

Cumbria Sub-Regional Action Plan 2009 – 2012



Supported by



Foreword

I am delighted to be able to present the result of 12 months collaboration and consultation working with partners throughout Cumbria and the North West. With the publication of this Sub-Regional Action Plan and the re-drafted overarching Economic Strategy document, we can finally move **from strategy into action** to ensure that our strategic objectives will be met, and that the economy produces a positive impact for the benefit of the people and businesses in Cumbria.

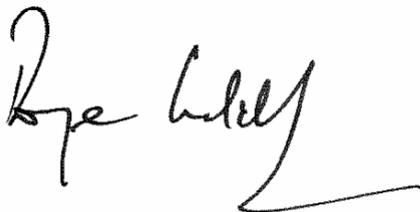
The Cumbria Sub-Regional Action Plan (SRAP) is the conclusion of these discussions. Many different organisations are involved and each would like the SRAP to reflect their own parochial priorities and to this end we will never please everyone. However we believe that the priorities and projects listed in this document provide the best opportunities in both the short term, considering the recession effects, and longer term to revive and stimulate our economy. We do not expect absolute agreement with every phrase or proposal, but broad agreement on the overarching proposals and conclusions has been achieved so that we can continue to appraise actions and drive appropriate projects.

Cumbria Vision have played a leading role to develop the four Delivery Boards in Cumbria – Carlisle Renaissance, West Cumbria, Barrow and Eden and South Lakeland the latter three becoming operational from 1 April 2009. This will ensure that the capacity will be available to deliver the key transformational projects listed in the SRAP.

For the first time Cumbria has produced a plan which recognises all available funders and investors, including the private sector. This list is not yet fully comprehensive and work on developing this will continue. This includes funding from European sources.

Whilst clear objectives are now published we have not had sufficient time to fully evaluate every project in the pipeline to be certain that costs / benefits are sufficiently attractive. More work will also be done to address the gaps. The North West Development Agency and Cumbria Vision are working together to produce an agreed Joint Investment Plan (JIP) which will identify the priority actions to be supported by NWDA.

The Plan was agreed by Cumbria Vision's Board on 6 February and will be fully launched at the Cumbria Economic Summit by Peter Mandelson on 20 February 2009.



Roger Liddle
Chairman
Cumbria Vision

February 2009

Our Vision

“To be an energised and healthy environment, and one of the fastest growing economies in the UK. Building on the county’s major assets, including its unique landscape and natural resources, skills base in nuclear energy and marine engineering and its attractiveness as a place to live, work and visit; the delivery of a range of innovative and sustainable projects will secure a better quality of life for current and future generations.”

Introduction and Overview

For the past two years Cumbria Vision and partners have been working together to establish a single set of clear and deliverable economic priorities for Cumbria. We have worked through a process of analysis that has identified Cumbria’s key strengths and what needs to be done strategically to build on them for the benefit of the whole County. At the same time we have brought together in a single document all the economically relevant projects within the County that are currently at some stage of conception, planning or development.

As a result, this Action Plan for the first time enables us to use the analysis from the Cumbria Economic Strategy in order to match priorities to strategy in a much more systematic way. We are still at the beginning of this transformation and recognise that, while there are already many historic projects in the pipeline, future actions can be much more positively driven. It also comes to fruition in parallel with our reorganisation of delivery: the establishment of the four new “Vision” Boards across the County, which will be fully operational from 1 April 2009, will enable priorities to be agreed in a more coherent way for the whole of Cumbria.

For the first time also, this plan pulls together the full spectrum of activity that is likely to influence economic development from whatever funding source including the private sector. While there are inevitable gaps and deficiencies in the information we have available, the exercise is useful because we have to shift from a mindset that sees these processes as simply a bid for Development Agency funding, to a different long term approach that attempts to align the totality of the resources being spent in Cumbria with the broad strategic objectives our Economic Strategy has identified. This will enable us both to identify the most promising opportunities and, at the same time, attempt to resolve the challenges in realising them as a result of skills shortages, constraints on attracting talented people to live and work in Cumbria and planning bottlenecks whether for housing or employment land.

Our Two Strategic Priorities

Following extensive consultation over the last year with key stakeholders across the county, and the analysis of 11 thorough action plans covering all main themes and sectors, we have consolidated our Strategy around Cumbria’s key strengths and opportunities. Our focus will concentrate on two priorities which, despite the current recession, give the best chances of job and wealth creation for both the short and longer term.

- 1. The New Opportunities of Energy and the Low Carbon Economy**
- 2. Raising the Attractiveness of Destination Cumbria as a Place to Live, Invest, Work and visit**

Main Support Facilitators

The above key wealth creation drivers will be supported by 4 other themes from the Economic Strategy. These facilitators essentially underpin the broad cross-section of economic development to fully deliver the 2 main priorities in the County. Background explanations appear later in this document.

- a. A once-in-a-generation opportunity to transform Cumbria's Education, Skills and Research and achieve a step change in aspirations**
- b. Better focused support for Business, Enterprise and Employment**
- c. Development of Key Infrastructure as a platform for business growth**
- d. Innovative stewardship of Cumbria's land and landscape to build a thriving Rural Economy and improve access to services**

Current Economic Climate

Some will question the value of long term strategic thinking at a time when many people are worried about their job and the immediate economic future for their family. As of January 2009, Britain and the world are currently going through the most severe financial crisis since 1929. A collapse in property and construction and a severe tightening of bank lending are likely to have huge effects on the real economy, with no certainty about when recovery will come.

Cumbria cannot insulate itself from national and global developments, but there are some grounds for optimism. While in the North West as a whole the principal sectors affected started with finance and professional services, with a rapid knock-on effect to the construction industry, there is a more mixed picture in Cumbria. An Oxford Economic report for the Local Government Association highlighted that within Cumbria the retail and tourism sectors are particularly at risk with the greatest vulnerability being in South Lakeland. In time, however, the depreciation of sterling will create new opportunities for domestic and inbound foreign tourism. Copeland and Barrow districts, on the other hand, are identified in the upper quartile of areas able to weather this current economic cycle due to the high level of public sector activity in those areas. The West Coast will benefit from the national priority for energy related developments and the investments surrounding the Britain's Energy Coast™ plan. Barrow will benefit from the planned expansion of jobs in the shipyard, including the possibility of participation in nuclear power engineering. The Carlisle area stands to benefit in the medium term from the expansion of the new University of Cumbria and its new headquarters site but also from new construction projects in the near future such as the Northern Development Route, the construction of two Academies and the College of Further Education .

Unemployment statistics across the county are at present better than the UK and North West averages, and whilst worklessness remains far too prevalent in some areas, it is probable that with appropriate support, our economy is more robust and will remain so if we concentrate on ensuring that the destination for visitors is 'world-class' and new and inward investment opportunities in Barrow and West Cumbria are seized, with benefit to the whole County.

This action plan addresses the unique challenges and opportunities for Cumbria and tries to take account of the short term economic crisis whilst also investing in transformational projects which will give Cumbria a vibrant and sustainable economy in the longer term.

In deciding priorities full consideration has been given to the following important criteria:

- **Strategic Fit.** Does the project fit with Cumbria's overarching economic strategy?
- **Deliverability.** Can the project actually be delivered on the proposed schedule?
- **Planning.** Are the Local Authorities equipped to act flexibly and effectively to some of the major challenges we face? It is absolutely essential that housing and employment land is developed appropriately to ensure delivery of all our key programmes.
- **Funding.** Will funding definitely be available on the required timescales?

However, there are opportunities we should seek to exploit during this economic downturn, for example, niche exports, tourism opportunities, public sector funded projects (where there is a good deal in the pipeline, especially in Carlisle and along the West Coast) and the national strategic importance of making a success of Britain's Energy Coast in terms of nuclear power development as well as renewables. Sterling has lost around 25-30% of its relative value against most of our industrialised trading partners, and whilst this makes importing of raw materials more expensive, our exports are, of course, much more price competitive and domestic tourism should receive a boost from both UK and international visitors.

Cumbria's Economic Strategy rightly highlights the fact that the County has some of the best nuclear and engineering related skills found anywhere in the world. We should view these skills as Cumbrian intellectual property and work with the Universities and other establishments in order to capitalise on cost-effective consultancy and to attract foreign investors and students to the academic and research institutions that are being established, not only with the new University of Cumbria but also on the West coast.

Our Two Strategic Priorities in detail

1. The Opportunities of Energy and the Low Carbon Economy

Background

There have been big developments in government policy on climate change, civil nuclear and renewables which create significant new opportunities for Cumbria. Our top priority must be the realisation of the Energy Coast vision and for Cumbria to become the exemplar of the "Low Carbon County".

Energy security and Climate Change are today's most pressing long term concerns. The need to 'keep the lights on' whilst ensuring that we de-carbon our economy are key challenges which have been highlighted in many recent Government initiatives. Amongst these, *The Stern Review on the Economics of Climate Change*, October 2006, was the first which conclusively evidenced the effects to our economy as we adapt to both reduce our emissions which damage the environment and reduce our dependency on gas, oil & coal. Act now and we lose 1% GDP; don't act now and it could cost 20% - change is inevitable.

The EU action on climate change is progressing what is called the 20-20-20 strategy. This calls for a 20% reduction of carbon emissions by the year 2020 (from 1990 baseline) and 20% energy generation from renewables by the same year. The Energy White Paper 2007 explains the UK Government priorities to be:

1. save energy
2. develop cleaner energy supplies; and
3. secure reliable energy supplies at prices set in competitive markets

Cumbria stands to gain enormously from these National and European priorities. This Strategy seeks to actively promote the economic opportunities that exist to grow the economy based on our historic and natural strengths in skills, capability and landscape. Britain's Energy Coast™ is the catalyst to many energy related projects which extend down the coast to Barrow. The promised renaissance in the nuclear industry is core to our strategy. However the Strategy also aims to diversify the local economy through developing business in the knowledge economy and in particular, the Environmental Technology Services sector which incorporates renewable energy technology.

The Nuclear renaissance is at the heart of the Britain's Energy Coast Masterplan. We plan to retain this lead and build upon it both in attracting significant overseas inward investment to build new reactors for power generation, and addressing the needs of successful decommissioning and nuclear waste management. The Strategy aims to establish a cluster of overseas business expertise in these fields on the West Coast and make the area a national and international centre of nuclear related R&D, assisted by the establishment of the National Nuclear Laboratory in West Cumbria, in collaboration with academia, and associated health sciences.

Energy from renewable sources offers particular opportunities for economic development, which in turn will assist local, regional, and national targets for deployment and carbon reduction. Of particular Cumbria interest is to use the abundant resources we have from our coastline for tidal projects, woodland for biomass, off shore wind, plenty of rain for on shore hydro and energy from waste material from our hospitality and food & drink sectors to create biogas.

Key Actions:

Nuclear:

- Work in partnership and build relationships with Credible Nuclear Power Operators (CNPOs), National Grid and planning authorities to ensure future development of at least 2 new reactors at sites adjacent to Sellafield.
- Develop a full programme of nuclear skills education incorporating the Enerigus Academy, University of Cumbria, Dalton Cumbria Facility and Westlakes Research Institute.

- Ensure the development of The National Nuclear Laboratory which is internationally recognised as centre of excellence in R&D, and that their work capitalizes on nuclear related inward investment and skills requirements
- Ensure the Cumbrian supply chains maximize the business potential in the nuclear industry development, and that they are well placed to secure subsequent contracts
- Support the development of facilities in Barrow to take part in the new reactor building programme for the UK fleet
- Support and lobby to influence the development of a new MOX fabrication programme.

Renewables:

- Build the case for a single Cumbrian agency which can ensure we promote and support development of renewable energy projects including 'energy from waste', especially from food & drink production, agriculture & forestry and other industries
- Continue to develop the case for tidal energy through projects such as the Bridge across Morecambe Bay and Solway Energy Gateway
- Support wind projects, giving more priority to large off-shore sites, where they can contribute to sub-regional and national targets, and where we can link local supply chains or seek inward investment to establish manufacturing & maintenance
- Work with planning authorities and suppliers to ensure deployment of microgeneration and heat-source pumps where appropriate with solar, small wind and hydro projects, particularly through community owned social enterprises.

Energy Efficiency:

- Influence planning authorities to ensure local delivery frameworks encourage all domestic and business new build developments to have at least Merton Rule standards
- Support insulation and energy efficiency retro-fit services and particularly target large public buildings and domestic off gas-grid property.
- Single point of access for domestic and business sectors to promote advice and guidance for efficiency and renewable energy projects.

The most critical issues to address also include planning consents and connections to the electricity network through National Grid and Electricity Northwest.

2. Raising the Attractiveness of “Destination Cumbria” as a Place to Live, Invest, Work and Visit

Background

There is an unrivalled opportunity to improve the attractiveness of Cumbria as a destination for businesses, residents and tourists. The Strategy recognises the opportunities to improve Cumbria as a place for people to start, grow or to relocate their businesses. “Destination Cumbria” is not just about tourism although it is recognised that tourism should continue to be an important wealth creating sector. The Visitor Economy in 2007 contributed £1.1 billion to the Cumbrian economy, supporting over 36,000 employees; it is forecast to grow to £1.5 billion by 2018.

For inward investors, Cumbria can offer a range of employment sites, housing to meet the needs of all staff, access to life long learning opportunities to empower staff with the skills required in a modern business. For relocating companies, Cumbria offers ease of access to the national transport infrastructure, high speed internet connections and unique opportunities to enhance the quality of life of its employees by working within such spectacular landscape. In particular, Cumbria needs to attract and retain 20 – 35 year olds especially graduates and this can be done by through providing attractive well paid jobs in the key growth sectors.

Developments which improve high value added tourism, such as high quality developments in sport, adventure, culture and eating out, can also play a key role in encouraging business to locate to Cumbria and attract outside business investment. Cumbria has a wealth of activity based opportunities

for all; this is allied to a strong cultural offer which can offer something to all sections of society. Nevertheless, there are problems to address: the quality of accommodation overall must be improved; issues of congestion, parking and sustainable transport need to be addressed; the visitor offer in areas outside of the core of the Lake District needs to be transformed.

Key Actions:

- Develop a major, 3 year, national and international marketing programme through Invest in Cumbria to attract new high growth businesses which will diversify and modernise Cumbria's economy.
- Attract and retain 20 – 35 year olds through the continued expansion of Higher Education opportunities and level 4+ industry skills, particularly through development of the University of Cumbria, the National Skills Academies, the Energen Academy and the west coast research institutes. We also need to review appropriate housing and leisure activities.
- Enhance skills across all sectors of the workforce including the development of a Cumbria-wide programme to attract and retain highly-skilled people and develop higher level leadership and management capacity.
- The release of attractive new sites for commercial development in South Lakes could usefully ease the pressure on commercial land in an area that needs to attract employers offering better paid jobs. A coherent plan for the main M6 Junction sites needs to be developed.
- Development of new tourist attractions that have the potential to extend the reach of tourism across the County. Capital developments that come into this category are Roman Maryport; the development of Carlisle's historic quarter; Lowther Castle and Gardens and a number of key developments around the eastern shore of Lake Windermere.
- The development of Cumbria as the 'Adventure Capital' of the UK. We will support projects that can be delivered which make a big impact and also relate to planned education and training developments in the County.
- Support Culture Cumbria in developing a cultural programme for Cumbria that is high impact, helps to change outside perspectives of the County and attracts high value added visitors. Our role is to focus on cultural programmes with long run economic 'spin-offs' and support increased investments through targeted marketing by Cumbria Tourism, and fully exploit the potential represented by the 2012 Olympics.
- On the West Coast substantial public investment has already gone into the creation of successful Marinas. More such investment is at present planned at Barrow, Maryport and Workington. In the present economic environment the viability of these schemes needs to be reviewed but Cumbria will take a 10 year view, not a 2 year one.
- The delivery of a number of 'Sports Village' developments, consisting of a sustainable mix of leisure, health, retail and other facilities at strategic locations around Cumbria. Sports Villages will act as focal points for promoting the high quality of life for those living in, and visiting, the county.

Main Support Facilitators

a. A once-in-a-generation opportunity to transform Cumbria's Education, Skills and Research and achieve a step change in aspirations

Background

School age attainment across Cumbria exceeds national averages by a small margin, but there are huge disparities between individual schools and areas. The best performing school delivers 100% of pupils with 5 or more A*-C grades at GCSE, whilst in the worst performing schools the level is as low as 15%. Poor performance is concentrated in economically deprived areas of the county, primarily Barrow, Workington, Whitehaven, and Carlisle. Amongst the working age population, compared with the nation as a whole, attainment up to NVQ levels 1, 2 and 3 is above average in all districts except Copeland, and all districts have lower proportions of people with no qualifications. Where Cumbria as a whole fails to meet the national standard however is in level 4 and above qualifications – in part because so many able young people leave Cumbria to go to university, never to return.

The out-turn of young people with little or no qualifications and the lower overall skill levels in deprived areas contribute significantly to poor economic performance, high levels of worklessness and, combined with lower levels of higher skills, create a poor image of Cumbria as a place to invest. It is very difficult to quantitatively assess this impact, as very little reliable data is available at either regional or local level; however 21% of businesses report key skills gaps and 15% report hard-to-fill vacancies. This is especially acute in key science and engineering sectors.

In practical terms there are also a number of specific problems that need to be addressed to raise general and higher level skills. These include:

- Redevelopment of the infrastructure of the poorest performing schools and transformation of the aspirations, especially in the areas of highest deprivation.
- Addressing the gaps in FE provision in rural areas, particularly Eden and ensuring it is aligned with local employer needs.
- Addressing the past absence of relevant HE provision, particularly in Barrow and the West Coast.
- Refreshing the curriculum offer at all levels to offer skills that are relevant to key economic sectors – particularly science and engineering.
- Addressing the relatively poor take up of work-based learning programmes.

b. Better focused support for Business, Enterprise and Employment

Background

The economic performance of Cumbria is comparatively weak when compared to England and the North West, but recent years have seen some overall relative improvement. GVA per head, at £14,044 in 2006, is still well below the UK and regional averages (£19,430 and £16,482 respectively) and is the second lowest of the five North West sub-regions. New business starts at 40 per 10,000, is the second highest of the five sub-regions. However within Cumbria the rate of new business start up varies significantly between districts from 30 per 10,000 in Carlisle to 50 per 10,000 in Copeland.

Employment growth in Cumbria since 1996 has been at a rate slightly above the regional average. There are some significant differences in the sector profile of employment when compared to England. In particular there are a higher proportion of people employed in manufacturing (21.4% compared to the UK at 12.4%); there is a high proportion of people employed in hotels and restaurants (9.0% compared to the UK at 5.7%) and a low proportion of people employed in real estate and business activities (9.8% compared to the UK at 15%).

The occupational structure is also quite different to the national average. There is a lower proportion of higher skilled jobs in Cumbria than nationally, and this is especially true for the Professional and Associate Professional categories with the share of employment accounted for by these occupational

categories 2% points and 3% points below the national average respectively. Baseline forecasts indicate employment growth in Cumbria of 2% up to 2014, which translates into 5,000 new jobs. This growth rate is the lowest of the North West sub-regions and well below the North West projection of 3% growth.

The employment rate in Cumbria is actually above national and regional averages (76.3% versus 74.4% and 72.3% respectively). Cumbria's problems are less about getting people into employment and more around the type of jobs available in the sub-region. To close the GVA gap with other sub-regions, Cumbria needs to attract a greater number of high skilled jobs.

Significant supply-side constraints that Cumbria faces are, firstly the low proportion of its population with higher level qualifications which makes it a less attractive location for higher value added businesses and secondly its ageing population, (whilst acknowledging that an older population also creates opportunities in voluntary and service based sectors). Of the five sub-regions, Cumbria currently has the highest proportion of over 65 year olds in its population (20%) and this is forecast to increase to 25.4% by 2020 – well above the regional average forecast of 19.6%. But this of course represents an opportunity as well as cost in terms of developing services that meet the needs of an elderly population.

c. Development of Key Infrastructure as a platform for business growth

Background

Cumbria is geographically isolated and distant from regional, national and European markets. This isolation is further accentuated in the west of the County and is a contributing factor to the difficulties in attracting investment into the sub-region. The topography of Cumbria, National Park status and various other landscape designations have constrained road and railway building and denied parts of the sub-region the developmental benefits of a modern transport network. For the sub-region to become economically competitive this perception of remoteness and isolation needs to be dispelled.

Road and rail communications between the M6 and West Coast Main Line rail routes passing through the east of the County and the west coast communities of Furness and West Cumbria remain inadequate. Improved external links eastwards and westwards are also required to link with the Government's Northern Way growth zone, east coast ports, Northern Ireland and Republic of Ireland.

There is evidence that development in the west of the county is being impeded due to the lack of effective air links to London and Europe. Improved access is also required to the County's seaports to exploit the facilities they offer for alternative freight transport, particularly unitised cargos and to attract cruise liners.

Travel is dominated by car usage as frequent bus services are generally not commercially viable outside the larger urban areas and public funding sources are constrained.

'Routes to a Prosperous Cumbria' sets out a vision of an improved transport infrastructure for Cumbria focused on economic growth and quality of place. It is not itself a plan of improvements but it has been drawn up by Cumbria County Council in partnership with the Cumbria Strategic Partnership to demonstrate the level of improvement needed to bring the transport infrastructure of Cumbria up to a modern standard. Partners will work towards providing improved infrastructure through the Local Transport Plan, Highways Agency, Regional Funding and other funding allocations and opportunities.

d. Innovative stewardship of Cumbria's land and landscape to build a thriving Rural Economy and improve access to services

Background

Farming and forestry together contribute around 3% towards employment and about the same for gross value added (GVA). There are huge tracts of beautiful, sparsely populated countryside, approximately 3,000 working farms (though many thousand more if we include small holdings), and several thousand hectares of woodland, albeit with only 40% properly managed. We also have the second largest dairy herd in the UK producing over 900 million litres of milk annually. Whilst it is

difficult to fully evaluate the diverse nature of other industry which exists in rural areas, innovation and manufacturing has always existed and contributed to our heritage and cultural landscape.

However, if we use the term 'agribusiness', it gives a better understanding of the huge level of importance this sector has for Cumbria. Issues of land use are inextricably linked to several other priority business sectors as highlighted in the Economic Strategy including:

- Outdoor
- Tourism
- Food & Drink
- Energy & Environmental Technology
- Specialist Manufacturing
- Digital, Cultural & Creative.

The term 'agribusiness' takes in the whole supply chain involved in growing, rearing, processing and retailing of produce and, of course, is the major underpinning plank of our rural economy and communities. Our tourism trade, including all aspects of associated retailing, would not attract 15 million visitors per year without the effective provision of 'eco-systems' services by the agribusiness sector.

The development of a Green Infrastructure Strategy will enable funding to be targeted to support these 'Eco-system Services' particularly in Upland areas of the County which contribute not only to the visitor experience but service broader economic outcomes such as flood mitigation and carbon sequestration. It is particularly important that Rural Development Programme for England (RDPE) funds are fully aligned to avoid duplication of effort.

Actions and Projects

The preceding pages explain some of the background and opportunities for each of the two priorities and four supporting themes. We must recognise, however, that there are many projects which are currently being delivered or are already in the concept stage and that it is not possible to start with a clean sheet of paper. Furthermore, the projects will continue to change as we move towards more strategically driven implementation.

We accept that this priority led methodology has identified some gaps in our proposed programmes and work will continue in the future to properly identify needs and establish projects to deliver the necessary outputs. The list of indicative key actions still leaves some flexibility for development.

A fully comprehensive project list has been established and is under discussion with each of the four delivery areas. We also have a separate list for projects which impact on a County-wide basis. Once the four delivery boards have been properly established and staff recruited, it is envisaged that they will maintain ownership of this project list, although this will be on an open and transparent shared basis with other organisations and partners. This project list is not included in this plan because it is currently too large and is changing on an almost a daily basis. However we include overleaf a list of our main priorities.

Our Priority Projects / Programmes

We have included 2 views of our priority projects, designed to help achieve the goals and overall vision. The first table identifies projects which appear to be able to deliver the most impact and which are able to be delivered over the next 3 years (2009 – 2012) providing resource and capacity is correctly aligned:

| Project Name | Project Description |
|---|---|
| Carlisle Renaissance | <i>University of Cumbria headquarters, Carlisle city centre developments, Carlisle's historic quarter development, and M6 employment sites.</i> |
| Building the Case for Nuclear New Build at Sellafield | <i>Developing and submitting to the Government a bid for nuclear new build and further development to attract inward investment to build new reactors for power generation.</i> |
| Academy Schools | <i>1x Barrow, 2x Carlisle, 1x West Cumbria, Energus Academy.</i> |
| Barrow Waterfront Business Park | <i>Site reclamation and infrastructure development for business park including the building of a new access road.</i> |
| Development of Roman Maryport and Camp Farm | <i>World class Roman excavation and visitor experience.</i> |
| Windermere Necklace Programme | <i>Series of related projects to enhance visitor experience.</i> |
| Penrith New Squares Development | <i>Mixed retail and sporting facilities.</i> |
| Carlisle Airport Development and Expansion | <i>Development of 350,000 sq ft of warehousing as well as improved runway and terminal facilities at the Airport.</i> |
| New Hospital and Health Economy Campus in West Cumbria | <i>Under consideration is the establishment of a 'health village' surrounding the new hospital, specialising in research and the science of decontamination.</i> |
| Develop Port Derwent – Workington | <i>A major £150 million mixed use development which would create a new marina and significant new residential, business and commercial retail and leisure opportunities.</i> |
| Barrow Marina Village | <i>Marina Village is a proposed £120 million mixed residential, retail and leisure development that will result in the creation of a new sustainable community.</i> |
| K Village Development Kendal | <i>£100 million development of a 50 unit premium factory outlet centre with restaurants, café, underground car park, tourist facilities and 90 apartments.</i> |
| Energy Coast – Commercialisation Programme | <i>Establishment of a cluster of business expertise in the fields of new reactors, decommissioning and nuclear waste management and ensure that best use is made of supply chain opportunities.</i> |
| Housing Market Renewal | <i>Creation of a more balanced housing market in Barrow and West Cumbria.</i> |
| Carlisle Northern Development Route | <i>The construction of a £150m Northern ring road for Carlisle</i> |
| An International Tourism Marketing Campaign | <i>Phase 3 of a Growth Marketing for Cumbria programme to run a national campaign to reposition the destination and attract new visitors.</i> |
| M6 Employment Sites– Junction 44 | <i>Masterplans for employment sites.</i> |
| Reducing Worklessness in Cumbria | <i>Project operational across Cumbria since January 2008 to support the Local Area Agreement stretch target.</i> |
| Kendal Canal Head | <i>Creation of a major knowledge-based employment area, together with a new visitor destination.</i> |
| Lowther Castle and Gardens | <i>A new visitor destination for Eden, on the border of the National Park.</i> |

This second table shows programmes and projects which are possibly of equal importance, but which have longer delivery timelines due to funding or planning constraints or which may require initial work in order to bring them forward. Taking this longer term view (2012 – 2019) enables investment decisions to be taken in line with delivery capacity. All projects will be reviewed annually to ensure they take account of prevailing market conditions.

| Project Name | Project Description |
|--|--|
| Develop Derwent Forest | <i>A marketing campaign will be undertaken in early 2009 for potential private sector developers and to prepare preliminary designs for “green” housing, hotel, holiday lodges, commercial and non commercial leisure uses over 425 hectares.</i> |
| Port of Workington | <i>£20 million infrastructure project which will include a mobile container handling crane to accommodate container traffic in order to attract a regular weekly shipping freight service between Workington and Mainland Europe.</i> |
| University of Cumbria Satellite Sites | <i>Barrow, West Cumbria, Eden, South Lakeland.</i> |
| Tidal Energy Projects | <i>All projects will ultimately contribute to Government renewable & carbon targets; help diversify energy generation; create new jobs and be iconic visitor destinations.</i> |
| Westlakes Science Park | <i>Continuing development of Westlakes Science Park as the key strategic employment site in West Cumbria.</i> |
| Graduates for Cumbria | <i>A graduate attraction and retention programme.</i> |
| Building Schools for the Future | <i>The aim of Building Schools for the Future (BSF) is to rebuild or renew nearly every secondary school in England.</i> |
| Lillyhall Business Park Masterplan | <i>NWDA have commissioned a £250,000 Masterplan for Lillyhall which will provide a range of possible scenarios which may include educational use, health, tourism and leisure opportunities alongside strategic employment.</i> |
| Develop Eden Skills Centre | <i>In 2006 a feasibility study was undertaken by PricewaterhouseCoopers which identified that Eden would benefit significantly from the development of a new skills centre providing a range of vocational programmes for young people and adults in the area.</i> |
| Rural Employment Sites in Eden and South Lakeland | <i>Shenstone (Kendal), Canal Head (Ulverston), Eden Business Park (Penrith), Creamery (Appleby) and a site in Alston.</i> |
| Adventure Capital Programme | <i>Building on the success of phase 1, phase 2 of the Adventure Capital project will take the key themes of sector development.</i> |
| Carlisle Growth Point | <i>Combine increased housing with new jobs, town centre regeneration and higher design and environmental standards.</i> |

* It should be noted that there will be increasing pressure to ensure that all future developments minimise their carbon impact, and that each application for funding requires an Environmental Impact Assessment as part of the application process.

Next Steps

- **New Delivery Areas.** Historically, delivery of economic development in Cumbria has been dispersed and poorly aligned. After extensive negotiations, all the major partners have now agreed to form four delivery Boards. Each Board will be a public/private sector partnership and will be chaired by a Director with private sector experience. Each Board will also have a dedicated Programme/Project Director and relevant support staff. The four area Boards will be Barrow, Carlisle, West Cumbria, Eden and South Lakeland. These arrangements will be in place by April 2009. Cumbria Vision will work with these 4 Boards to establish effective delivery plans that meet Cumbria's overarching objectives as well as local priorities. The Boards will focus on priorities and delivery rather than strategy.
- **Staff Resource Review.** We will co-ordinate a review of economic development staff throughout the County to include Cumbria Vision, NWDA, local economic regeneration agencies and bodies, Cumbria County Council, other local authorities and the four delivery Boards. Our firm aim, which all our partners endorse, is to reduce bureaucracy and duplication, streamline processes, and target skills and resources much more effectively. This is not an exercise designed primarily to cut costs, but to radically improve value for money and effectiveness.
- **Collaboration with NWDA.** We do not necessarily have all the right actions to deliver the best outcomes but the establishment of this plan has highlighted what needs to be done. In the future the Agency has agreed that it will not approve projects for delivery in Cumbria that have not first been approved by Cumbria Vision. Cumbria Vision is therefore piloting with the NWDA the concept of an agreed Joint Investment Plan (JIP) for Cumbria through which there will be joint agreement between Cumbria Vision and the Agency on the priority projects and programmes which will be delivered, principally, by the 4 newly established delivery bodies. The NWDA element of the Sub-Regional Action Plan (SRAP) will therefore be known as the Joint Investment Plan. It identifies specific activity that NWDA is funding and will be asked to fund into the future. In headline form, it is an attempt by Cumbria Vision and partners to prioritise activity against a three year plan from 2009/10 to 2011/12. It includes regional-wide projects, delivery area specific projects (including any West Lakes Renaissance ring-fenced allocation) and any Cumbria-wide projects. The JIP will form the basis of ongoing project discussion with Agency staff but we have to be very clear that it is not a bidding document for Agency resource.
- **Refining Priorities.** Work still needs to be done to analyse the large list of existing projects to ensure they meet priorities and make a logical strategic fit. In the past, insufficient attention has been given to identifying and monitoring outputs and outcomes as part of the prioritisation process. Cumbria Vision will take a stronger lead in the future to evaluate project proposals and review delivery results against the objectives we have now identified.
- **Approaching Other Funders.** The real benefits from this plan will only be realised if all main funders align their investments to the same priorities. Cumbria Vision will approach the main partners and will seek to work towards a Joint Investment Plan with each of them. These partners include Job Centre Plus, the Learning and Skills Council, Homes and Communities Agency, Business Link, the NHS and others.
- **Marketing and Branding.** More will be done to align the marketing and branding of Cumbria with the strategic goals of this Action Plan. Resources will be sought to identify opportunities to help Cumbria Tourism increase their marketing activity both nationally and internationally. Plans will also be prepared with Invest In Cumbria to promote new inward investment activity and align this promotion with the need to develop appropriate housing and employment land to maintain our employment growth agenda. This is particularly strong a requirement in West Cumbria but also offers great potential in most other areas.

Appendix A

Links to other strategies and plans

A. Regional Economic Strategy

The Northwest Regional Development Agency developed the Regional Economic Strategy (RES) which has the vision of creating 'A dynamic, sustainable international economy which competes on the basis of knowledge, advanced technology and an excellent quality of life for all'. The NWDA is currently leading the development of a Northwest Regional Strategy which will replace the RES and the Regional Spatial Strategy. This will be a non-statutory Regional Strategy which sets out holistic priorities to deliver sustainable growth. The Cumbria Economic Strategy and Sub-Regional Action Plan already recognise these advanced proposals.

B. Regional Economic Strategic Objectives

The Agency contributes to the RES actions directly through its own investment programme with partners and by using its strategic influence and responsibilities to lead and align the work of private and public sector partners with specific responsibility for delivering specific actions. The Agency's Corporate Plan 2008 - 2011 sets out 11 corporate objectives based on the RES and designed to improve competitiveness and productivity across the region's Business, People and Places. NWDA funding will be targeted at achieving the outcomes set against each of these objectives.

C. Cumbria Community Strategy

The Cumbria Strategic Partnership has produced a Community Strategy which provides the backdrop against which all other strategies in Cumbria should be aligned. It has also provided the context for the selection of the priorities within the Local Area Agreement. The key themes of the Community Strategy are:

- Safe, strong and inclusive communities
- Health and well-being throughout life
- A sustainable and prosperous economy
- Effective connections between people and places
- World class environmental quality

Cumbria Vision leads on producing the Cumbria Economic Strategy and is responsible for reporting on the economic elements of the Community Strategy and Local Area Agreement (LAA). The Cumbria Economic Strategy reflects the Regional Economic Strategy and identifies our key priorities.

D. Local Area Agreement

Cumbria Vision is the thematic lead for the economic indicators in the Local Area Agreement and is responsible for monitoring the performance of these indicators. Performance is reported back to a Performance Board on a quarterly basis.

The key indicators are:

- Working age people claiming out of work benefits in the worst performing neighbourhoods
- Proportion of the population qualified to at least level 2
- Proportion of the population qualified to at least level 4
- New business registration rate

These performance targets have the potential to attract Reward Grant.

With the move to Comprehensive Area Assessments, the number of the national indicator set indicators that Cumbria Vision is responsible for reporting on has increased from 4 to 17. All of these indicators will support delivery of the Cumbria Economic Strategy.

E. Economic Plan 2007

In September 2007, Cumbria Vision published the Economic Plan. Approved by the Cumbrian Economic Development Officers Group (CEDOG), Cumbrian Strategic Partnership (CSP) and then the Cumbria Vision Board, it was the first overarching economic strategy for Cumbria.

Some good progress has been made over the last two years but we still essentially have the following agreed challenges:

- Slowest growing economy in England 1995-2005
- Average earnings more than £2,500 below UK average
- Dependency on declining sectors and under-representation in growth sectors
- Low levels of higher skills
- Historically up to approx 2000 (net) 19-34 year olds leaving the county each year
- Problems of appropriate, affordable housing. House building in some areas is inappropriate and does not meet demand
- Pockets of extreme worklessness in urban areas and underemployment in rural areas
- Real infrastructure / connectivity problems, perception is worse outside the county
- Rurality - poor access to services, education, housing and job opportunities
- Delivery capacity

F. Strategic Action Plans (SAP)

To help Cumbria Vision complete its task, several months were spent reviewing material, researching facts and reports, and consulting with partners to create Strategic Action Plans for each of the 6 priority sectors.

In order to reflect the strong interdependency of business sectors along with their societal and environmental impact, we also additionally evaluated the effects of economic growth through 5 cross cutting themes, (i) Rural, (ii) Business Support & Enterprise, (iii) Connectivity, (iv) Housing & Employment Land, (v) Education & Skills.

The process we used to develop the Strategic Action Plans was open, extensive, consultative and evidence based, leading to the production of the revised Cumbria Economic Strategy, 2008.

G. Cumbria Economic Strategy (CES)

The Economic Plan has subsequently been re-drafted following the Strategic Action Plan consultation process and further strategy development. Now called the Cumbria Economic Strategy (CES), this document is the long term overarching economic strategy for Cumbria. The CES identifies 2 priorities: "The opportunities of energy and the low carbon economy", and "Raising the attractiveness of destination Cumbria as a place to live, invest, work and visit". To enable these business-led priorities to happen, the CES also identifies 4 main support facilitators which are integrated into our strategy and action plans, namely Education, Skills and Research; Business, Enterprise and Employment; Infrastructure and Connectivity, and the Rural Economy.

Cumbria now moves from talking strategy into delivering action, and it is envisaged that the CES will stay in its present format until 2019.

H. Employment & Skills Board (ESB)

Key partners including Cumbria Vision, the County Council, the Chamber of Commerce, the Learning & Skills Council, Jobcentre Plus, and the University of Cumbria have established an Employment & Skills Board. The Chair is from the private sector and there are also at least six other private sector members representing the key business sectors for Cumbria.

The Board reflects Cumbria's Employment and Skills strategy and has the following key aims:

- To demonstrate skills and employment as key productivity drivers capable of achieving business success, personal growth and achievement.
- To be the sub-regional voice to influence the skills agenda in the North West and nationally, filling the gap vacated by the Learning & Skills Council's local council and influencing the allocation of discretionary and mainstream funding to increase skills and employment opportunities for businesses and individuals.
- Determine, and be responsible for, the strategic development of an integrated sub-regional employment and skills infrastructure.
- Develop and implement an integrated employment and skills action plan that genuinely responds to employer and individual demands.

I. Britain's Energy Coast™

The Britain's Energy Coast™ Masterplan is a package of £2bn of proposed regeneration projects which advance our existing strengths in the nuclear industry and use them as a springboard for diversifying into other forms of low carbon industries such as renewable energy. It covers the entire West and South West coast of Cumbria and also contributes significantly to national and regional energy and environmental imperatives.

It also focuses on significantly improving infrastructure – whether that means better schools; a new hospital, improved roads, rail and air links; better sites for businesses to invest in or high quality leisure, cultural and sports facilities.

Using nuclear capability in the West Coast and Barrow as a catalyst, we also aim to exploit our natural resources particularly in the renewable energy markets and developing Environmental Technology Services sector.

To do this effectively we need to be working with partners across the North West, utilizing the Britain's Energy Coast™ brand as a marketing tool to attract national and international inward investment.

- West Cumbria will be globally recognised as a leading nuclear, energy, environment and related technology business cluster, building on its nuclear assets and its technology and research strengths.
- West Cumbria will be a strong, diversified and well connected economy, with a growing, highly skilled population with high employment.
- West Cumbria will project a positive image to the world, and be recognised by all as an area of scientific excellence, outstanding natural beauty and vibrant lifestyle, which attracts a diverse population and visitor profile.
- West Cumbria will provide opportunities for all its communities, where geography is not a barrier to achievement and where deprivation, inequality and social immobility have been reduced.

I. Key Strategic links

The table below shows the clear link from the Regional Economic Strategy (2006) and through the initial Cumbria Economic Plan (2007) to the new Cumbria Economic Strategy and this Sub-Regional Action Plan.

| Regional Economic Strategy, 2006 (RES) | | | |
|---|--|--|---|
| Business, Enterprise & Employment | Education & Skills | Infrastructure | Cross-cutting themes |
| Cumbria Economic Plan, 2007 (CEP) | | | |
| Nuclear & Energy Specialist Manufacturing Tourism Food & Drink Digital, Cultural, Creative Outdoor | Higher Education Nuclear Skills Knowledge Transfer, R&D Integrated Skills 14-19 Agenda | Connectivity Employment Sites ICT Housing Building Environment | Rural Economy Natural Environment Public & 3rd Sector |
| Strategic Action Plans, 2008 (SAP) | | | |
| Nuclear & Energy Specialist Manufacturing Tourism Food & Drink Digital Cultural Creative Outdoor | Education & Skills | Connectivity Housing & Employment Land | Rural Business Support & Enterprise |
| Cumbria Economic Strategy (CES) | | | |
| Energy & Low Carbon Economy Raising Attractiveness of Destination Cumbria | Transformation of Education, Skills & Research | Infrastructure | Business, Enterprise & Employment The Rural Economy |
| Sub-Regional Action Plan 2009 – 2012 (SRAP) | | | |
| Programmes and Projects | | | |

Appendix B

Identified Funding (as at January 2009)

The following table indicates, at the time of writing, the best known investment levels which include both committed and uncommitted projects. The data in this table will be updated frequently on project lists managed by the Area Delivery Boards.

| Main Funding Body | Funding (£000s) | | | |
|-----------------------------|-----------------|----------------|----------------|------------------|
| | 2009/10 | 2010/11 | 2011/12 | Total |
| Allerdale & Copeland | 1,000 | 1,000 | 0 | 2,000 |
| Barrow Borough Council | 2,990 | 3,148 | 0 | 6,138 |
| DBERR | 180,000 | 0 | 0 | 180,000 |
| Cumbria County Council | 72,000 | 79,000 | 72,000 | 223,000 |
| Cumbria Tourism | 90 | 30 | 30 | 150 |
| ERDF | 16,575 | 4,120 | 800 | 21,495 |
| ESF | 3,600 | 0 | 0 | 3,600 |
| HCA | 6,000 | 5,000 | 4,000 | 15,000 |
| HEIF | 1,109 | 781 | 907 | 2,797 |
| LSC (Capital and revenue) | 235,017 | 120,017 | 120,017 | 475,051 |
| NDA | 23,000 | 38,000 | 0 | 61,000 |
| NHS (Capital only) | 35,000 | 80,000 | 71,000 | 186,000 |
| NWDA | 56,373 | 69,125 | 69,885 | 195,383 |
| Other Public | 1,823 | 22,529 | 20,771 | 45,123 |
| RDPE | 700 | 700 | 700 | 2,100 |
| Total Public Funding | 635,277 | 423,450 | 360,110 | 1,418,837 |
| Private Funding | 65,470 | 106,000 | 65,000 | 236,470 |
| Grand Total | 700,747 | 529,450 | 425,110 | 1,655,307 |

The Sub-Regional Action Plan aims to identify known sources of funding for economic development activity in Cumbria. Activity is included which is seeking NWDA funds and European funds, as is other public sector funded activity by organisations such as the Learning and Skills Council (LSC) and Job Centre Plus and the NHS. Private sector investment is included (where known) and the aim of the plan is that activity will eventually be self-sustaining with the support of this sector. The benefits of this arrangement are that investment can be aligned and it also identifies demands on skills and infrastructure such as housing and employment land.

Notes:

1. The Department for Business, Enterprise and Regulatory Reform (DBERR) investment of £180m in 2009/10 is a one off investment for the National Nuclear Laboratory. This investment already exists but will be transferred out of Government.
2. LSC funding over the next three years is in the region of £475m which includes revenue funding and capital contributions towards college extensions and the University. The LSC is being closed down in 2010 but this funding will be transferred into the new Skills Funding Agency.
3. The partnership of the Nuclear Decommissioning Authority (NDA), Sellafield and the Nuclear Management Partners is expected to contribute between £13 million and £15 million per year, for the next two years, towards Britain's Energy Coast™ delivery and investment in communities.
4. North West Development Agency has agreed to follow a Joint Investment Plan approach. It identifies specific activity that NWDA are funding against an "indicative" Agency resource into

Cumbria of c. £150m (over 3 years) and includes regional projects, delivery area specific projects (including any West Lakes Renaissance ring fenced allocation) and any Cumbria-wide projects. Current funding and prioritisation needs to remain flexible so that we can react quickly to market conditions over the next 2 years.

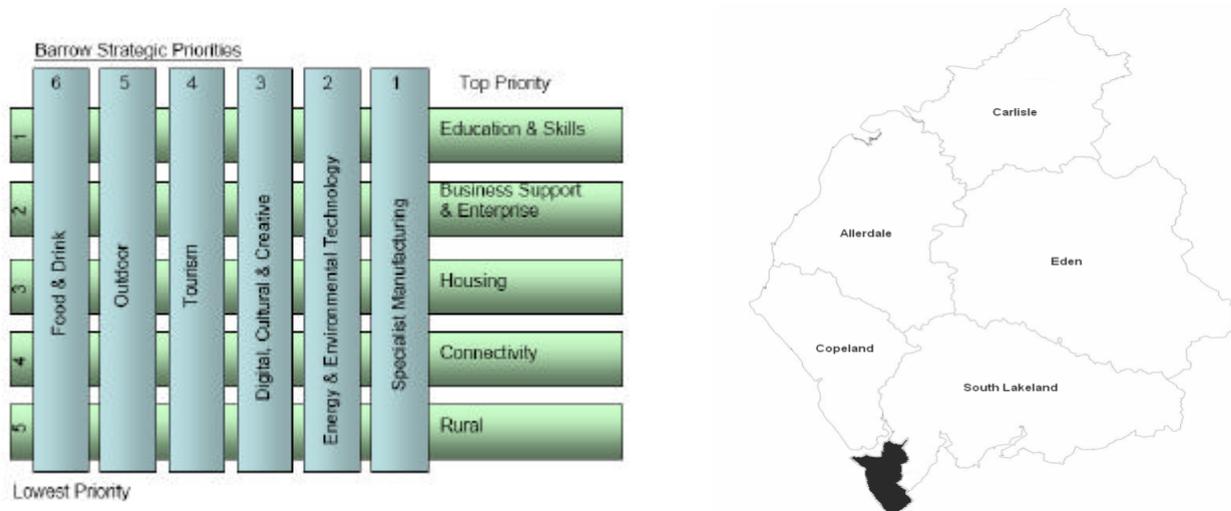
5. The NHS figures are capital investments planned to rebuild the hospital and associated Health Campus in West Cumbria and renovate / rebuild several smaller sites in Millom, Brampton and Cockermouth.
6. Funding from European sources comes in from 3 streams, European Regional Development Fund (ERDF), European Social Fund (ESF) and Rural Development Programme for England (RDPE). This action plan identifies all 3 sources and ensures alignment with other investments. It is also important that this funding aligns with the priorities within each of the 4 Delivery Boards, especially the rural areas and areas of particular deprivation.
7. Investment from the Higher Education Innovation Fund (HEIF) is for the University of Cumbria.
8. Funding from the Homes and Communities Agency (HCA) is for housing market renewal in Barrow and West Cumbria.
9. Private sector investment is not yet fully identified and some of the figures are best estimates.

Appendix C

Local Priorities

Extensive consultation has been carried out in each of the four delivery areas. Each group identified, in priority order, their six key business sectors and their five key cross-cutting themes. This is important to ensure that, while this Plan delivers Cumbria's overarching priorities, it also recognises and reflects local priorities. Here are some of the priorities, opportunities and issues which affect the 4 delivery areas.

BARROW



Geography:

- The Furness peninsula is a peripheral location with poor communication links by road, rail and air.
- Barrow lies some 35 miles west of junction 36 of the M6 Motorway and is accessed by a 45 minute journey along the restrictive A590 only parts of which are dual carriageway.
- The nearest West Coast mainline station is at Lancaster which is reached by way of a 60-minute rail journey
- Walney Island has a small airstrip, although no scheduled commercial flights operate out of this airfield.

Opportunities:

- Barrow is home to BAE Systems, one of the UK's largest shipyards currently employing 4,500 people. BAE is of strategic importance to the Cumbrian and regional economy and provides employment well beyond the Borough boundaries. BAE have a strong, long term order book, and are developing their capability to compete for civil nuclear contracts. BAE are actively recruiting staff for all projects.
- Barrow is a centre of expertise for offshore engineering and energy. Proposals for further major offshore windfarms and gas storage facilities are being developed.
- Barrow will benefit from around £100M of public sector investment in schools, further and higher education over the next 3 years.
- There is a well developed, coherent and costed regeneration programme for the Borough focusing capital expenditure on the flagship 'Waterfront Barrow' regeneration initiative. 2008 saw completion of the first major contract on Waterfront Business Park with a further £8.8m expenditure committed to infrastructure for 2009-2012. Despite national economic conditions there is still strong interest from a developer in progressing with the Marina Village development.
- A long term, consistently funded, strategy to address low levels of business density and entrepreneurship has resulted in a more diverse economy by structure and sector. There is

significant opportunity to further diversify the economic base of the area. In recognition of the work of partners, Furness Enterprise were winners of the Enterprising Britain 2008 North West Regional Award.

- The Borough is 20 minutes from the Lake District and contains areas of high environmental quality, including beautiful beaches, inspiring scenery and nationally important heritage assets.
- The tourism industry in the Borough has grown consistently over the last 15 years.
- The Borough has agreed a clear strategy for capital investment to improve some of the poorest housing in the area.

Challenges:

- Despite the longest period of economic growth since 1945, the Borough has 15,000 people living in wards which contain Super Output Areas (SOA) with levels of deprivation in the worst 3% nationally. Cumbria contains 8 SOAs in the worst 3% nationally, six of those are in Barrow. Barrow remains the second most deprived district in the UK.
- The number of incapacity benefit claimants remains a key challenge. Barrow has the third highest percentage of the working age population claiming incapacity benefit in England 13.4% 5650 people. 50% of all claimants had been out of work for more than 10 years and over half have no formal qualifications.
- Male and female life expectancy at birth has continued to decline in recent years. This runs counter to national trends and the average of other areas of high deprivation.

Barrow Action Plan:

The aim of the plan is to create a physical renaissance in the town that can complement and drive forward a 'step-change' in the local economy. There are six key strands of activity in the agreed Action Plan.

They are:

- Strengthening and diversifying Barrow's economy
- Investing in new business, skills and reducing worklessness
- Creating a vibrant town centre with exciting leisure and lifestyle opportunities
- Renewing the housing market
- Developing 'Waterfront Barrow'
- Creating new gateways and connections

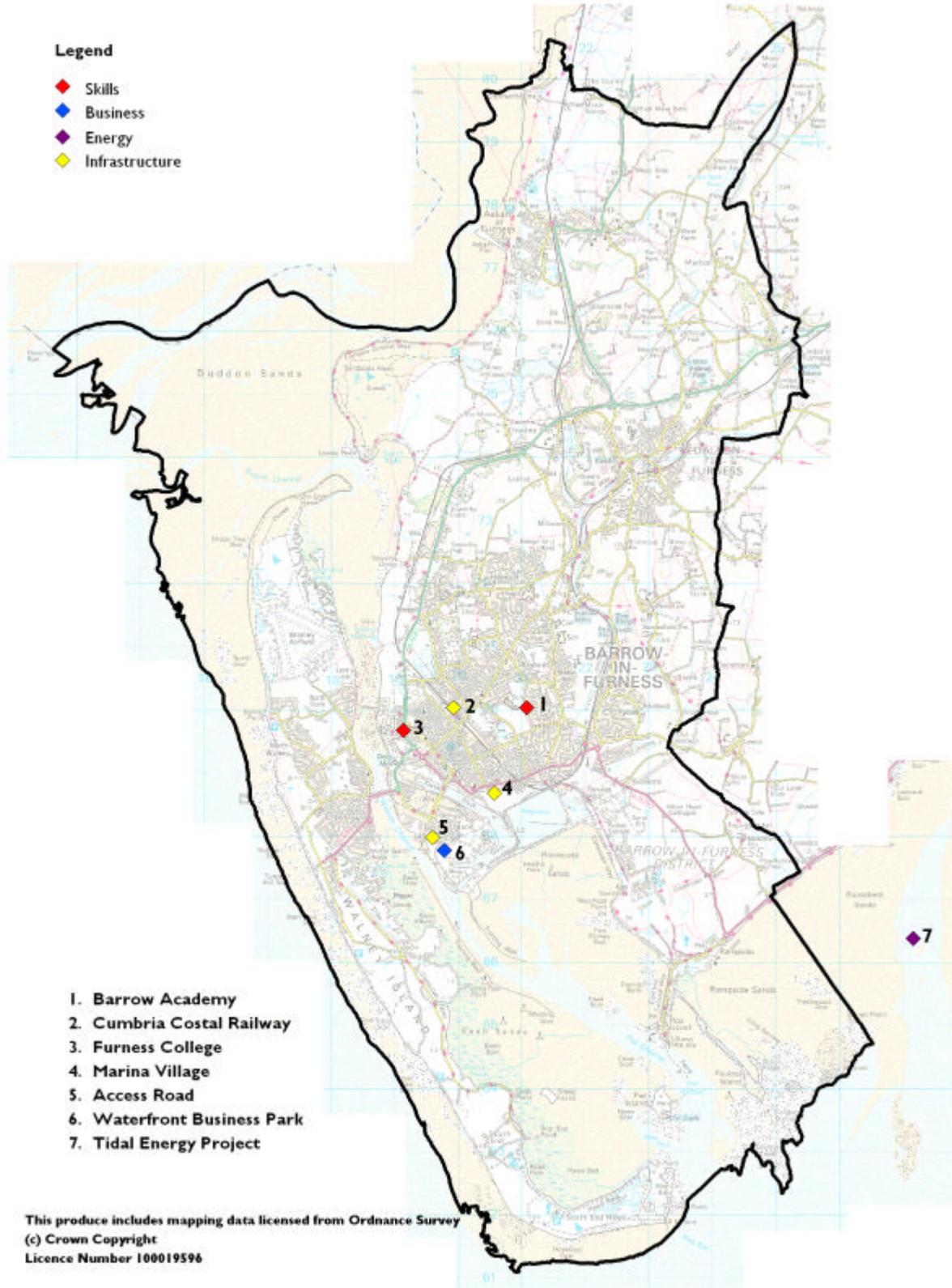
Priority Projects over the next three years:

- Marina Village land assembly and developer procurement; commencement of remediation and infrastructure
- Waterfront Business Park Access Road and Key Infrastructure
- Development of Waterfront Business Park
- Buccleuch Dock pedestrian bridge
- Barrow Urban Design Framework – strategic acquisitions
- Barrow Urban Design Framework – Dalton Road Phases 2 & 3 plus peripheral improvements
- Barrow Urban Design Framework – civic Waterfront and Marina Village Gateway
- Enterprise and Skills Development
- Furness College extension.
- Sixth Form College redevelopment
- Barrow Academy development
- Talented minds strategy
- Development of advance workspace

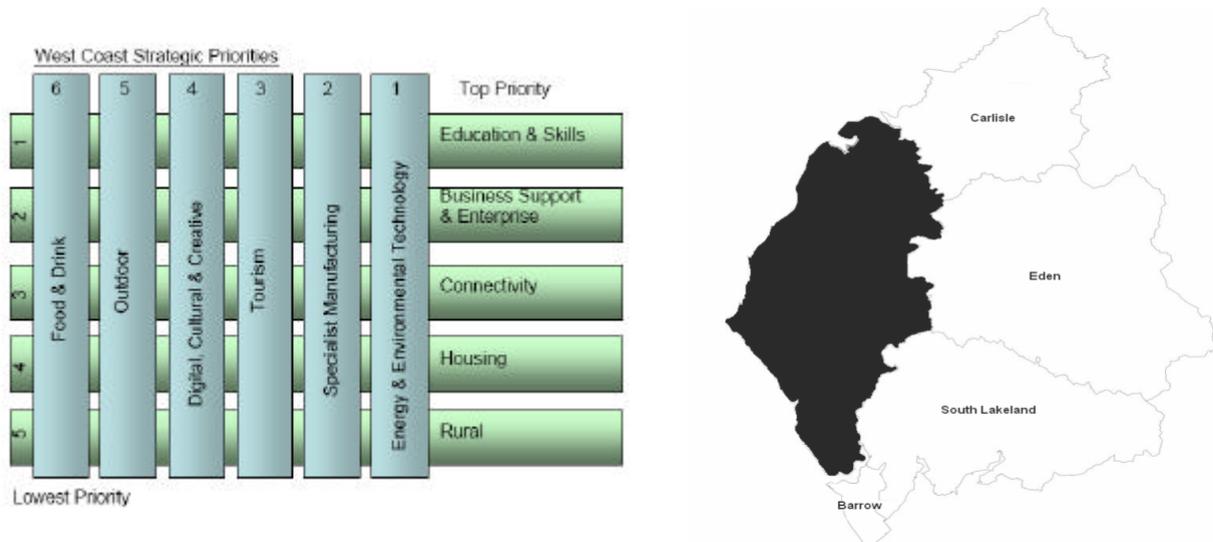
Britain's Energy Coast™

The Britain's Energy Coast™ programme is a £2billion package of regeneration projects which will advance existing strengths in the nuclear industry and promote diversification into other forms of low carbon industries such as renewable energy. It also focuses in improving West Cumbria and Barrow's infrastructure whether that means better schools, a new hospital, improved road, rail and air links, better sites for businesses to invest in and high quality leisure, cultural and sports facilities. The plan extends to 2027 and is expected to create 16,000 jobs and boost the economy by £800 million.

Regeneration Map - Barrow



WEST CUMBRIA



Geography:

- West Cumbria comprises of two Borough Councils, Allerdale and Copeland.
- The Allerdale district comprises three distinct geographical areas. The southern coastal fringe comprises a relatively high population density in Workington, Maryport, Cockermouth and their hinterlands.
- The remainder of Allerdale is predominantly rural with a significant area within the Lake District National Park; Keswick is the most well known of the Lake District towns in the borough.
- The northern part of the Allerdale comprises the Solway Plains which is an Area of Outstanding Natural Beauty and three market towns of Wigton, Aspatria and Silloth.
- Copeland stretches along the West Cumbria coast from just north of Whitehaven, the main town centre and headquarters of the Local Council, to Millom in the south. Two thirds of the area lies within the Lake District National Park.
- Egremont and Cleator Moor are the two other main towns in Copeland.
- About twenty villages are scattered around the District.

Opportunities:

- West Cumbria boasts the reputation as a world-leader in nuclear energy, with wide-ranging expertise in skills such as decommissioning, engineering and environmental remediation. Today Sellafield is home to 50% of the UK's civil nuclear workforce and 36% of the UK's civil nuclear industry.
- Places such as Workington grew thanks to mining and steel making and, despite the decline in these traditional industries over time, have begun to adapt and branch out into other fields such as commerce, retail and new industries. New opportunities have also arisen from the ashes of industrial decline, with West Cumbria boasting an array of brownfield sites that are ideal for development.
- Miles of stunning coastline, stretching from Morecambe Bay to the Solway Firth and encrusted with Georgian gems such as Whitehaven and Maryport.
- Close proximity to the world renowned Lake District, means that there is huge potential for Furness and West Cumbria to expand Cumbria's tourism offer to visitors from far and wide.

Britain's Energy Coast™:

The Britain's Energy Coast™ programme is a £2billion package of regeneration projects which will advance existing strengths in the nuclear industry and promote diversification into other forms of low carbon industries such as renewable energy. It also focuses in improving West Cumbria and Barrow's infrastructure whether that means better schools, a new hospital, improved road, rail and air links,

better sites for businesses to invest in and high quality leisure, cultural and sports facilities. The plan extends to 2027 and is expected to create 16,000 jobs and boost the economy by £800 million. West Cumbria will be globally recognised as a leading nuclear, energy, environment and related technology business cluster, building on its nuclear assets and its technology and research strengths.

Challenges:

- The Workington and Maryport area has a history of heavy industry and their loss over the years is still affecting the local economy. This has left a legacy of unemployment leading to intergenerational poor health and educational attainment and a benefit claimant rate significantly above the borough average.
- Sellafield has previously been seen as a site closing down, with de-commissioning work, waste storage and some reprocessing earning foreign income. However, with the global renaissance in nuclear power and with renewed vigour from the private sector operators, Nuclear Management Partnership, we are again looking to exploit opportunities offered by the wider renewable and low carbon energy.
- The more affluent areas to the east of the borough which are mostly within the National Park boundary have acute housing market problems. There is an imbalance in this area, owing to a lack of supply, and consequently very high prices.
- The seasonal and part time nature of the jobs on offer, coupled with the low wages associated with a mainly tourism based economy in the east, mean many local people struggle to gain adequate housing to meet their needs. However, opportunities do exist to add value to the existing tourism offer and attract entrepreneurs based on the stunning scenery and quality of life.
- The northern area has pockets of both prosperity and deprivation. This area has suffered from the loss of manufacturing jobs over the past decade as well as a decline in the availability of local services. There is the opportunity to increase tourism in the area, especially centred on the Solway Coast Area of Outstanding Natural Beauty, and the prospect exists to add value to the high quality agricultural produce of the Solway Plain.
- Transport links need to be improved to overcome geographical isolation; there is a need to tackle the pockets of deprivation that exist in communities by improving the quality of life.
- Engagement of the business community needs to be improved.
- Inward investment needs to be attracted.
- Diversification in light of nuclear decommissioning.
- Training and re-training of the local population to meet emerging employer requirements.
- Out-migration of young people needs to be stemmed.
- Attraction and retention of the skilled and talented.
- Town centres need to be developed and effectively managed.

Major Projects in the next three years:

- Derwent Forest, near Maryport is the largest brownfield site in the North West region. It was formerly the Royal Navy armaments depot Broughton Moor and requires significant reclamation works. Agreement has been reached with the Regional Development Agency for marketing to commence shortly which will result in a major flagship regeneration project in due course.
- Other major projects are allied to the Energy Coast Masterplan. For example, construction is currently underway at Lillyhall, close to Workington, of Energen – The National Nuclear Academy. This education facility will train the next generation of nuclear staff for decommissioning and new build up to NVQ level 4 and above.
- In Workington the Port is due to undergo major development, and there is also developer interest in creating a marina nearby.
- The former Corus site is to be developed into a new community by the private sector.
- Over the past few years the town centre has been totally redeveloped with private investment into a new shopping centre, and public funding supporting several pieces of artwork within the public realm.

Things to think about.....

- Solway Energy Gateway

Regeneration Map – West Cumbria

Legend

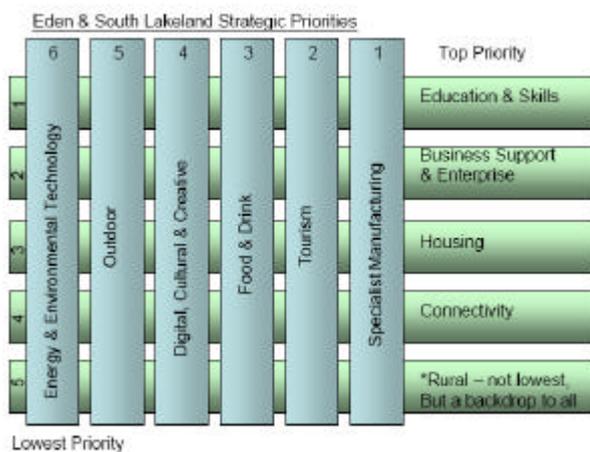
- ◆ Business
- ◆ Energy
- ◆ Infrastructure
- ◆ Landscape/tourism
- ◆ Skills



1. Solway Tidal energy
2. Roman Maryport
3. Maryport Harbour
4. Derwent Forest
5. Port of Workington
6. Derwent Valley (Sports village)
7. Derwent Howe Redevelopment
8. Port Derwent (Marina Development)
9. Energen - The National Nuclear Academy
10. Lillyhall Business Park
11. Whitehaven Regeneration Programme
12. Dalton Cumbria Facility - West Lakes Science Park
13. West Lakes Academy
14. Nuclear New Build - Sellafield
15. Duddon Estuary Tidal Energy

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EDEN & SOUTH LAKELAND



*Please note that during the consultation process, it was noted by partners that all priorities should be considered against a backdrop of the 'Rural' cross cutting theme, as this was pervasive throughout this part of Cumbria. However, for illustrative purposes to ensure conformity with other models we have kept it in as number 5, not to indicate priority, but to emphasise how the other priorities were subsequently judged.

Geography:

- An area of small characterful towns and villages with deeply rural hinterlands, a sparsely populated rural area of Cumbria.
- The main towns of Kendal, Ulverston, and Penrith, together with important settlements of Grange-over-Sands, Milnthorpe, Kirkby Lonsdale, Windermere and Central Lakes, Sedbergh, Alston, Appleby-in-Westmorland and Kirkby Stephen make up the key settlements.
- The Lake District National Park and Area of Outstanding Natural Beauty designations complement a very high quality upland and lowland landscape throughout the area. The towns and villages present a high quality built environment.

Opportunities:

- High value manufacturing (environmental technology cluster) particularly in Kendal and Ulverston.
- Adding value to local products – food and drink, forestry and agriculture – production and marketing.
- Developing a high quality, world class, yet sustainable local tourism product – accommodation, infrastructure, engagement with the environment, public realm renewal / investment.
- Cultural and creative industries – very strong cluster of world class cultural attractions and organizations
- Knowledge based industry – environmental technologies, renewable energies.
- Skills and education, including the development of the University of Cumbria, together with tackling a lack of HE provision in the East.
- A new commitment and willingness for collaboration and joint working between local authorities and agencies.

Challenges:

- Increasing the supply of sites for modern business premises and housing – addressing constraints and market failure in delivering sites and housing.
- Constraints by education, skills and affordable housing.

- A loss of young people from the area due to absence of job opportunity.
- Competing attractions of urban / city regions.
- High house prices compared to average salary levels; work required to achieve a balanced housing stock.
- High proportion of part-time working and double-jobbing, combined with labour supply issues.
- Underinvestment – absence of public sector investment in realizing the opportunities that the south and east offer.
- Future sustainability of agriculture and primary production.
- Migrant workers – particularly in tourism and food production industry.
- Sustainability of key and local service centres (loss of services).
- Rurality of area with pockets of deprivation, and a high proportion of micro businesses.

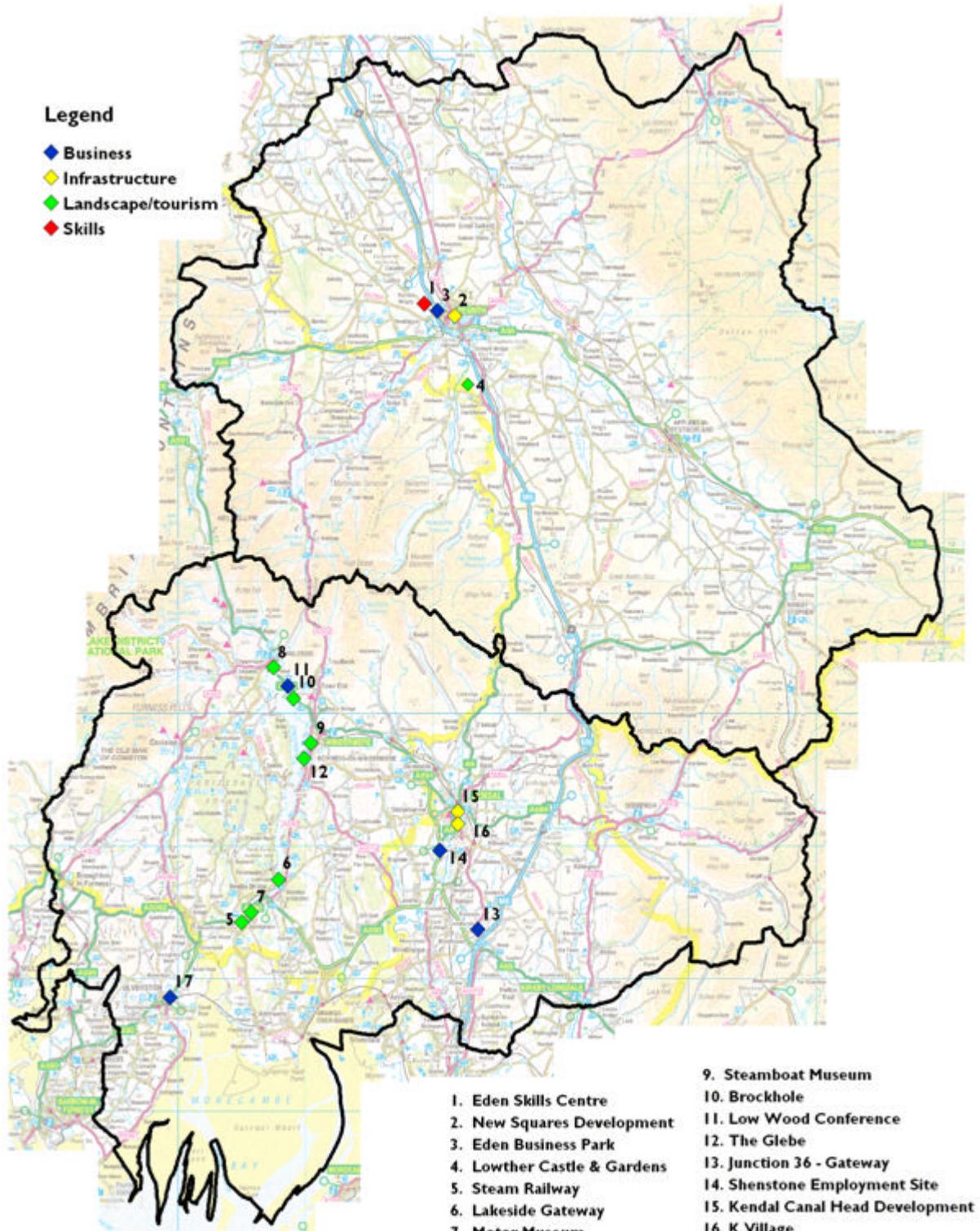
Major projects in the next three years:

- Windermere Necklace
- Eden Business Park
- Development of sub-regional employment sites – Ulverston, Penrith and Kendal
- Regeneration of Kendal Canal Head
- Regeneration in Penrith, Ulverston, Town Centre / Canal area –
- Penrith New Squares development
- Kendal Economic Regeneration Action Plan
- Tourism infrastructure / public realm reinvestment
- Eden Skills 'Hub and Spoke' project
- England Rural Development Programme
- Lowther Castle

Things to think about.....

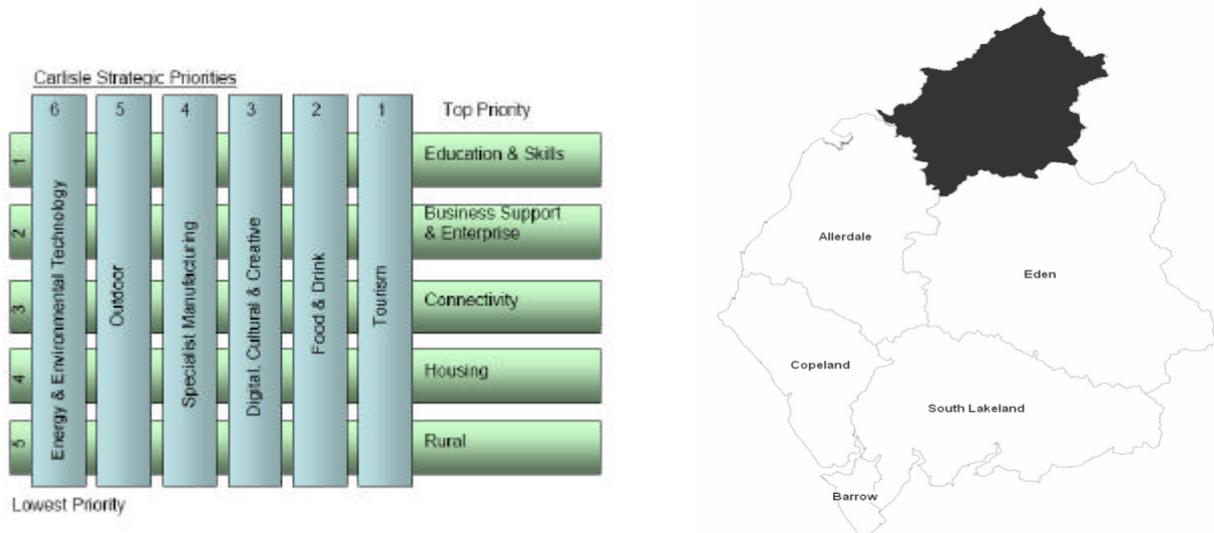
- Restoration of the Northern reaches of Lancaster Canal
- Tourism Development in Eden
- Effect of 'Peak Oil' and 'Climate Change Agenda' in remote rural communities
- Further development of a strategic approach to the rural economy

Regeneration Map – Eden & South Lakeland



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CARLISLE



Geography:

- Carlisle is at the centre of a beautiful but sparsely populated rural area.
- It is located at the northern tip of Cumbria, near the Scottish border, equidistant from Glasgow and Manchester.
- It is one of England's relatively few free-standing small cities outside the immediate economic influence of a major conurbation. Its nearest major centre is Newcastle.
- The City of Carlisle includes an extensive and attractive rural area of around 100 sq km that includes the Solway Area of Outstanding Natural Beauty in the west and to the North Pennines Area of Outstanding Natural Beauty in the east.
- The Lake District National Park and the Eden Valley are immediately to the south and to the north is the Scottish Border at Gretna.
- Brampton, Longtown and Dalston are the main rural service centres.
- Carlisle is a market town, major shopping centre, transport interchange on the M6 and West Coast Main Line, an employment and service centre for Cumbria and South West Scotland and, with the creation of the University of Cumbria in 2007, a University City.

'Growing Carlisle'

The private sector led Economic Development and Enterprise Group of the Carlisle Partnership has developed 'Growing Carlisle', an economic strategy for the Carlisle City Region. 'Growing Carlisle' is about shaping Carlisle's future to encourage a successful local economy and enhancing its role as Cumbria's regional city within the North-west. The intention is to be bold, ambitious and confident about Carlisle's prospects. Accordingly, the description of Carlisle in 25 years should be;

"Carlisle is Cumbria's dynamic and successful heritage University City, creating growth opportunities in a sustainable environment with skilled people and international connections in a stunning location."

Carlisle Renaissance

Disastrous flooding in 2005 led to the creation of Carlisle Renaissance, a government funded programme to support the regeneration of Carlisle. The vision is to establish Carlisle as a leading heritage city with a growing university, a successful regional commercial centre, the infrastructure to support business investment and good access. The first Action Plan for Carlisle sets out the priorities. The four priority transformational actions are:

- Developing a new city centre campus for the University of Cumbria

- Maximising the economic and cultural potential of the historic quarter and its key assets
- Strengthening the city centre with a mix of new retail, leisure and business uses
- Developing strategic employment sites on the M6 corridor

Opportunities:

(CRB) = Carlisle Renaissance Board led actions

(P) = Other partnership based projects, led by Carlisle City Council, County Council or others

- Enable private sector investment in Carlisle Airport [P]
- Facilitate development of University of Cumbria headquarters for completion in 2012 [CRB]
- Historic quarter – establish leadership group, agree strategy and priorities in 2009 [CRB]
- Hadrian's Wall & Carlisle Roman Gateway – project development and implementation [P]
- Employment sites in Carlisle South – land brought to market [P]
- Construction, retail and logistics academies – National Sector Skills Council hubs – implementation [P]
- M6 Corridor employment sites – review/develop master-plans for employment site(s) on junctions 42-44 of the M6 and a strategic masterplan for the M6/Carlisle Northern Development Route corridor around Carlisle [CRB]
- City Centre – facilitate the establishment of a private sector led City Centre Management Company [CRB & P]
- Work with partners to establish a programme of public realm improvements. [CRB & P].
- Work with the County Council to bring forward proposals to reduce through traffic and improve public transport, pedestrian and cycling access [CRB & P]
- Tourism – establish partnership with Cumbria Tourism, Hadrian's Wall Heritage Ltd and Carlisle City Council to provide leadership and focus for development of the sector [P]
- Growth Point and Local Development Framework – Identification of additional housing and employment land and infrastructure investment needs [P]

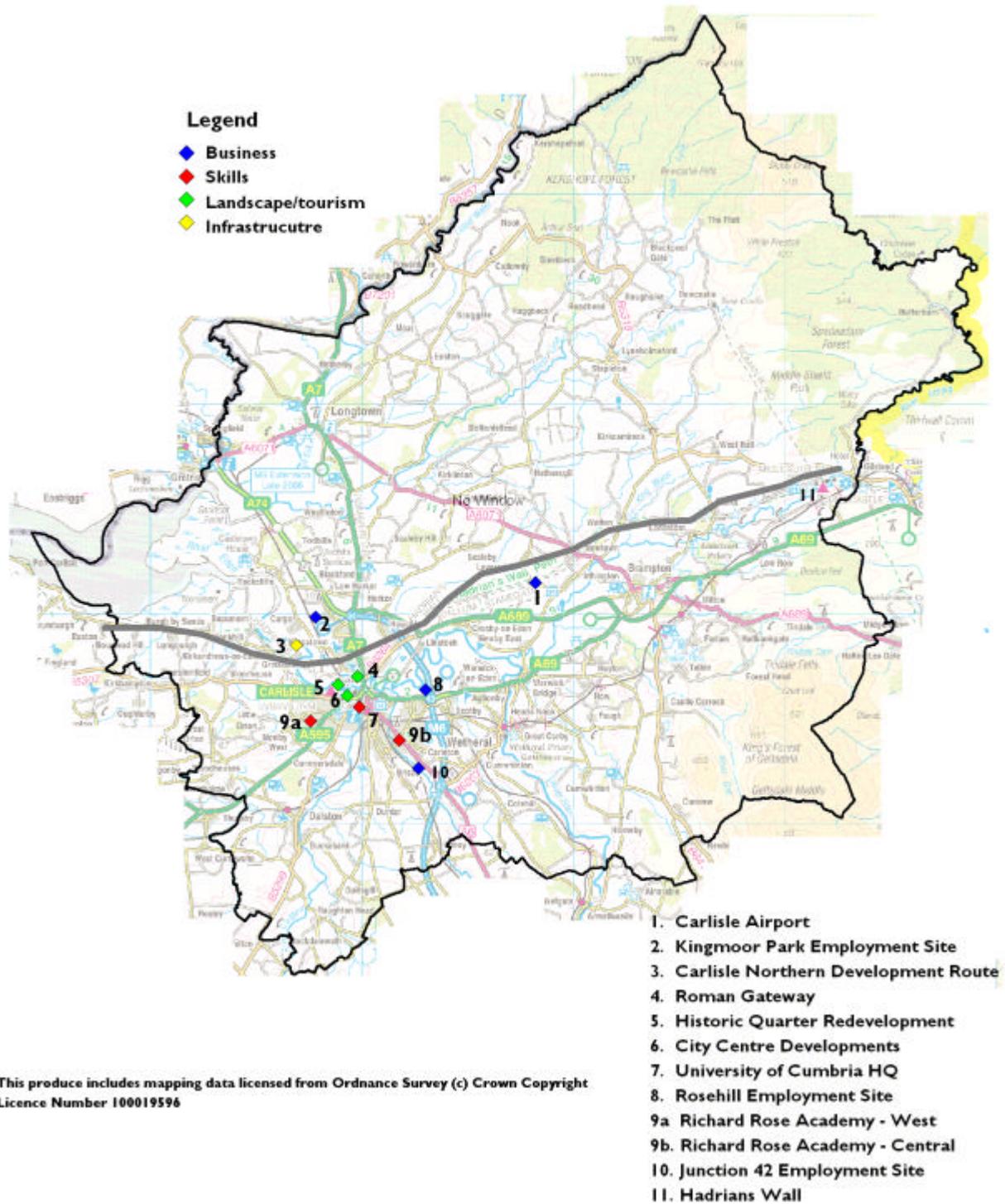
Challenges:

- Too great a reliance on low productivity sectors
- Under-representation of business sectors with potential for growth
- Prospect of further job losses through re-structuring, especially in the manufacturing sector
- Poor performance in education, loss of talent, few graduate jobs and low aspirations
- Small population with limited economic potential
- Pockets of deprivation and limited access to rural services and jobs
- Perception of remoteness and local congestion
- Under-exploited tourism potential, no professional theatre and lack of high quality hotel.
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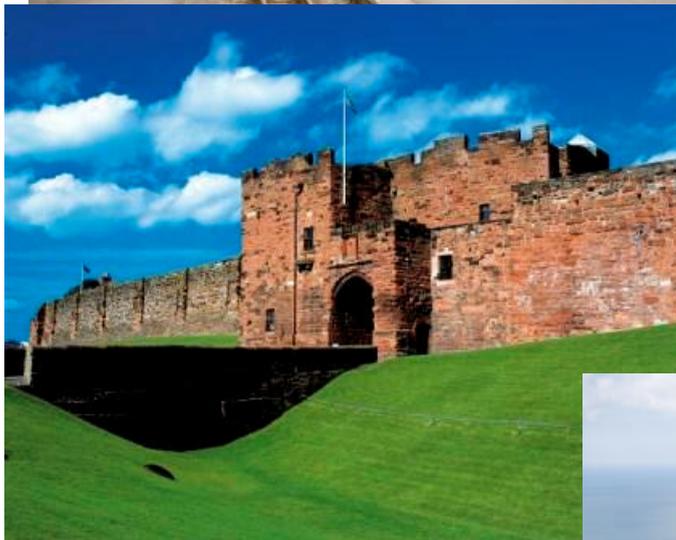
Some examples of **Cumbria Wide** projects in the next 3 years:

- University of Cumbria
- Improving inward investment
- Improving skills shortage data and the attraction of skilled people
- Adventure Capital Cumbria
- Delivery of Culture Cumbria Strategy
- Developing activity on renewables
- Developing employment land
- Improving Cumbria as a tourist destination
- Supporting 'Eco-System' services such as land-use and agribusiness

Regeneration Map - Carlisle



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**Cumbria's VISION –
'To be an energised and healthy
environment, and one of the
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