to lead on identifying the requirements of potential investors and existing businesses. All partners should lend support and resources where appropriate to create favourable conditions to remove barriers and so encourage investment. Integration and collaborative effort under clear leadership are vital to success. Steps need to be taken for better collaboration between the various bodies concerned. The test will be whether actions, strategies or grants assist in removing barriers and help to create a climate conducive to investment.

Table Four: Employment by size of firm

	Allerdale	Barrow -in-Furness	Carlisle	Copeland	Eden	South Lakeland	Cumbria
1-10 employees	9,869	4,582	10,387	5,880	6,418	13,986	51,122
11-49 employees	9,115	6,640	14,213	6,014	6,731	14,355	57,069
50-199 employees	6,264	3,836	12,271	3,583	3,971	9,395	39,319
200 or more employees	>5,000	>9,000	13,085	>11,000	>2,000	>6,000	48,852
Total no. of employees	30,853	24,995	49,956	27,422	19,418	43,757	196,362
Percentage of employees	Allerdale	Barrow -in-Furness	Carlisle	Copeland	Eden	South Lakeland	Cumbria
1-10 employees	32.0	18.4	20.8	21.4	33.1	32.0	26.0
11-49 employees	29.5	26.6	28.5	21.9	34.7	32.8	29.1
50-199 employees	20.3	15.4	24.6	13.1	20.5	21.5	20.0
200 or more employees	18.2	39.7	26.2	43.6	11.8	13.8	24.9
Total no. of employees	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Source: NOMIS ABI 2002 (excluding MAFF/DEFRA data on class 0100)

* = figures approximated under the Statistics of Trade Act 1947

Theme 3 Skills and Labour Force Capacity

200. It is essential to get the right balance of skills and jobs in the Cumbrian economy, both sectorally and spatially. Contrasts and complexities characterise the sub-regional economy, and there is a need to make sure policy responses are both fine-tuned and joined up. The delivery of improved training and skill levels requires integration and collaboration across all aspects of economic and social policy and delivery.

201. A priority is to develop and to pursue vigorously "growing our own". There are a number of elements to such an approach and those include;

- developing better pathways for workers in Cumbria to acquire professional qualifications;
- developing and retaining a skilled/professional workforce;
- ensuring that young people are given incentives to stay in or return to Cumbria (e.g. after University).

A recent survey in the Barrow area indicated that young people had little incentive to return.

202. Increasing the quality of skills and volume of people achieving those levels is fundamental to Cumbria competing in the modern economy. This will happen by adding more economic value through investing in people and production technology and moving up towards a more highly skilled 'knowledge' based economy. Support will be needed from across the private, public and voluntary sectors. This approach will need to be married with a concentrated focus on raising basic skills standards too.

203. Finding better ways to unlock new openings for the expertise and talent that already exists will be important. The wealth of experience in the traditional industries associated with both urban and rural communities in Cumbria must be harnessed, even as those industries change and their employment needs contract. Generations of understanding of the land, sea and climate, of engineering, crafts and energy production can be redirected productively if the right opportunities arise. Obstacles to making the most of people's talents include rural isolation and poor transport infrastructure, welfare dependency traps and feelings of exclusion. 'Jobs Gaps' that deter participation and the impacts of losses of local services like post offices, banks, stations and schools - all can reduce available labour supply and restrict individual life chances. Resolution of these issues requires integration and cooperative working between key agencies including RRC, LDNPA and LSPs.

204. The delivery of further and better skills is a fundamental ingredient to a more successful Cumbria. Achieving that goal requires integrated actions and clear targets from a wide range of partners both from business and the public sector in addition to those providing the training.

Theme 4 Young People

205. Young people are key to future social welfare and the success of the economy. In Cumbria, there is a distinct and acute set of pressures on the young that have especially profound implications for them as individuals, the sustainability of their communities and the sub-region.

206. Lack of choice, quality and flexibility, poor transport and access to services and cultural amenities, remoteness, a narrow economic base in many areas, and expensive housing are all real issues for the young. Local schools have a good record in providing children with the skills they need, but there is a steady flow of talent out of the county once young people come to the age of sixteen. Then they are able to exercise a choice to move elsewhere in search of employment, education or new forms of social interaction. With relatively few stable long term employment opportunities and a limited higher education infrastructure, the inflow of younger people to the county is inadequate to compensate for the number of those moving away.

207. Results of this are felt throughout society and the economy, from impacts on local services and informal support networks, especially in isolated settlements, to the deficiency of higher-level skills.

208. The onus is on stakeholders, working with and involving young people reflecting the diversity of the population, to explore and consider the reasons behind this net loss of the County's most precious resource. Ways of countering the isolation of rural communities using better transport and communication technologies, involving all groups and embracing diversity, the sophisticated promotion of cultural or sporting activities, support for voluntary foundations and a step-change in the profile of higher education within the county are all potential elements of a solution.

209. There is pressure on young people especially in and surrounding the National Park to leave to obtain affordable housing, sometimes in other parts of the County and often further afield.

210. Another symbol of the difficulties many young people face is the significant minority who are not involved in any kind of education, employment or training. Many are from deprived estates in the urban wards. All stakeholders have a responsibility to do all they can to drive up the skills and aspirations of the most marginalised young people – creative ways to achieve this will sometimes be needed. Current examples include the Apprentice Chefs scheme involving Cumbria Tourist Board Kendal College and Learning and Skills Council, and the Environment Agency's Angling Project.

211. Raising expectations and aspirations will be central to retaining and 'growing our own'. Those are common messages throughout this Strategy, Cumbria needs to up its game both to attract the investment required and to be sufficiently attractive to retain and develop quality at home.

Theme 5 Communications

212. Modern effective transport is of central importance to the Cumbrian economy and to sustainable communities. The transport network within Cumbria is inadequate and connections to the rest of the Region and nationally are also in need of investment. Key projects are set out in the Strategic Communications Priority above, in this theme the concern is to ensure that strategies of partners and all major projects as well as key schemes are proofed from a communications perspective. Account should be taken of the likely effects on the existing and proposed road, rail and air network and services. Increasingly too the competitiveness of Cumbria will depend on access to broadband and other IT facilities.

213. Although some initiatives have been launched nationally to tackle the problems of remoteness in rural areas, these do not translate well to Cumbria where the topography and, at times, sparsity present real barriers to access to services and employment. This enforces the use of the private car and negates the value or viability of public transport and runs contrary to national policies on car use. These Cumbrian conundrums need to be taken fully into account by policy makers and delivery organisations.

Theme 6 Modernising

214 Global trends have undermined the viability of much of Cumbria's traditional sources of employment although the county still contains a higher than average level of employment in agriculture and manufacturing. A large part of the tourism industry is based, with considerable, success on traditional offerings, often of a very high quality. Lake District towns have a somewhat faded appearance when considered as resorts, while there are obsolete industrial, maritime and housing areas in the West coast towns and in Barrow.

215. All of these elements contribute to an outdated image and convey an impression of a sub-region abandoned by vibrant leading edge designers, architects and entrepreneurs who have been central to the successful regeneration of other worn out parts of the North West. These areas do however present a ready opportunity to drive forward with a clear modernising agenda. As a complement to Celebrating Cumbria, this theme calls upon partners to explore ways in which to bring forward high quality modern design in buildings and public realm as well as seeking to stimulate similar innovation from private investors.

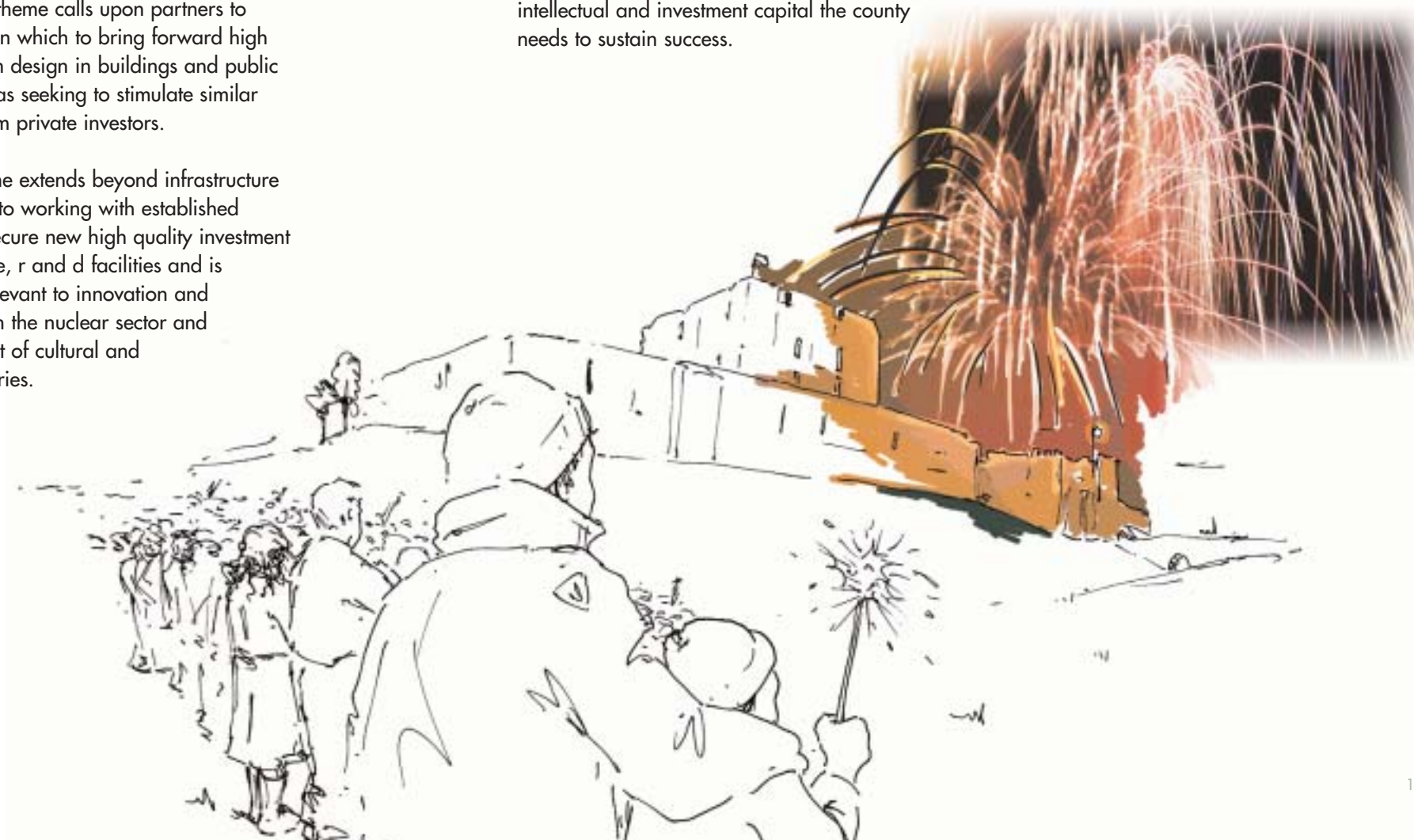
216. This theme extends beyond infrastructure and buildings to working with established industries to secure new high quality investment in, for example, r and d facilities and is particularly relevant to innovation and development in the nuclear sector and to development of cultural and creative industries.

Theme 7 Celebrating Cumbria

217. Across Cumbria, 'quality of place' has an immensely powerful effect on well being and opportunities for business success. Breathtaking coastlines and landscapes of world renown exist alongside historic urban settlements degraded industrial townscapes of hidden potential - but real social distress. Remote settlements battle for self-sufficiency, while others welcome millions of visitors each year. Complex contrasts set Cumbria apart as a special place, where the urban, rural and maritime environment needs to be carefully understood as a vital social and economic resource.

218. The wild beauty of Cumbria and the deep layers of human history found here support unique cultures and ways of life. These are qualities that give identity and pride, qualities that should be nurtured. Subtlety, sensitivity and stewardship are needed to make the best long-term use of them, to cultivate the kind of intellectual and investment capital the county needs to sustain success.

219. There is a divergence between the characterful, attractive places people like and value and the blandness found across much of the public realm* and uniform high streets found across the country. This theme requires an effort by all to raise the game, working right across the board to understand and protect the things that make Cumbria unique, and to address the things that undermine distinctiveness. The test is whether actions proposed are about creating places to celebrate, places worthy of the best of Cumbria. Linked to this is a need to improve the image and perception of Cumbria externally and particularly from a business perspective.



Further Information

Allerdale District Council	www.allerdale.gov.uk
Barrow Borough Council	www.barrowbc.gov.uk
British Nuclear Group (Sellafield)	www.sellafield.com
Business Link	www.businesslink.gov.uk
Carlisle City Council	www.carlisle.gov.uk
CLA (County Land Association)	www.cla.org.uk
Connexions	www.connexioncumbria.co.uk
Copeland Borough Council	www.copelandbc.gov.uk
CREA (Cumbria Rural Enterprise Agency)	www.crea.co.uk
Cumbria Casualty Reduction Partnership	www.cumbria.gov.uk
Cumbria Chamber of Commerce	www.cumbriachamber.co.uk
Cumbria County Council	www.cumbria.gov.uk
Cumbria Constabulary	www.cumbria.police.uk
Cumbria Criminal Justice Board	www.icjb.cjsonline.org
Cumbria Inward Investment agency	www.cumbria-investment.co.uk
Cumbria Rural Housing Trust	www.countryside.gov.uk
Cumbria Tourist Board	www.cumbria-the-lake-district.gov.uk
Cumbria Voluntary Service (CVS)	www.carlislecvs.org.uk
DAT (Drug Action Team)	www.drugscope.org.uk
DEFRA	www.defra.gov.uk
Dumfries & Galloway Council	www.dumgal.gov.uk
Eden District Council	www.eden.gov.uk
English Heritage	www.english-heritage.org.uk
English Nature	www.english-nature.org.uk
Forestry Commission	www.forestry.gov.uk
Furness enterprise	www.furnessenterprise.co.uk
Government Office for North West	www.go-nw.gov.uk
Hadrian's Wall	www.hadians-wall.org
Hadrian's Wall Tourism Partnership	www.hadrians-wall.org
Highways Agency	www.highways.gov.uk
Institute of the Arts	www.cumbria.ac.uk
Job Centre Plus	www.jobcentreplus.gov.uk
Kendal College	www.kendal.ac.uk
Lancaster City Council	www.lancaster.gov.uk
Lancaster University	www.lancs.ac.uk
Market Towns Initiative	www.countryside.gov.uk
National Trust	www.nationaltrust.org.uk
Network Rail	www.networkrail.co.uk
Newton Rigg	www.uclan.ac.uk/cumbria
NFU (National Farmers Union)	www.nfu.org
Northern Way	www.thenorthernway.co.uk
North West Arts	www.artscouncil.org.uk
NWDA	www.nwda.co.uk
NWRA	www.nwra.gov.uk
Peninsulas Tourism Partnership	www.lake-district-peninsulas.co.uk
Probation Service	www.probation.homeoffice.gov.uk
Rural Regeneration Cumbria	www.ruralcumbria.co.uk
Scottish Enterprise	www.scottish-enterprise.com
Solway Rural Initiative	www.solwaycoast.co.uk
South Lakeland District Council	www.southlakeland.gov.uk
Sport England/Cumbria Sport	www.sportengland.org
SRA (Strategic Rail Authority)	www.sra.gov.uk
Sustainability North West	www.snw.org.uk
United Utilities	www.unitedutilities.com
Voluntary Action Cumbria (VAC)	www.ruralcumbria.org
West Cumbria Strategic Partnership	www.62.49.170.130/wcp/
West Lakes Renaissance	www.westlakesrenaissance.co.uk
Womens Rural Network	www.ruralwomen.org.uk

Abbreviations

CLEAN	Cumbria Local Enterprise Agency Network
CSP	Cumbria Strategic Partnership
CV	Cumbria
LSC	Learning and Skills Council
LSP	Local Strategic Partnership
NWDA	North West Development Agency
NWRA	North West Regional Assembly
RRC	Rural Regeneration Cumbria
UCLAN	University of Central Lancashire
WCSF	West Cumbria Strategic Forum
WLR	West Lakes Renaissance
EH	English Heritage
EA	Environment Agency
EN	English Nature
NT	National Trust
NHBF	National House Builders Federation
LANTRA	The Sector Skills Council for the environmental and land based sector
NDA	Nuclear Decommissioning Authority
LDT&CP	Lake District Tourism & Conservation Partnership
CLA	Country Land Owners Association

For more information on this document or on the CSP please contact the Strategic Partnership Development Officer on 01228 606510.
Or visit: www.cumbria.gov.uk/subregionalstrategy

We can also provide this Strategy in alternative formats on request