Cumbria Strategic Partnership Members

Allerdale Borough Council
Arts Council – North West
Barrow Borough Council
Carlisle City Council
Carlisle LSP
Chamber of Commerce and Industry
Churches together in Cumbria
Connexions Cumbria
Copeland Borough Council
Cumbria Association of Local Councils
Cumbria Council for Voluntary Services
Cumbria PCT
Cumbria Sports
Cumbria Community Foundation
Cumbria Constabulary
Cumbria Cultural Forum
Cumbria Housing Group Partnership
Cumbria Learning and Skills Council
Cumbria Local Enterprise Agency
Cumbria Police Authority
Cumbria Rural Enterprise Agency(CREA)
Cumbria Tourism
Cumbria Vision
Eden LSP
Eden District Council
Environment Agency
Furness Partnership
Further Education Colleges
Government Office North West
Higher Education Institutions
Invest In Cumbria
Job Centre Plus
Lake District National Park
National Probation Service
National Trust
Natural England
North West Development Agency
South Lakeland District Council
South Lakeland LSP
Sport England North West
University of Cumbria
University of Central Lancashire
Voluntary Action Cumbria
Youth Offending Service
West Cumbria LSP
West Lakes Renaissance

For more information on this document or the CSP please contact the CSP Manager on 01768 242310.

Or visit: www.cumbriastategicpartnership.org.uk

We can provide this strategy in different formats on request.
People living in Cumbria are passionate about the places they live and are actively involved in making them better for future generations.
The Cumbrian landscape presents a picture to some of a world unchanged by the passage of time. It is possible to feel a unique sense of serenity, space and stillness. And some of our communities with their traditions, dialects, and warmth may feel as though they are from times when life was lived at a slower and more peaceful pace.

But in reality, Cumbria comprises a complex array of communities set in and alongside a unique, varied, stimulating and testing landscape. This can at times be both an advantage and barrier. These complexities present a wide variety of opportunities and challenges, the real essence of which can be masked by simple statistics. This strategy seeks to address issues that will improve the well-being of all of those who live and visit this county. It recognises that we need to take account of individual need, based on accurate evidence to best address the varied issues faced by our diverse communities.

Cumbria’s natural environment has shaped our history and pattern of communities based on locations favoured by agriculture, shipping, mining, steelmaking, power generation and nuclear energy. This has brought opportunity but also created isolation for some. It has meant strong self-reliant communities which have had to work hard to influence national and regional priorities.

However, it is already possible to see change taking place – you can walk through the centre of our city or towns and see world-class businesses and communities energised and engaged by ambitious, but measured, plans for regeneration. You can see their vibrancy emerging as they tackle the inequalities between lives in different parts of the county, creating much needed opportunities for young and old alike.

People living in Cumbria are passionate about the places they live and are actively involved in making them better for future generations. Visitors come, not just to view one of the world’s most precious landscapes, but to enjoy an active experience, which is only enhanced by the people and communities that they find throughout the county, in both towns and remote villages.

With the increasing focus on climate change, Cumbria offers a workforce that has the skills and knowledge to help the world manage the transition to new and more renewable sources of energy. The natural energy that shaped our landscape is now a potential source of sustainable power. This puts Cumbria in an enviable position in addressing one of the biggest challenges facing society.

This conscious respect for our natural environment coupled with a drive to achieve the aspirations of our communities will allow us to energise Cumbria in partnership. It will also inspire and focus our work and to make our county an even better place in which to live and grow up, do business and visit.

Bill Lowther, Chairman
Cumbria Strategic Partnership

Tim Stoddard
Leader of Cumbria County Council
The vision

Cumbria will be a place where we work together to energise...

... safe, strong and inclusive communities

Children and young people will see bright prospects and diverse opportunities. They will get the best possible start in life and be empowered to get involved in their communities. Young people have an important part to play in Cumbria’s future and they will be provided with excellent learning and training opportunities to help them achieve.

Our communities will be made safer, stronger and more inclusive by helping more people to get involved and make a difference to the place they live, confident that everything is being done to further reduce crime, disorder and anti-social behaviour.

... health and well-being throughout life

We will live healthier lives and enjoy high quality support whatever our health and social care needs.

We are committed to involving people more in decisions in their lives and their communities. Health inequalities across the county will be reduced by targeting neighbourhoods in greatest need.

Cumbria will be a great place for people to enjoy active, healthy and fulfilling lives. We will value the contribution that people of all ages make to the social, economic and cultural diversity of the county. In particular we recognise the contribution that older people make to the community. We want to empower Cumbria’s older population to influence and shape their communities, live independently and have maximum control over decisions that affect them.
A dynamic and diverse Cumbria that earns a place in the global economy by capitalising on our world class assets – our landscape and our energy. We aspire to be the fastest growing economy in England, delivering jobs and world class skills and training in order to address worklessness. We will concentrate efforts on areas and neighbourhoods in greatest need, and on creating opportunities which reduce the need for young people to leave the county.

The energy and potential of our people will be realised through transport connections which help people access jobs and services and link us to the rest of the UK and beyond. More sustainable transport modes will be promoted to help reduce CO2 emissions. As well as these physical links, better connections between organisations and communities in Cumbria will encourage learning from best practice and sharing resources and expertise to maximize value for money.

We will have a passionate enthusiasm for celebrating, conserving and enhancing our inspiring world class natural environment, culture and heritage. We will lead international thinking on climate change mitigation and adaptation, sustainable energy, lifestyles and communities. Energetic communities will be helped to flourish by providing decent, high quality and affordable homes for everyone in places where people want to live and work and through a public realm which matches the quality of our landscape.
Cumbria is not short of strategies or partnerships, so why have we written another? Highly capable organisations are individually leading the development and implementation of a comprehensive set of visionary economic, environmental and social policies. At a local level, communities across the county are separately planning for their futures, integrating their thinking on all aspects of well-being, and seeking commitment from key organisations with responsibility for delivery.

... to effectively tackle complex issues

1. Each of the most challenging issues we face and set out in this vision are highly complex in their underlying causes. They require equal sophistication in designing successful solutions.

2. All the outcomes outlined in this strategy need action which cuts across organisational boundaries. The unique value and demand for this strategy is therefore to ensure that Cumbria is able to achieve much more by working together than can be secured through each partner acting in isolation. It is not only the complexity of issues in isolation, but the complex relationships these issues have with each other which needs to be addressed.
4 There are inherent tensions and conflicts between the issues affecting Cumbria that present awkward challenges for the future. This is most apparent in the tensions between increasing economic growth whilst at the same time tackling climate change and protecting the environment. However there are complex relationships between all the objectives set out in this strategy which present issues that can only be faced through a robust partnership approach.

... to unlock our potential

5 This strategy also seeks to constructively challenge regional, national, and sometimes our own, perceptions of Cumbria – what it is for and where it is going. These perceptions are largely positive, accurate and supportive of our vision for the future but can sometimes underestimate, and therefore constrain, the county’s pace, innovation and appetite for change.

6 Cumbria is rightly perceived as having a world class natural environment with designated landscapes inspiring generations of artists and writers. But this look back is just part of the picture. Cumbria is looking ahead, striving to be a place which offers opportunity and choice for its citizens of the future.

7 Cumbria is well recognised as an international centre for research and development in nuclear and energy technologies and has been at the forefront of successive waves of industrial revolution.

8 But alongside that relatively familiar story are increasingly diverse strands of activity which are bringing more strength and resilience to our economy. For example, in distribution and logistics, food based manufacturing, cultural and creative industries, personal care sector and tourism related businesses, Cumbria is capitalising on the energy, innovation and expertise of its people.

... to deliver real added value

9 This Sustainable Community Strategy therefore has a unique and vital role to play. Rather than duplicating, and thus possibly undermining the excellent work focused on prosperity, health inequalities, children and young people etc., it focuses on how these issues are dependent on each other.

10 Instead of repeating, and therefore confusing, the local consultation and engagement in community or area based strategies; it explores what needs to happen at a Cumbria-wide level to unlock the potential from our diverse communities and citizens. It will provide a back-drop against which all other strategies in Cumbria can be co-ordinated. Critically it provides a means of focusing energy and attention on issues, on places and an achievement of outcomes that can have maximum impact and return on investment.

... to give focus and leadership for action

11 It is a deliberately and yet realistically aspirational strategy. It provides part of the context for selection and review of specific outcome priorities negotiated annually through the Cumbria Local Area Agreement (LAA). These focus on tackling inequalities, narrowing the gaps within Cumbria, and between the county and the best performing parts of the UK.

12 But as well as providing a framework for action to put things right, it sets out a vision for where Cumbria wants to be in 20 years by identifying and seeking to build upon the county’s strengths.

13 Although this strategy is a county wide strategy, we must work alongside the five Local Strategic Partnerships (LSPs) and the Lake District National Park Authority (LDNPA) in order to provide a targeted and specific approach to our specific priorities. The diagrams below show the boundary lines for both the LSPs and the local authorities, including the Lake District National Park Authority.
A partnership approach

well co-ordinated action, driven by strong collective leadership

The Cumbria Strategic Partnership (CSP) brings together a range of thematic and geographic partnerships which work together using all available resource to maximise impact on agreed outcomes. Complex issues like childhood obesity, worklessness, alcohol misuse, and improving independence of older adults, can only be tackled by well co-ordinated action, driven by strong collective leadership. This results in organisations increasingly working much more closely together and avoiding duplication. Innovation and flexibility should drive the development of new ways of working, securing better outcomes for the people of Cumbria.
This strategy was shaped through extensive consultation with public, private and 3rd sector partners throughout Cumbria and the draft documents have been checked against sustainability and equality impact frameworks. We have listened to our communities and elected members in all localities and will use specific locality based information when developing actions. The outcomes set out in this strategy and detailed in the story of place, are built on a strong evidence base developed in partnership through the emerging Cumbria Observatory.

Under the combined leadership of the Primary Care Trust (PCT) and Cumbria County Council (CCC) the Observatory brings together the collective information and intelligence resource in a virtual Observatory for Cumbria. The observatory will reduce the incidence of duplicated research and lead, for example, to the creation of a range of area based profiles complementing the thematic evidence base to guide a targeted approach to service design and delivery. A cd containing these profiles is included in this pack of information.

The diagram shows how the Cumbria Community Strategy (including its suite of documents) both informs and is informed by the partner organisation plans and local community strategies.
Almost all of the issues facing Cumbria over the next 30 years are common to the UK as a whole. Climate change and the impact of action to mitigate its effects, changing demographics creating older, more single-person and more culturally diverse households, increasing expectations for personalisation and quality of public services are just some of the specific priority issues we will all face together.

we must concentrate on the worst performing areas whilst ensuring that standards are maintained or enhanced in other areas
Perhaps our biggest single challenge is the number of young people leaving the county to find opportunities – employment and lifestyle – which they don’t yet see offered in Cumbria. Reversing this trend is important for the future of our communities and county.

Key issues for Cumbria

Through our annual residents survey we identify and keep under review the priorities and issues of concern for Cumbria residents. These surveys have now been running since 2003 and provide valuable insight which is increasingly being used to shape and inform partnership activity. Our most recent survey work has identified youth provision, road maintenance and housing affordability as key issues countywide, but analysis at smaller geographies has shown considerable variation across the county.

Additionally, tri-annual surveys of Community Voice, Cumbria’s partnership citizens’ panel, focus on specific issues such as recycling and public transport. These surveys are used to monitor satisfaction and inform future activity.

On many of these issues Cumbria is potentially in the vanguard of national thinking, and has a chance to capitalise by spearheading innovation.

In order to achieve a truly sustainable Cumbria we will need to take account of all these challenges alongside many others that may effect Cumbria as a whole, or parts of the county in a distinctive way. To improve areas of need we will be required to develop forward thinking, innovative and flexible partnership working.

Sustainability cuts across all themes of the Cumbria Community Strategy and reaches further than the green agenda which focussed on environmental quality and cleanliness, known more recently as the liveability agenda. Whilst liveability is important and forms one strand of sustainability there are many other aspects to address, such as improving access to services, creating new employment opportunities and providing everyone with a decent home.

In Cumbria we will need more affordable and sustainably built homes. We need to ensure essential services are accessible to all through sustainable transport choice and community travel schemes. The environment must be protected and valued for the services it provides and enhanced to ensure biodiversity increases and thrives. The Cumbrian economy must realise the potential of the environmental sector and the opportunity to lead the way as a sustainable tourism destination.

We will have to manage our waste more sustainably and minimise our consumption of resources reducing waste to landfill and maximising recycling rates. Only by balancing and integrating the social, economic and environmental components of Cumbria’s needs will we achieve truly sustainable communities.

we need to ensure essential services are accessible...
Distinctive solutions for Cumbria

25 Other dimensions of these issues – like provision of effective and efficient public services and the need for our economy to respond to globalisation will need particularly distinctive Cumbrian solutions, reflecting our settlement pattern, geography and history.

26 There is great scope for the county to become a centre for renewable energy development and expertise. The value to the Cumbrian economy of the natural environment and its explicit links to the tourist industry offer great opportunities in developing the sustainable tourism sector. We are experts on countryside management techniques and have a good tradition of producing high quality local produce and are one of only two Fair Trade Counties in the country.

27 By harnessing these skills amongst the varied and large range of skills within the county, we have the chance to carve out unique solutions, drawing strength from our understanding of place rather than having to accept off the shelf national blueprints or models.

Narrowing gaps, tackling inequalities

28 This strategy aims to tackle inequalities for all groups. We will follow an inclusive concept of ‘narrowing the gap’ and improve the quality of life for all in the county. We will excel in both our statutory duties to promote race, disability and gender and in our commitment to ensuring everyone in Cumbria has a high standard of living and an equal chance to succeed in life.

29 In some cases though, broadly average countywide performance on a range of quality of life indicators obscures sharply localised inequalities for specific communities and neighbourhoods. Issues like worklessness, crime and disorder, health and educational attainment and participation in higher education show stark inequalities across and within the county.

30 The 2007 Indices of Multiple Deprivation (1=the worst) ranks Barrow as the 29th most deprived local authority area out of 354 in England. Barrow is the most deprived area in Cumbria and the 2nd most deprived district authority area within the country (excluding Metropolitan areas).

31 Other deprivation scores identify specific problems relating to certain types of deprivation elsewhere in Cumbria, and the extent of the inequality that exists. For example in terms of economic activity Eden ranks 100th deprived district of all 354 in England, while Barrow is the 32nd most deprived. However when looking at rural deprivation, Eden ranks as the 27th most deprived in England. This demonstrates the differences between districts in the county and the different issues that face these contrasting areas.

32 The priority which needs to be given to tackling these inequalities is highlighted throughout the strategy and will be addressed through a particular focus on narrowing the gaps within the LAA. In order to successfully narrow the gap in priority themes, we must concentrate on the worst performing areas whilst ensuring that standards are maintained or enhance in other areas. These are the complexities that delivery of this strategy aims to address.

33 The next section sets out key aspects of this context for Cumbria against each element of our vision. At the heart of this approach is a belief Cumbria can dramatically improve quality of life for all. To do this the county needs to work strategically, with a full understanding of links between issues and areas.
Safe, strong and inclusive communities

34 Cumbria in the future will be a place
young people want to stay, come back
or relocate to. A diverse age profile for
the county is key to our future. Young
people growing up in the county must
feel it is a safe and welcoming place with
opportunities to tap their energy and
commitment.

35 We want Cumbria to be a place
where young people can live, work
and play in an area where they are
respected and recognised for the positive
contribution they make to communities,
both in rural and urban areas. Ever
emerging information technology and
the development of online communities
and social networks will, alongside
improved physical connections, enable
young people to flourish both socially and
culturally.

36 Young people living and working in
Cumbria can expect to grow up in a
county which is increasingly attuned
to their needs and expectations.
Inequalities in educational attainment
will be addressed. Nationally innovative
collaboration between the new University
of Cumbria, the further education
colleges, schools, businesses and the
voluntary sector, will help improve the
skills of the county’s workforce. Partnership
between all education providers in the
county and with local businesses will
focus on ensuring learning opportunities
reflect and support business growth,
maximising employment opportunities
for children and young people growing
up in the county. This will help stimulate
economic regeneration across the sub
region through the creation of learning
opportunities that meet current needs, and
also by helping to grow future economic
opportunities.
People here are passionate about the strength of their communities, evidenced by high levels of volunteering, self-help and community activism. Cumbria bucks the national trend of individuals withdrawing from civic society.

**Cumbria enjoys volunteering rates at around 1:3 of the population contrasting with a national figure of less than a quarter.**

We have the potential to further build on this strength and nurture those who contribute directly and personally to their communities. Fostering and investing in active, engaging, self-help promoting communities will underpin achievement of the entire strategy for Cumbria.

This will support places, where people from all backgrounds get on well together, deriving resilience from their increasing diversity as Cumbria welcomes increasing numbers of people from across the European Union (EU) to meet the needs of key sectors of our economy, particularly in tourism, agriculture and engineering.

**Chart 2: International migrants in Cumbria (from National Insurance number registrations)**

Notes: Although only figures for applications are available, Cumbria is the chosen location for many international migrants and numbers have increased rapidly since the 2004 round of EU expansion.

Cumbria enjoys volunteering rates at around 1:3 of the population.
41 Set against this positive, creative vision for Cumbrian society are very real concerns about the quality, accessibility and performance of local services.

42 Across a range of sectors, pressure for efficiency and modernisation has led to fears about centralisation and consequentially reduced access for local, particularly rural, communities. Our vision is that Cumbria’s citizens of the future will be better informed than ever, wanting and receiving choice and individualisation in the services they need.

43 A commitment to a shared approach to consultation and engagement with communities will enable citizens to benefit from one-stop access to services from all organisations. This will simultaneously improve efficiency and effectiveness. It will also reconnect public servants with communities, making them directly accountable to the local population instead of remote administrations.

44 Our population has an increasingly ageing profile – markedly ahead of national trends.

Chart 5: Forecasted age profile change in Cumbria, 2004-2029

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2004</th>
<th>2016</th>
<th>2029</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-14</td>
<td></td>
<td></td>
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<tr>
<td>15-29</td>
<td></td>
<td></td>
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<tr>
<td>30-44</td>
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<td>45-59</td>
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<td>60-74</td>
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<td></td>
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<tr>
<td>75-84</td>
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<td></td>
<td></td>
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<tr>
<td>85+</td>
<td></td>
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</tbody>
</table>

Notes: rapid growth expected in all ages over 60 years

45 We want to use this to give a valuable insight on issues which will soon have national and international resonance. By leading work to support older people to stay fit, remain active and engaged in society, people growing older in Cumbria will benefit from investment in increasing independence.

46 This investment will be returned through the massive contribution older people will make to cohesive and strong Cumbrian civic society through their spending power, enthusiasm for volunteering and community activism. They will bring their experiences to bear on issues and challenges in their neighbourhoods.

47 Whilst life expectancy in Cumbria is higher than the national average, there are stark differences between the health of people living in different parts of the county, with those in some places dying an average of 20 years earlier than the county average.

Residents of Moss Bay ward (Allerdale) have a life expectancy of 71.8 years. Residents in Greystoke ward (Eden), however have a life expectancy of 91.3 years.

48 Similar unacceptable variation occurs across indices like poor diet, smoking and alcohol abuse, with under performance closely correlated with other indices of deprivation.

49 Cumbria is committed to becoming a health promoting county, using the vibrancy of its communities, its considerable natural resources, easy access to sport and recreation and outstanding quality of life to deliver benefits for long term health and well-being. Current performance shows relatively high levels of people experiencing long-term limiting illness or rating their health as ‘not good’. This situation leads to very high levels of incapacity benefit claims and associated high levels of worklessness in some parts of the county.

50 These issues are of most significance in parts of Barrow-in-Furness, West Cumbria and Carlisle. We believe this picture can be turned around through action across all elements of this strategy, focusing on the parts of the county with the most need.

51 Ensuring stronger and more vibrant communities will improve mental well-being.

ensuring stronger and more vibrant communities will improve mental well-being
A sustainable and prosperous economy

52 Cumbria’s economy will be transformed in the next 30 years. Knowledge based and creative industries which derive strength and resilience from our outstanding quality of life are turning around historic underperformance.

53 Longstanding strengths in the energy, manufacturing and tourism sectors are being refreshed. However we must take account of issues affecting the economy, most prominently in West Cumbria. There, a shift to decommissioning and storage, potential nuclear new build and diversification is central to the Britain’s Energy Coast proposals. This, together with Carlisle Renaissance, the Waterfront Barrow-in-Furness and rural regeneration initiatives represents a comprehensive, ambitious and integrated vision for regeneration of Cumbria’s economy.

54 The importance of farming, food production and land management to the county’s economy has sometimes been marginalised or ignored. However, this has to be central to our future vision, particularly given its role in creating and sustaining the high quality environment enjoyed by residents and tourists alike.

55 While unemployment across Cumbria has gradually fallen over the past five years rates remain highest in Barrow. In July 2007, the unemployment rate in Barrow (2.6%) was a full percentage point above the Cumbrian average (1.6%) and over a quarter percentage point above the UK average (2.3%). The numbers of long-term unemployed has fallen across Cumbria over the past two years with the exception of Barrow where 12.7% (July, 2007) of the workforce has been out of work for over 12 months.

56 Cumbria is a strong, inter-dependent county where future prosperity will come from investment and growth, building on its intrinsic strengths. We must concentrate our efforts in areas of high priority to ensure high levels of quality employment across the county.

57 There is an enormous diversity of opportunity to invest in Cumbria’s towns and rural communities. The collective resource from Cumbria’s communities is a massive and tremendously creative force for good. We will find ways to harness this diversity and creativity better and more consistently.

58 Cumbria enjoys a potential competitive economic advantage through the quality of its environment. We must harness this valuable resource and create and build upon more sustainable tourism, therefore addressing one of the great tensions between economic growth and protecting the environment.

59 The globally recognised ‘Lakeland’ brand, the clustering of high technology energy related businesses on the west coast and its focal position on major North-South routes from the North West into Scotland and the North East are all potential advantages and tools to support a prosperous Cumbrian economy.

60 This advantage can best be realised through this strategy by ensuring the actions of all key organisations recognises and maximises their impact on prosperity. This includes the creation of a public realm which matches the natural environment for quality, and public services – particularly health and education – which compare favourably with national best practice.
Effective connections between people and places

61 Cumbria is often perceived as remote and distant from the major city regions – Manchester, Liverpool, Newcastle, Glasgow and Edinburgh.

Chart 7: Distance from major urban centres

62 These cities are nationally considered to be economic powerhouses for increased prosperity and cultural centres for vibrant urban lifestyles. Cumbria has only a quarter the density of motorway or dual carriageway of the national average, making road journeys to major cities difficult from areas such as Barrow and West Cumbria. This lack of quality networks inhibits inward investment and further reinforces the sense of remoteness.

63 Yet this isolation, coupled with the sparsity of much of its settlement pattern, means that Cumbria’s communities have a proudly independent spirit – a vibrancy of a very different and distinctive kind. It has also helped make Cumbria an influential meeting place, a border county able to draw strength from alliances and connections with other regions and nations.

64 Our vision is of a county which is effectively plugged into the mainline of communications, but whose tranquillity isn’t diminished by strengthening improved, efficient, fit for purpose and safe, physical connections to major markets. Development will be supported that achieves more equitable access to housing, services, education, health care and employment in order to build a county where connections within Cumbria help reduce inequality.

65 Cumbria will be a county where information and learning on excellence flows effectively from place to place and from organisation to organisation. These flows will break down barriers between public, private and third sector groups without our distinctive and fiercely independent communities succumbing to the blandness which blights many town and city centres elsewhere in the UK.

66 Communities expectations will be for services tailored around their needs. They will expect organisations to share and manage data, enabling them to ‘say it once’, ‘do it many times’, having an interaction with intelligent public services as a whole, rather than having to deal separately and repeatedly with individual services in isolation.

67 To achieve this vision, public services in Cumbria will pool capacity to increase quality. They will use the push for more efficiency and value for money to integrate policy and strategy, develop common back office support, and base their services in single locations within communities. This will get most value from limited resources. It will, together with use of information technology, improve access to high quality services across Cumbria.

68 The challenge for this strategy is to find ways of drawing strength from, and improving the connections between, the diverse experiences of life from communities across Cumbria. It will focus our energy on narrowing gaps – raising performance of the weakest to that of the strongest and capitalising more successfully on where Cumbria is strong.

Notes: The red dots show urban centres with a population in excess of 100,000. The circles surrounding these dots have a radius of 50km. Cumbria falls outside these.

Cumbria is often perceived as remote and distant from major city regions.
World-class environmental quality

Cumbria’s environmental quality, diversity (including biodiversity) and resource is genuinely world-class. Yet sometimes an innate modesty and reserve results in a reluctance to talk up this aspect of our county and to play to our unrivalled strengths. One World Heritage Site, one potential World Heritage Site, two National Parks, Areas of Outstanding Beauty, and a Heritage Coast have a fundamental impact on daily life in Cumbria.

On the other hand, a chocolate box perception of lakeland, fellside or Cumbria’s rural communities can distort our understanding that, for many people, a combination of physical isolation, poor access to essential services and lack of social networks blight quality of life.

A 2007 report by Voluntary Action Cumbria into the loss of rural services found that:

- the loss generates strong negative feelings;
- it makes communities feel no-one cares for them;
- the closure leads to a reduction in choice for older people;
- the loss increases fears for the future of the area;
- it negatively impacts on social contacts and networks;
- and local people have to travel more.

Beautiful scenery is no compensation for lack of opportunity. A key element of such communities must be provision of affordable and decent standard housing which enables young people to stay in the county, and which is flexible enough to support people’s needs for independence throughout their whole life.

Chart 8: House price v’s earnings growth in Cumbria

Notes: Average house prices grew by 125% between 2000 and 2006 while earnings only grew by 26%. The average house price is now 7.7 times the average earnings.

Communities will be supported to play their part. Through easy and direct access to renewable energy sources, enthusiasm for community based recycling and waste reduction projects and commitment to taking care of communities for the benefit of all, Cumbria is well placed to lead national thinking in this area.

By leading as a sustainable tourism destination, encouraging home-based and micro business start ups, community transport provision, Fairtrade and local produce schemes, Cumbria will demonstrate excellence in creating and supporting sustainable communities.

Managing, sustaining and, where possible, enhancing Cumbria’s unrivalled natural landscape, is also central to the achievement of much of this strategy. The local landscape quality, character and distinctiveness will be protected through careful management to maintain the remoteness and tranquility of our unique environment.

A higher quality public realm which matches the standard of our landscape is one key to increased visitor returns and improved business performance.

In the context of intense global concerns about climate change, energy consumption and the management of waste, Cumbria aims to be a beacon for best practice on sustainable rural communities. It will be a low carbon county. More energy will be generated by renewable technologies; more sustainable modes of transport will be available allowing people to access services without using their cars with rural areas benefiting from effective community travel plans.

New development will be planned that takes account of climate change with more energy and resource efficient buildings being built. Industry and business will continue to reduce their contribution of climate changes gases. We will have in place more sustainable methods of managing our water and waste and Cumbria will procure its goods and services in a way that reduces the impacts of climate change.

Enhancing Cumbria’s unrivalled landscape
The Cumbria Sub Regional Spatial Strategy is presented in the suite of documents that make up the Cumbria Community Strategy. It sets out the spatial framework to enable actions that affect specific areas and locations in Cumbria to achieve the aspirations of the area’s Community Strategy. It also provides a sub regional spatial framework for interpretation by the planning authorities responsible for preparing Local development frameworks in Cumbria.

The spatial framework provides a long term spatial vision, which expresses those parts of the Community Strategy that relate to the use and development of land and provides the policy framework to support three spatial objectives:

- to reduce the dependency for high level services/jobs on towns outside Cumbria;
- to increase the viability and complementary nature of key towns and villages throughout Cumbria;
- to develop and maintain high quality modern and integrated transport networks.

The challenge is to secure a sustainable level and pattern of development that creates balanced communities and meets a range of needs including the need for jobs throughout Cumbria.
In the interests of sustainable development, housing is also necessary at a level to complement economic growth and ensure local housing needs are met through the achievement of balanced housing markets and affordable housing.

The strategy requires private and public investment, to bring about a transformational change to the quality of our towns and villages, provide the necessary infrastructure and secure the quality of our environment.

Specifically aligning the spatial framework to the outcomes of the Community Strategy will ensure that pressing locality based priorities can be addressed to achieve, for example:

- a flourishing, and diverse economy;
- access to a range of good quality housing that meets the needs of the community including those taking up employment;
- a full range of appropriate and accessible services;
- good transport services and communications linking people to jobs, schools, health and other services;
- quality built, natural and historic environments;
- safe and healthy places to live.

At the same time opportunities will be taken to enable development to be a test bed for good practice and for inspirational innovation and design.

The development emphasis is for:

**Major development** to take place in Barrow, Carlisle, and Workington / Whitehaven. Significant development is to take place in Kendal, Penrith, Ulverston and Maryport but with greater consideration as to the scale and the capacity for development.

**Moderate development** to take place in Dalton-in-Furness, Aspatria, Cockermouth, Brampton, Longtown, Wigton, Cleator Moor, Egremont, Millom, Silloth, Alston, Appleby, Grange-over-Sands, Kirkby Lonsdale, Kirkby Stephen, Milnthorpe and Sedbergh.

**Small scale development** to take place in local service centres and other locations as identified in the local development frameworks. In open countryside development will take place only in exceptional circumstances.

The Lake District National Park rural service centres and other sustainable communities will accommodate development to meet locally generated needs. In rural and sparse rural areas the character of individual areas will be respected and development will strengthen the economy and support rural communities.

secure a sustainable level and pattern of development...
The outcomes

The following section presents the strategic outcomes we will aim to achieve under each section of the vision.

... safe, strong and inclusive communities

... effective connections between people and places

... health and well-being throughout life

... world class environmental quality

... a sustainable and prosperous economy
90 Taking each of the themes separately, we will aim to create a picture of what Cumbria will be like in the next 20 years by setting out the specific areas that Cumbria Strategic Partnership will focus on and what we aim to achieve in partnership for the residents of and visitors to Cumbria.

91 For each theme we have set out our intended (but not exhaustive) focus for the next three years, which will inform the content of our Local Area Agreement. Many of these will be cross-cutting issues and will appear under more than one outcome. We recognise that actions against specific outcomes will be inextricably linked to other outcomes and will ensure that efficient, joint and open working is part of our planning process.

92 Under each strategic objective set out in this section, there will be a number of indicators and outcomes, taken from both the national indicator set and Local indicators and outcomes set by partners, to take account of specific Cumbrian needs.

focus on what we aim to achieve in partnership for the residents of and visitors to Cumbria

... safe, strong and inclusive communities

Vision

93 Children and young people will see bright prospects and diverse opportunities. They will get the best possible start in life and be empowered to get involved in their communities. Young people have an important part to play in Cumbria’s future and they will be provided with excellent learning and training opportunities to help them achieve.

94 Our communities are made safer, stronger and more inclusive by helping more people to get involved and make a difference to the place they live, confident that everything is being done to further reduce crime, disorder and anti-social behaviour.

Outcomes:

In 2028 Cumbria will:

- be a place where children and young people in particular will be empowered to get involved in their communities and provided with excellent education and training provision and lifelong learning opportunities;
- have cohesive, empowered and active communities;
- be a place where people from all backgrounds, cultures, ages, genders and abilities will feel part of their community, able to express their individual needs and be respected;
- be a safer place to live with lower levels of crime and anti-social behaviour;
- have reduced levels of harms caused by alcohol and drugs.

Over the next three years we will:

- support children and young people in the pathway to success in order to help them achieve;
- improve skills throughout Cumbria;
- further strengthen community empowerment;
- improve respect and community cohesion;
- reduce crime and the fear of crime;
- improve the health and well-being of children;
- improve road safety;
- ensure high standards of streetscene services and reduce the visual impact of litter and graffiti;
- support and facilitate sustainable communities and lifestyles.
... health and well-being throughout life

Vision

95 We will live healthier lives and enjoy high quality support whatever our health and social care needs.

We are committed to involving people more in decisions in their lives and their communities which will reinforce this approach. Health inequalities across the county will be reduced by targeting neighbourhoods in greatest need.

96 Cumbria will be a great place for people to enjoy active, healthy and fulfilling lives. We will value the contribution that people of all ages make to the social, economic and cultural diversity of the county. In particular we recognise the contribution that older people make to the community. We want to empower Cumbria’s older population to influence and shape their communities, live independently and have maximum control over decisions that affect them.

Outcomes:

In 2028 Cumbria will:

- be a place where people can independently enjoy long, healthy, active and rewarding lives;
- have services that are fit for purpose and that meet individual needs;
- be a place where children and young people are safe and healthy;
- be a place where residents have easy access to services, green spaces and recreational activities.

Over the next three years we will:

- improve life expectancy (with a particular focus on smoking cessation, alcohol and drug related harm);
- increase choice and control for services users;
- further strengthen community empowerment;
- improve respect and community cohesion;
- improve the health and wellbeing of children;
- improve road safety;
- improve sustainable access to services and facilities;
- protect and enhance the environment;
- increase cultural participation.

... a sustainable and prosperous economy

Vision

97 A dynamic and diverse Cumbria that earns a place in the global economy by capitalising on our world class assets – our landscape and our energy. We aspire to be the fastest growing economy in England, delivering jobs and world class skills and training in order to address worklessness. We will concentrate efforts on areas and neighbourhoods in greatest need, and on creating opportunities which reduce the need for young people to leave the county.

Outcomes:

In 2028 Cumbria will:

- have a thriving engaged and competitive business sector providing high quality employment opportunities and competitive wage levels;
- have a workforce which is fit for the future and able to continuously update skills to meet growing business needs;
- have an adequate supply of land and infrastructure to support sustainable economic growth;
- be a leader in the sustainable tourism sector.

Over the next three years we will:

- reduce worklessness;
- encourage existing businesses to grow;
- improve skills throughout Cumbria;
- support children and young people in the pathway to success in order to help them achieve;
- improve sustainable access to services and facilities;
- provide balanced housing markets and increase the number of affordable homes;
- protect and enhance the environment;
- increase cultural participation.
 effective connections between people and places

Vision

98 The energy and potential of our people will be realised through transport connections which help people access jobs and services and link us to the rest of the UK and beyond. More sustainable transport modes will be promoted to help reduce CO2 emissions. As well as these physical links, better connections between organisations and communities in Cumbria will encourage learning from best practice and sharing resources and expertise to maximise value for money.

Outcomes:

In 2028 Cumbria will:

• have committed public and private sector services that work together with the third sector to maximise efficiency and impact on quality of life for all, lobbying effectively and influencing regionally and nationally;
• be well connected through safe, sustainable and energy efficient connections both internally and to the rest of the UK and beyond;
• will be recognised as a beacon for innovation in the provision of co-located and on-line local public services, reducing the need to travel and in the provision of community and public transport which is responsive to demand.

Over the next three years we will:

• improve road safety;
• improve access to services and facilities;
• maximise Cumbria’s contribution to mitigating and adapting to climate change;
• increase cultural participation.

... world class environmental quality

Vision

99 We will have a passionate enthusiasm for celebrating, conserving and enhancing our inspiring world class natural environment, culture and heritage. We will lead international thinking on climate change mitigation and adaptation, sustainable energy, lifestyles and communities. Energetic communities will be helped to flourish by providing decent, high quality and affordable homes for everyone in places where people want to live and work and through a public realm which matches the quality of our landscape.

Outcomes:

In 2028 Cumbria will:

• have a well planned built environment that is sustainably designed and constructed to a high standard;
• be a prosperous County with a diverse cultural and creative infrastructure;
• will be a vibrant, dynamic magnet for creative businesses, enabling them to thrive and contribute towards sustainable economic success and quality of life;
• have an environment that is protected, invested in through effective land management and recognised as a landmark global destination;
• be a place where public service organisations and the business community work together to reduce their carbon footprint, maximizing Cumbria’s contribution to limiting climate change.

Over the next three years we will:

• ensure high standards of streetscene services and reduce the visual impact of litter and graffiti;
• improve local bio-diversity;
• minimise waste and improve waste management;
• maximise Cumbria’s contribution to limiting climate change;
• provide balanced housing markets and increase the numbers of affordable homes;
• improve sustainable access to services and facilities;
• protect and enhance the environment through world class landscape management.
Delivering the strategy

define our approach
to making the
vision a reality
through targeted partnership working

100 The CSP brings together all key partners in Cumbria through seven thematic partnerships, each of which is responsible for the development and delivery of its part of this Sustainable Community Strategy (SCS) and the associated Local Area Agreement (LAA). Leadership is provided in two ways; democratic leadership through the Cumbria Local Authorities Strategic Board (CLASB) and geographic leadership through the six Local Strategic Partnerships (LSPs), including the Lake District National Park Partnership. Work is now ongoing to refresh the integrated governance framework for Cumbria ensuring that these combined leadership dimensions operate as a whole under the umbrella of the CSP and through its thematic partnerships, creating mechanisms that will allow:

- the collation, analysis and presentation of accurate performance information to support decision making;
- in particular, decisions to be taken about the allocation of resources through a commissioning approach;
- the effective targeting of joint resources on acute problems;
- corrective action to be taken when addressing under performance by improving joint working;
- the stimulation of creative thinking to solve more intractable issues, maximising synergies and thus resources.
Performance against all 198 indicators in the National Indicator Set will be published as will performance information relating to any locally (Cumbria specific) set targets. In addition there is a commitment to reflect more locally based diversity by targeting some activity in particular locations and by providing disaggregated performance monitoring information. Geographic diversity will also be addressed through the associated Cumbria Sustainable Spatial Strategy.

**Implementation**

102. The CSP has a responsibility to ensure that all the outcomes in the Community Strategy are delivered in a co-ordinated and structured way. Existing plans are being assessed to see where outcomes have already been considered during individual or partnership planning processes. We will then ensure that activity is put in place where there are gaps in provision.

103. The following principles should be taken into account when developing actions to take forward the delivery of the Community Strategy. All actions and strategies should:

- provide a targeted approach to specific needs;
- must take into account:
  - Narrowing the gap between affluent and deprived areas for the better
  - Equality and diversity
  - Rural pressures / barriers
  - Urban deprivation;
- avoid negative impact on other outcomes;
- maximise impact where possible to cover more than one outcome;
- have regard for the sustainability framework (developed by Cumbria County Council).

104. By taking these principles into account when action planning along with the five step action planning process, we will be able to define our approach to making the vision a reality through targeted partnership working.

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**Delivering the strategy**

**Step 1: Context and key issues**

Use EVIDENCE to review BASELINE position and identify key local issues and PRIORITIES, including particular groups and areas.

**Step 2: Outcomes and targets**

Use priorities to jointly agree OUTCOMES and MEASURABLE TARGETS to reflect local and national priorities.

**Step 3: Understanding the challenge**

Review current performance. Plot trends and impact of current actions on TRAJECTORIES to identify where extra / different action is needed.

**Step 4: Option appraisal**

Use evidence on WHAT WORKS from previous experience /evaluation in local area and elsewhere to agree ‘best’ actions.

**Step 5: Action plan**

Actions to achieve targets and outcomes with leads, resources and timescales for PERFORMANCE MANAGEMENT.
Cumbria Community Strategy
2008 to 2028

For more information on this document or the CSP please contact the CSP Manager on 01768 242310.

Or visit:
www.cumbriastategicpartnership.org.uk

We can provide this strategy in different formats on request.