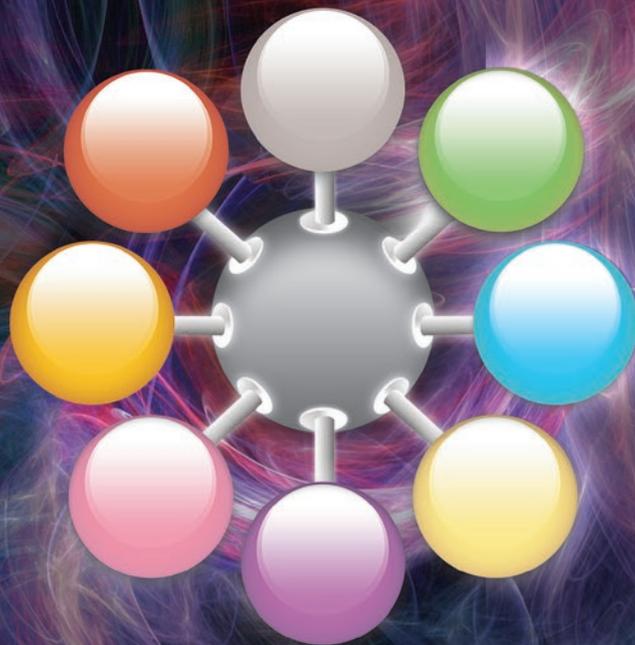


Future Generation

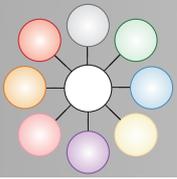


A Strategy for Sustainable Communities
in West Cumbria
2007-2027



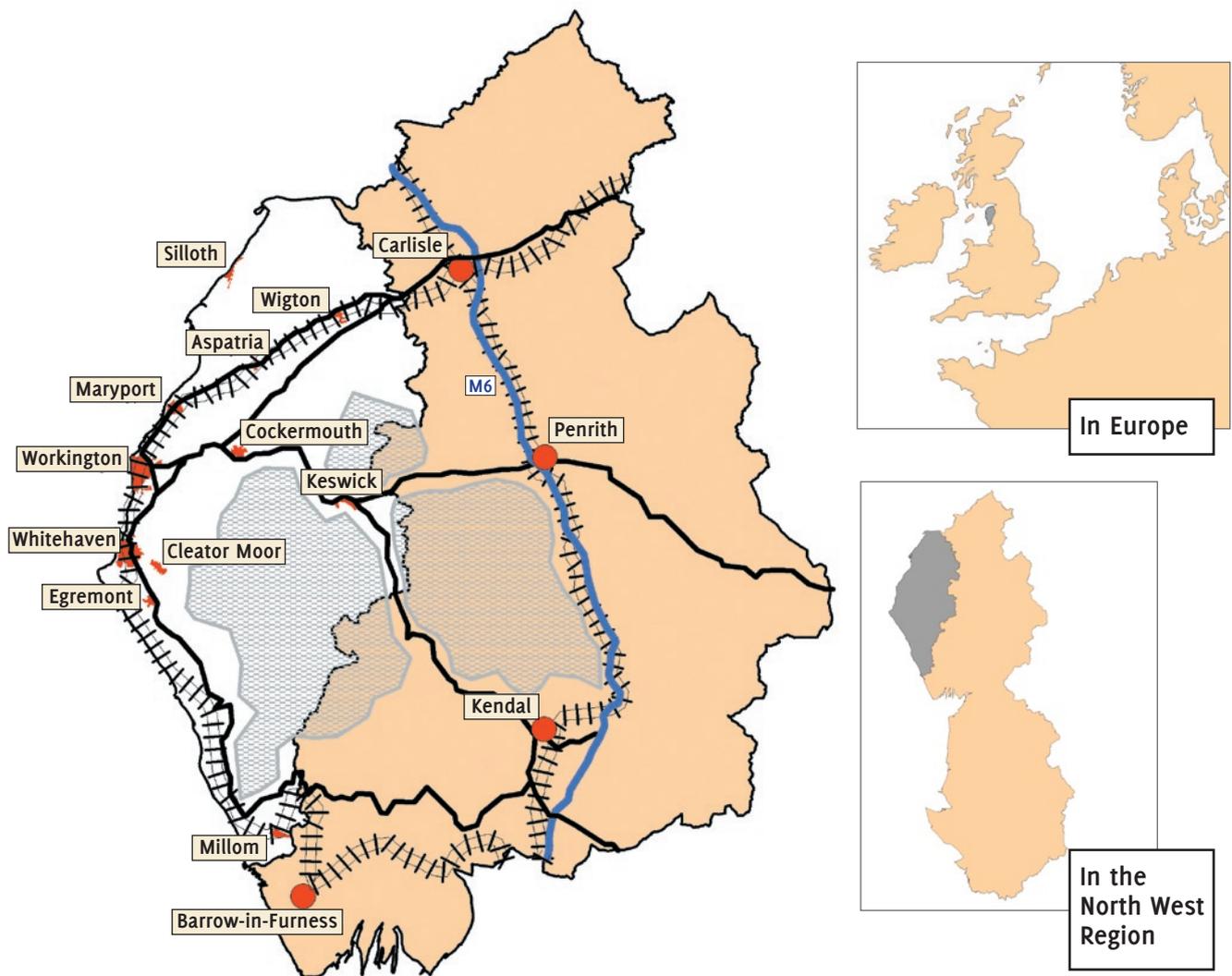
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West Cumbria

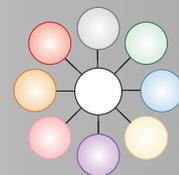
West Cumbria stretches from the Duddon Estuary in the south to the Solway Firth in the north, from the Irish Sea in the west into the Lake District in the east. It has over 70 miles of coastline and covers an area of over 800 square miles, half of which lies within the Lake District National Park. It encompasses the local authority areas of Allerdale and Copeland.



Key:

	Motorway		Mountains		West Cumbria
	Major Road		Urban Area		
	Railway		Cumbria (excluding West Cumbria)		

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Foreword

Sustainable Communities in West Cumbria

Recognising the unique identity of West Cumbria, Allerdale and Copeland Borough Councils and Cumbria County Council agreed to produce a joint vision for creating sustainable communities in the area. It is a vision of how we will improve the well-being of the people of West Cumbria today, as well as what we want West Cumbria to be like in the future.

This Strategy for Sustainable Communities reflects our commitment to delivering our goals. We cannot achieve this alone and we have worked with our partners, through West Cumbria Strategic Partnership, to develop a vision which can be shared by all.

The creation of this Strategy for Sustainable Communities is one step in the process. We must now ensure that we deliver on the commitments made in it. We need all of our partners to work with us to make this happen.



Joe Milburn
Leader, Allerdale Borough Council



Tim Stoddard
Leader, Cumbria County Council



Elaine Woodburn
Leader, Copeland Borough Council

Developing the Strategy in Partnership

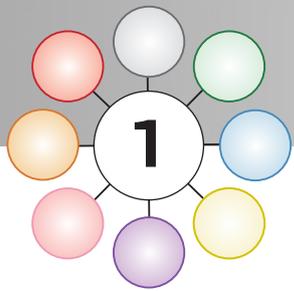
Representatives of all sections of West Cumbrian society have worked with the Councils to develop this vision. The West Cumbria Strategic Partnership Board has overseen that process, to make sure the vision has been developed with the involvement of a wide cross-section of the different interests and groups in West Cumbria.

The vision has not emerged overnight. It has emerged over time, through a development process which has involved more than just consulting people on a document. It has involved a significant level of community participation in identifying what the key issues and aspiration are for West Cumbria, which goes back to 2000 and beyond. The consistency between the themes and aspirations in the different versions of the Community Strategy which have been produced in West Cumbria over the years is a compliment to the strength and inclusivity of that process, and is again demonstrated by the list of consultees and respondents for this version (see Appendix 3). It is pleasing to report that, through the Partnership Board, participating policy-makers have listened, and learned.

What ultimately matters is the difference the process of creating this Strategy makes to our lives. The Strategy gives us a broadly shared vision and provides the basis for the preparation of a much more sharply focussed implementation plan. We will do our part in delivering the aspirations in the Strategy but we need your contribution too. If everyone works towards the shared vision, we will be able to create the sustainable communities we want and need for the future generation of West Cumbrians.



Willie Slavin
Chair,
West Cumbria Strategic
Partnership Board



Introduction

1.1 What is a Sustainable Community?

A ‘sustainable’ community is one which meets the diverse needs of its current residents, businesses and visitors, without compromising the quality of life which future generations can enjoy. For a community to be sustainable, it needs services which are accessible to all; decent, affordable homes; jobs; good transport and places for people to socialise and relax. It must have a strong economy, whilst also meeting people’s social needs and protecting and enhancing the environment.

People also need to be able to have their say on what happens in their area and different sections of the community should be able to live in harmony. There needs to be a stable population to sustain the services and economy in the area. By providing all of these things, the community will be sustainable because people want to live and work there and can enjoy a good quality of life, now and in the future.

Long-term planning in West Cumbria has repeatedly identified a number of key themes which sum up what we need to do to create a prosperous future for the area.

For example, one important issue is creating a successful local economy which is not as dependent on a single industry as it is today. The key to expanding and diversifying the local economy away from this dependence is in taking advantage of local knowledge and specialisms to build up new businesses. This recurring theme is summed up as ‘Advantage through Knowledge - Managing Transition’. This was one of several themes used in the last Community Strategy produced for West Cumbria and we have chosen to use those themes in developing this Strategy because they continue to be relevant.

The UK Government talks about a sustainable community being:

Thriving:

with a flourishing and diverse local economy;

Environmentally sensitive:

providing places for people to live that are considerate of the environment;

Well designed and built:

featuring a quality built and natural environment;

Well connected:

with good transport services and communications linking people to jobs, health, schools, and other services;

Active, inclusive and safe:

fair, tolerant and cohesive, with a strong local culture and shared community activities;

Well run:

with effective and inclusive participation, representation, and leadership;

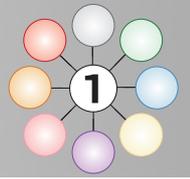
Well served:

with public, private, community and voluntary services that are appropriate to people’s needs and accessible to all;

Fair for everyone:

including those in other communities, now and in the future.

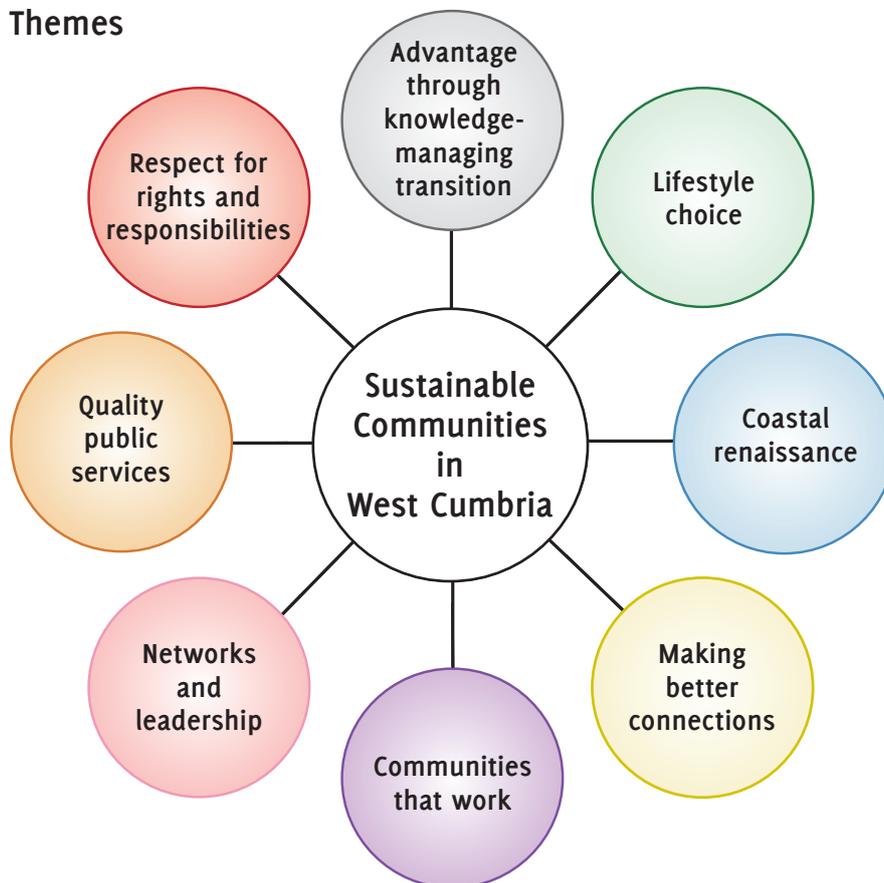




The following table shows what those West Cumbrian themes are, how they link to the characteristics of a sustainable community mentioned above and where that theme can be found in this Strategy.

West Cumbria Theme	Components of a sustainable community according to UK Government	Section in this Strategy
Advantage through Knowledge - Managing Transition	Thriving	6.1
Lifestyle Choice	Environmentally sensitive	6.2
Coastal Renaissance	Well designed and built	6.3
Making Better Connections	Well connected	6.4
Communities that Work	Active, inclusive and safe	6.5
Networks and Leadership	Well run	6.6
Quality Public Services	Well served	6.7
Respect for Rights and Responsibilities	Fair for everyone	6.8

West Cumbria Themes



1.2 What is a Strategy for Sustainable Communities?

The Strategy for Sustainable Communities is about what we need to do to create sustainable communities in West Cumbria. It is the new name for what was called a 'Community Strategy'. It is also about how we tackle our three key tasks of the 21st century:

- Providing community and political leadership to face challenges and seize opportunities for the area;
- Providing quality public services which meet the needs of our people; and
- Engaging with all our people, in their communities so that their voice is heard and so that this is their Strategy too.

Various local plans and strategies set out the priorities for areas in West Cumbria and how particular issues, such as the local economy or transport, will be addressed. These include parish and neighbourhood plans, as well as county-wide strategies, which draw on what local people have said is important and what evidence shows are the issues we need to address.



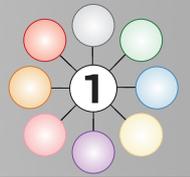
This Strategy for Sustainable Communities draws together the priorities of those plans to create a shared vision for West Cumbria. It also takes into consideration regional, national and European strategies, as these also determine what development can take place in the area.



The Strategy is about what we must do to achieve our aspirations for West Cumbria. This means that we highlight those actions which are most needed to ensure all of our communities enjoy an equal quality of life. The Strategy is not intended to cover all activity which is taking place in West Cumbria or provide a detailed action plan for the delivery of its goals. Details of the specific needs of individual groups or communities are also not covered: they will be addressed when we put the Strategy into action.

This Strategy has undergone a process known as a sustainability check. This ensures that it integrates social, economic and environmental issues fully and can deliver the sustainable communities it commits to.





1.3 Who is the Strategy for?

This Strategy is about the well-being of everyone in West Cumbria: our residents, businesses and visitors, in all of our communities, whether large or small, rural or urban. It acts as a guide for anyone with an interest in the area, telling them about West Cumbria today, as well as what we want the area to be like in the future.

The Councils, as ‘community leaders’, have made a commitment to work with partners, through West Cumbria Strategic Partnership, to deliver the vision set out in this Strategy.

West Cumbria Strategic Partnership brings together political leaders, representatives of private, community and voluntary sectors, community advocates and the providers of public services, with the mission ‘to inspire people to transform West Cumbria’.

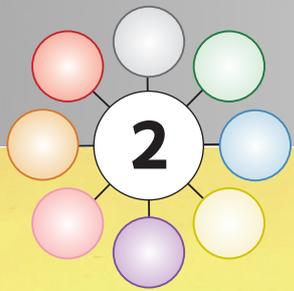
Working together, partners will identify whether existing plans are able to create the sustainable communities envisaged in this Strategy. Where there are gaps, they will ensure that new strategies are created and additional activities are carried out to fill them.

Not only those organisations directly involved in the Partnership can help make this vision a reality: it needs the commitment of everyone working in West Cumbria.

We need all organisations to use this Strategy as a guide in developing their plans and in making decisions so that they too contribute to an enhanced quality of life in West Cumbria.

At the same time, we recognise that we must work across geographical boundaries to find solutions to common problems and strengthen links with areas which provide business, skills and resources to West Cumbria.





Vision

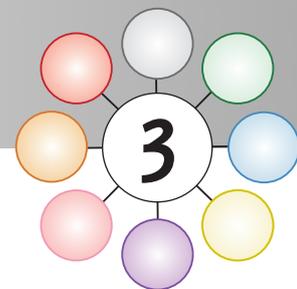
We have developed a vision for sustainable communities in West Cumbria in the year 2027. We want you to join us in making it happen.

Our vision is:

By 2027, West Cumbria will be a confident place that prides itself on its strong economy, providing opportunities for all and offering a lifestyle of choice.

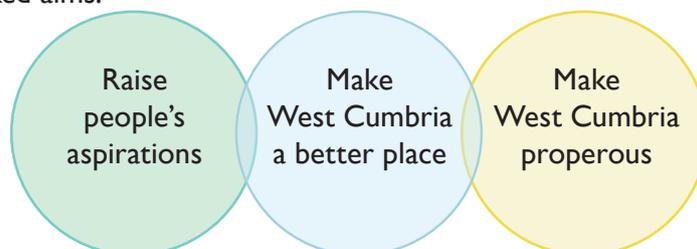
It will:

- 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;
- be a strong, diversified and well-connected economy, with a growing, highly-skilled population with high employment;
- protect and enhance its special natural environments and be recognised by all as an area of outstanding natural beauty and vibrant lifestyle, which attracts a diverse population and visitor profile;
- be home to a strong and healthy community which offers all of its people a good quality of life and enables them to play a full part in their community.



Our Overarching Aims

In responding to the challenges facing West Cumbria, we will seek to achieve our Vision by working towards three linked aims:



These three aims are broken down into a series of outcomes which show exactly what we want to see within West Cumbria. These outcomes are shown in the table below under the heading 'we want to see'. To know whether we have succeeded in making those things happen in West Cumbria, we will measure a number of aspects of those outcomes. For example, we will measure the quality of life and the fun and enjoyment of people in the area to determine whether their experience of living in West Cumbria has been enhanced. The things we have chosen to measure are shown in the table below and details of how we will measure them are given in Appendix 2.

	WE WILL	WE WANT TO SEE	WE WILL MEASURE
PLACE	Make West Cumbria a better place for successive generations	<ul style="list-style-type: none"> □ An enhanced experience of living in West Cumbria □ Easy access into, out of and within West Cumbria □ Distinctive local landscapes and biodiversity conserved and enhanced 	<ul style="list-style-type: none"> ■ Quality of Life ■ Fun and enjoyment ■ Quality and location of services ■ Communication links ■ Access to, from and within the area ■ Landscape, townscape, seascape and environment quality ■ Biodiversity
PROSPERITY	Make West Cumbria prosperous	<ul style="list-style-type: none"> ■ Dynamism, entrepreneurship and centres of excellence for developing technology ■ Higher incomes ■ Larger local economy ■ High value services and products ■ High basic and higher skills levels 	<ul style="list-style-type: none"> ■ Business Reputation ■ Technology Innovation ■ Incomes ■ Size of economy ■ Diversity within the economy ■ Added value ■ Skills levels
PEOPLE	Raise people's aspirations for themselves and for West Cumbria	<ul style="list-style-type: none"> ■ People work together with a common purpose ■ People believe that they can make a difference ■ People believe that they can do better ■ People believe that West Cumbria will become an even better place ■ A healthy community ■ Young people see a future for themselves in West Cumbria 	<ul style="list-style-type: none"> ■ Social capital ■ Civic pride ■ Belief and confidence ■ Equality and diversity ■ Community cohesion ■ Demographic profile ■ Health ■ Education

4

A Sense of Place

4.1 West Cumbria - The Place

West Cumbria is a maritime sub-region of contrast and diversity. Mountain and coastal scenery, with distinctive towns and villages and a diverse natural ecology help to make West Cumbria an attractive place. The coast is a particularly significant feature of West Cumbria due to the importance of major service centres and industrial activity located there.

To the west, there is the Irish Sea, once the main transport corridor through which its primary industries were served. To the east are the highest mountains and deepest lakes in England. Beyond this lie the pathways to the rest of the North-West region, the North East and Scotland.



However, West Cumbria's geography presents some of its greatest challenges. The physical barrier of the mountains and lakes proves a major obstacle to land-based transport.

West Cumbria is perceived by many as being remote and difficult to get to, providing the area with a set of barriers for investment and inward-migration. Its location on the periphery of the main markets and centres of population in the North West, the North East and Scotland mean that it needs to develop its own economy to fulfill local need.



Improvements also need to be made to the infrastructure of the area to facilitate inward investment and to aid our businesses to expand and access regional, national and international markets.

Away from the main urban core of West Cumbria are some of the most deeply rural communities in the country, with very low population density and real problems in accessing services. Past decisions about the location of housing and services have also contributed to problems of accessibility, particularly in communities on the periphery of our towns.

Relics of Victorian industry still scar the landscape and require considerable and ongoing maintenance. There is therefore a key role for policy makers in tackling these challenges and shaping the future of West Cumbria.

West Cumbria is home to over 60% of the country's nuclear waste, concentrated around the Sellafield area. The long-term future disposal of this legacy is under debate nationally, following the Government's Committee on Radioactive Waste Management Report in 2006. Whatever is ultimately decided, the consequences for West Cumbria will be enormous and we face a considerable challenge in preparing for these changes.



4.2 **West Cumbria - Prosperity**

As well as having a diverse landscape, West Cumbria is full of economic contrasts. Communities with the highest and the lowest household income per capita in Cumbria lie side by side around the main urban centres. Some communities are amongst the most disadvantaged in the country and there are pockets of disadvantage in health, employment and income, and access to housing and other services.

‘Hidden’ unemployment is a problem in parts of West Cumbria, with high numbers claiming incapacity benefits. In other areas, local residents face the challenge of a lack of affordable housing, which has been exacerbated by a buoyant housing market.

West Cumbria has a history of leading the way in developing new industries. At the forefront of the agrarian and then the industrial revolutions, West Cumbria led the way into the nuclear age and still has an economy with a greater manufacturing, technology, and engineering base than the North West regional average.

The area contains the North West region’s largest single employment site at Sellafield, which is the focus of the area’s largest industry: nuclear reprocessing. Activity is also focussed around its associated supply chain and research activity.



Several of the region’s biggest industrial electricity users are located around Workington.

Tourism also provides significant employment, particularly in the Lake District National Park, but growth in this sector will not be sufficient to counter the decline in traditional industries.



The Solway Plain remains a largely farming economy - balanced by some world-class manufacturing.

These industries have also faced challenges in recent years and are having to adapt to changing markets and lifestyles.

The decline of the area's industry has been gradual. However, our main industry today, nuclear reprocessing based at Sellafield, is being decommissioned over the next ten years, creating an entirely different scale of impact.

It is projected that this will lead to a loss of around 8,000 highly paid jobs from the facility over the next 20 years, delivering a devastating blow to the workforce, supply chain and the wider West Cumbria economy.



4.3 West Cumbria - People

Although West Cumbria covers an area bigger than Cheshire, it has a relatively small population of around 166,000 people. More than half (88,000) of these live in the single urban area formed by Cleator Moor, Maryport, Whitehaven and Workington - the most populous regional centre between Lancaster and Motherwell. West Cumbria has a history of attracting people from other parts of Europe: German miners who built the Moot Hall in Keswick in the 16th century and Scots, Irish and Welsh migrants in the coal and steel era, when the urban population grew to 6 times its original size in 30 years.



Now scientists and technologists from all over the world come to serve the nuclear and high-tech industry and other highly qualified people are attracted by the quality of life.



The steady decline in traditional heavy manufacturing in the area is reflected in the threatened loss of many of the traditional skills associated with these industries.

People in West Cumbria tend to accept decline as inevitable and despite ability, their aspirations are low.

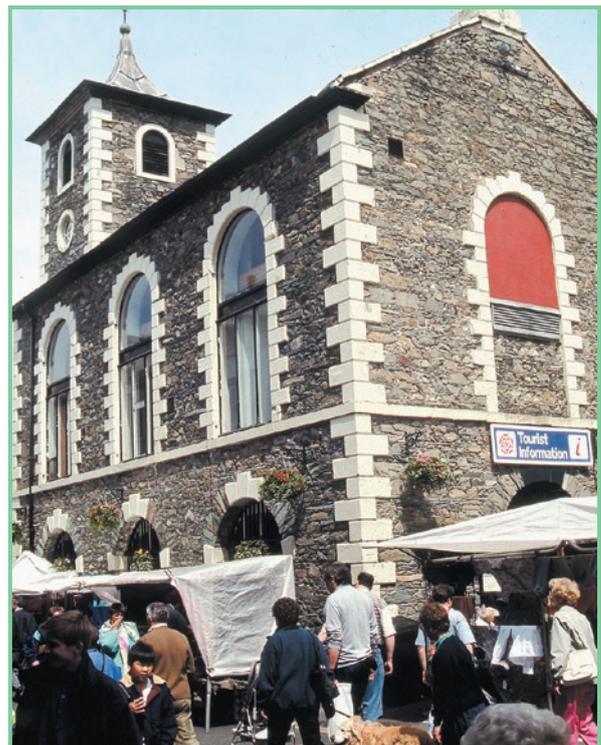
With the changes at Sellafield on the horizon, this problem will be heightened as those in the nuclear industry are required to re-skill in order to move into a decommissioning phase or seek alternative employment. West Cumbria's prosperity relies on the skills of its people, with high levels of craft and technical skills, and a tradition of innovation.

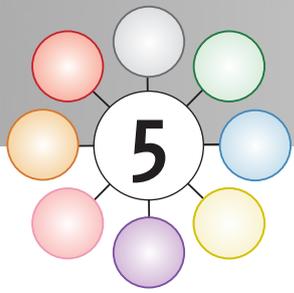


The area still has one of the highest proportions of people employed in knowledge-based industry in the country but no major higher education facility to sustain it.

The area also has an ageing population with a higher than average out-migration of young people.

This has contributed to a low proportion of workers qualified to level 4 (degree level) and a 'brain drain' of our talented young people who do not see a future here. Encouraging young people to stay or move to the area is essential to make our communities sustainable in the long term.





Localities

West Cumbria has 10 natural ‘places’, identified as ‘localities’ in the Strategy. The term locality is used here to mean the centres identified below with their surrounding communities. This Strategy is about all of those 10 localities so when we talk about ‘West Cumbria’, these are the areas we mean. Each of the localities has a strong and distinctive local identity and has its own needs. Whilst this Strategy is about how we create sustainable communities across West Cumbria, it recognises that individual communities will have a role in finding their own ways of developing sustainably.

Each of these localities has, or is in the process of developing, its own locality plan which will align with this Strategy and operates through the locality’s own local partnership arrangements. Parish, neighbourhood management and Market Towns Initiative plans are all examples of this. These arrangements do not yet cover all of our communities. We recognise these gaps and Section 6.6 of this Strategy describes our intention to fill them. As arrangements emerge for how communities will work in partnership, these localities may change.





5.1 Cleator Moor



The Place:

The town of Cleator Moor serves the north-east area of Copeland, which also includes the parishes of Arlecdon & Frizington, Ennerdale & Kinniside, Lamplugh, and Weddicar. The area includes the remote, wild valley of Ennerdale and the historic service centre is one of West Cumbria’s main industrial towns.

Prosperity:

North east Copeland is the locality most reliant on the nuclear industry, with 51% of local employment connected to Sellafield, alongside pockets of high unemployment and worklessness. Key local employment sites include the Leconfield Industrial Estate, Phoenix Enterprise Centre and the Kangol site at Cleator.

A key issue is to maintain local services, both in the town and rural villages, to sustain the communities. Work is also ongoing to improve the built environment and image of the area, to encourage business investment and tourism.

People:

There are 12,000 people in North east Copeland - 7,000 of whom live in Cleator Moor. Both Frizington and Cleator Moor have areas of high deprivation and the challenges are to improve education, broaden the area’s economic base and deal with isolation and inequalities in rural areas.

5.2 Cockermouth



The Place:

The Cockermouth area has a mix of high fell country and low lying farmland along the Derwent and Cocker valleys, with the market town of Cockermouth where the rivers meet.

Prosperity:

The range of local services and independent retailers are vulnerable to changes affecting jobs in the nuclear industry. Future prosperity depends on appropriate economic diversification - modernising, building on strengths in high-value tourism, specialist retailing, creative enterprise and enhancing the arts and cultural offering.

Challenges include providing accessible work and housing opportunities for young people and maintaining local environmental quality. Some interesting projects are emerging spanning these issues and addressing the sustainability agenda.



People:

The town attracts professional and managerial staff from industries on the west coast due to its environment, quality schools and good road links to those employment areas. As such, the local economy is effectively subsidised by the large proportion of high-earning resident commuters. High and rising local house prices contribute to inaccessibility and a lack of opportunities to young people, resulting in a shifting, imbalanced demographic.

5.3 Egremont



The Place:

Egremont is the historic capital of Copeland with the remains of a Norman Castle dominating the town and a market charter and 'Crab Fair' dating back to 1267. More recently, it has been the centre for iron ore mining and limestone quarrying and has a fine main street and market place. The surrounding area encompasses a number of smaller communities within its dramatic coastal environments and low-lying farm land.

Prosperity:

Trading in the town has been difficult in the last 10 or 15 years, a situation made worse by the ending of construction work at Sellafield and the building of a bypass. With half of the workforce currently employed at the Sellafield site, the Egremont area faces a challenging time as decommissioning progresses, but also has opportunities arising from this work. Egremont's position between the coast and the lakes gives it the potential to develop the tourism market and it will be important to develop the physical townscape to make the most of its cultural assets.

People:

Equipping the workforce for future opportunities and to develop the area to meet these will be part of the challenge in coming years.

5.4 Keswick



The Place:

Keswick, situated in its spectacular landscape within the Lake District National Park, is a busy market town surrounded by rural parishes of low population density.

Prosperity:

The tourism industry dominates the local economy which encourages a range of retail and entertainment facilities beyond that expected in a town of this size. However, the apparent prosperity brings problems, such as the lack of diversity in employment and the low wages of the service economy.

People:

Whilst many residents benefit from the area's prosperity, there is a lack of affordable housing and some people face challenges in accessing services, particularly amongst Keswick's ageing population and rural communities.



5.5 Maryport



The Place:

Maryport is a planned Georgian port on the Solway Firth, with a hinterland of former coal mining villages, with Broughton Moor and Flimby to the south, Dearham in the east and Birkby, Crosby, Crosby Villa and Crosscanonby to the north.

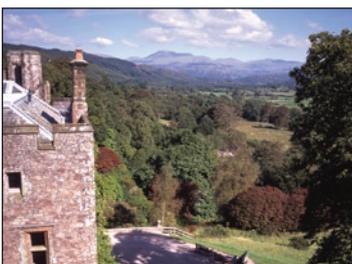
Prosperity:

Most industrial employment in the area has gone and Maryport spent most of the 20th century in decline. Reducing unemployment and addressing related issues of wealth retention remain a challenge. The role of tourism in the town is growing, with Maryport harbour becoming a visitor destination and improvements in its built environment contributing to the physical regeneration of the town centre.

People:

The old town centre is an increasingly attractive place to live but residents of areas around the large social housing estates and former pit villages continue to suffer disadvantage. Local residents have identified anti-social behaviour, and increasing activities and facilities for young people in the town centre of Maryport as their key priorities for action. Improving the health of the local population is equally important.

5.6 Mid Copeland



The Place:

The area of Mid Copeland encompasses the parishes of Drigg & Carleton, Eskdale, Gosforth, Irton with Santon, Muncaster, Ponsonby, Seascale, and Wasdale and is covered by a local partnership know as the ‘Five Rivers Partnership’.

The area is sandwiched between the mountains and the coast and is very rural, being largely populated with small villages and scattered hamlets. Seascale provides the largest service centre. Services in Mid Copeland include a branch doctors surgery at Seascale; half a dozen primary schools, general stores, plus some specialist retail outlets.

Prosperity:

The area includes Sellafield within its boundaries and much of the local population work at the nuclear plant. Alternative employment is largely agricultural, with some lowland farming along the coastal strip and fell farming in Wasdale and Eskdale. The area has many tourist attractions, from the Sellafield Visitors Centre, to the La'al Ratty and Hardknott Roman Fort, plus it attracts walkers wishing to conquer England's highest mountain and visit its deepest lake.



People:

The area has a total population of 4,570, ranging from 79 in the parish of Wasdale to 1,747 in Seascale parish.

House prices are generally high in the area, reflecting the fact that Mid Copeland is located close to Sellafield and largely within the National Park.

5.7 Millom



The Place:

Millom is the most southerly part of West Cumbria, encompassing coastal areas and fell country. It is served by the town of Millom which had an economy based on iron and was devastated when the works closed in 1968.

Millom town is an important service centre for the area, providing employment and services for residents and visitors. The surrounding parishes are Bootle, Millom Without, Waberthwaite, Whicham and Ulpha.

Prosperity:

The key issues for the area are economic decline, the area's isolated position, poor transport infrastructure and decline in the built environment.

The challenge is to support business, increase investment in the area and improve infrastructure, to support the local economy and improve the quality of life of local people.

People:

The important role of the service centre for local people means that the development of retail, commercial and community facilities are important for the area. Due to its rather isolated and rural nature, there is also a need to continue to improve existing transport services and develop complementary transport provision to, from and within the Millom area.

5.8 North Allerdale (Aspatia, Silloth and Wigton)



The Place:

North Allerdale describes a predominantly rural locality with small villages and three principal market towns: Wigton, Aspatia, and Silloth.

Wigton is the largest of the three and has a pre-medieval street plan that can still be traced today, and a largely unspoiled Georgian centre. The town is the headquarters for a major manufacturer of plastic film. Aspatia was historically a centre of agricultural excellence. Silloth is a purpose-built Victorian seaside resort and is unique to the area as it features wide, tree-lined cobbled streets, a harbour and an attractive Victorian green and promenade.



Prosperity:

In recent years, all three towns and their surrounding areas have suffered a decline in their services and facilities, resulting in a downturn in their general prosperity. The key challenges for the area are to create a more sustainable economy and develop tourism.

Wigton has a strong housing market and some high-performing schools. Whilst local shops have a reputation for quality, particularly for food products, steps still need to be taken to ensure the town thrives.

Silloth’s tourism market has declined in recent decades but there are proposals to address that decline, including a major refurbishment of Silloth Green.

Whilst Aspatria has had some economic success through the two manufacturing companies based there, pockets of deprivation remain.

People:

Key issues for local people are in accessing jobs and education. Some have difficulties in accessing services and local transport.

5.9 Whitehaven



The Place:

At the heart of the Whitehaven locality is the historic planned Georgian port town, once the busiest in Britain, with the communities of Mirehouse, Woodhouse and Greenbank, Kells, Hensingham, Distington, Lowca, Parton, and Moresby on the outskirts of the town.

Prosperity:

The harbour has become a major leisure marina and the town’s major employment sectors now are retail, with tourism of growing importance.

Whitehaven was once a manufacturing and mining town with a strong industrial base but following closure of most major industry, the area’s communities contain some of the worst deprivation in the country.

Significant regeneration activity is now taking place within the town and along the coast to develop thriving and sustainable residential communities, as well as employment and investment opportunities.

People:

Varying levels of prosperity in Whitehaven present challenges and opportunities for the locality. Multiple problems of deprivation are experienced by residents in some disadvantaged neighbourhoods, including poor health, unemployment and worklessness.

These neighbourhoods suffer relatively poor quality housing and living environments as well as higher than average levels of crime.

5.10 Workington



The Place:

Workington has a rich industrial past in coal and steel, dating back to the 18th century. The commercial port continues to link Workington to mainland Europe, Ireland and North Africa, and gives Workington a more cosmopolitan flavour, reflected in the prominence of music and entertainment in its night time economy.

Prosperity:

World-class manufacturing continues in the area, although this has been in decline since the second half of the 20th century.

A mixed economy is developing with a strengthened service sector and development in the town has made Workington a major commercial centre in West Cumbria.

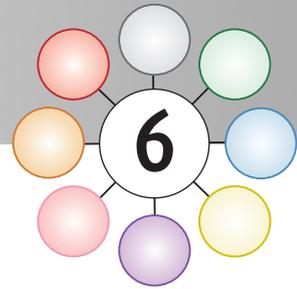
Problems of deprivation in the social housing estates which surround the town continue, and the solid Victorian 'new town' of the late 19th century needs to be renewed sympathetically before irreversible decline sets in.

People:

The changing economy in Workington calls on the community to adapt and develop different skill sets.

Whilst these changes have benefited some, residents in some of Workington's neighbourhoods continue to suffer disadvantage. There, life expectancy is lower than average and there are problems of poor health, which prevent some from accessing employment.

Low educational attainment and aspiration are also barriers to employment in some communities.



Seizing the Opportunities- Transformational Strategies

Our challenge is to secure the economic future of the area by actively managing the transition from nuclear re-processing to decommissioning and building up a diverse, high-tech, innovative economy, which avoids dependence on a single industry.

At the same time, we must enhance our environment and society as a whole, to create a better experience of living in West Cumbria.

Even before the challenge of change at Sellafield, we need to deal with the shortfalls of the recent past to develop the transport, higher education, cultural, recreational, business and public services infrastructure many areas of the country see as the norm. This means listening to local communities' needs, developing new ways of working and building local capacity to deliver them. This is what we mean by the term 'transformational change'.

There are two further challenges and opportunities which we must address.

First, many of the key opportunities identified in this Strategy have appeared in strategies before in West Cumbria but there has not been the capacity to take full advantage of them. We need to develop the local capacity to deliver our aspirations, with support from partners through the West Cumbria Strategic Partnership.

Secondly, if we are going to meet the challenges of this transformation, we are going to have to think and work together better through our partnership arrangements. The urgency to develop these new ways of working is compelling.

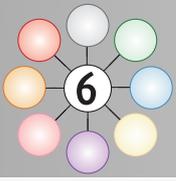
We cannot tackle this necessary transformation alone. The scale of the challenge means we need the support and commitment of partners in Cumbria, in the North West region and, most significantly, from central Government.



The Government has already established the West Cumbria Strategic Forum, a Whitehall-led body, which demonstrates its commitment to the area. We will work with the Forum to develop those transformational opportunities which can only be delivered with continued Government support.

We will also proactively engage with policy making at a county-wide and regional level, to ensure that the needs of West Cumbria are well-represented. At the same time, we recognise that West Cumbria is not an island and that we must work across geographical boundaries to find solutions to common problems and strengthen links with areas which provide business, skills and resources to West Cumbria.

The following chapters detail how we will tackle these challenges and create the 'transformational change' we need. Each chapter is interlinked and cannot be delivered in isolation.



6.1 Advantage through Knowledge- Managing Transition

Over the next 20 years, changes in markets and customers, as well as regulatory and environmental drivers, will have substantial impacts on the area's major employers.

The most significant is the transition from nuclear re-processing to decommissioning at the Sellafield site, which currently accounts for some 40% of West Cumbria's economic added value. A key challenge for West Cumbria is to manage this transition and to diversify its economy away from dependence on a small number of industries, to ensure it is sustainable in the long term.

Some elements of the potential knowledge and employment loss can be replaced by new inward investment, though this will be an increasingly tough remit to fulfil. The challenge of retaining knowledge and technology within the area will ultimately demand a new, strategic, approach to working actively with existing major industries and their suppliers. There is also potential for growth in the public, voluntary and community sector employment alongside the private sector.

Sustainable and innovative businesses add value and provide significant opportunities for stimulating jobs that people actually want to do, even though some recent initiatives to spin-out technology and promote knowledge transfer have had mixed results.

In an increasingly energy-dependent and resource-intensive world, West Cumbria's existing research and business specialisms, particularly in the nuclear industry, mean it is particularly well-placed to address the future challenges of energy production and nuclear decommissioning. It can develop new businesses, business clusters and national and regional centres of excellence, in partnership with industry, which will commercialise expertise in new energy and environmental technologies, including nuclear energy and decommissioning,



and build up a global reputation for excellence. Indeed, West Cumbria is already beginning to grow into a centre for skills development and research in some of these specialist sectors. The concentration of expertise in West Cumbria, coupled with its coastal location, provides good opportunities for energy generation in the area, including renewable energy.

Wealth creation and competitiveness through knowledge and creativity is founded on educational attainment and basic and higher level skills. There is a need to develop the whole skills base in West Cumbria from the very basics through to more advanced skills and forms of knowledge.

The development of a higher education campus specialising in science, engineering and technology and of further education facilities locally are a key part of this. New learning providers should look to create integrated relationships with the private sector in the area, in order to understand both the needs of and the opportunities within the local business sector. National centres of excellence should be created around sectoral skill specialisms.

Our culture will value learning and the acquisition of knowledge locally - via schools, new methods of community-based learning and high quality further and higher education provision, which will be available locally. Efforts to develop community-based learning will focus on promoting the benefits of learning locally, integrating learning



with other aspects of life (leisure, work, home) and improving accessibility by making use of technological advances.

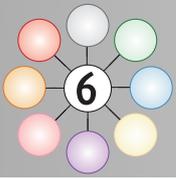
Building up sustainable infrastructures in the creative and sporting industries will make culture central to the regeneration of West Cumbria and an important sector for job creation, skill development, education and life-long learning.

There is also the opportunity to develop areas and attractions that people want to visit and increase the economic benefit to West Cumbria of this tourism.

Economic development in the area will be supported by the wider regeneration and development of our communities, to create places that people want to work and do business.

Businesses play an important part in developing sustainable communities so we need their commitment to protecting and enhancing the local environment and delivering social well-being.

<p>Related outcomes</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Business Reputation <input type="checkbox"/> Technology Innovation <input type="checkbox"/> Incomes <input type="checkbox"/> Size of Economy <input type="checkbox"/> Diversity of Economy <input type="checkbox"/> Added value <input type="checkbox"/> Skills levels
<p>Related strategies which give more detail</p>	<p>West Cumbria Spatial Masterplan</p>
<p>Links to other Sustainable Community Strategy themes</p>	<p>Lifestyle Choice: Using local expertise in energy and environmental technologies to help us to find new ways of living a sustainable, environmentally clean lifestyle; ensuring any development to support and expand the local economy minimises negative environmental impacts.</p> <p>Making Better Connections: Supporting and enabling economic development by improving transport and communications infrastructure.</p>
<p>Potential frictions with other Sustainable Community Strategy themes</p>	<p>Lifestyle Choice: The materials and land required to expand business and industry could potentially have a negative environmental impact and make it difficult to fulfil our aspiration of minimising resource use and having high air, water and land quality.</p> <p>Making Better Connections: Businesses’ needs for better infrastructure may present a challenge to our desire to minimise use of road transport.</p>



6.2 Lifestyle Choice

Climate change is the global challenge of the 21st century and we have an opportunity in West Cumbria to make the lifestyle choice that is our local response to that global challenge. West Cumbria's setting and strong natural assets contribute to the quality of life enjoyed by us all in our homes, localities, at work and at leisure. We have the opportunity to create a truly sustainable, environmentally clean and healthy lifestyle, at one with our environment, where West Cumbria works well as a natural entity and can continue to do so in the future.

We must meet the needs of existing and future generations and also respect the needs of other communities, in the wider region or internationally, to make their communities sustainable.

Developing sustainable methods of energy production, reducing carbon emissions, nuclear decommissioning and managing radioactive waste are global challenges which need to be overcome to create sustainable communities. These challenges, and emerging policies to address them at a national, EU and global level, present an opportunity for West Cumbria to demonstrate its commitment and capability to contribute to global sustainability.

Building on its expertise in energy and environmental technologies, West Cumbria can make a valuable contribution to developing environmental technologies and safe and viable alternatives to fossil fuels, both from renewables and nuclear. On issues such as radioactive waste disposal, our communities need to decide what contribution they want to make.

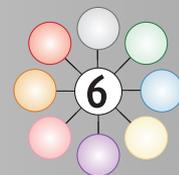
We will actively manage the changes leading to the emergence of a low-carbon use society which makes more efficient use of finite resources. This will involve taking full account of



the environmental consequences of social and economic policies and respecting biodiversity on land, in air, and in water. We will also prepare for the impact of future environmental changes, including the effects of climate change. We will monitor changes in environmental indicators to inform our decisions and we will adapt our ways of working to reduce the impact which climate change and associated environmental changes, such as increased flood risk, have on our natural and built environments. By doing this, we can contribute to national and global sustainability and help to meet UK and global policy objectives.

Knowledge and creativity are the key to developing the environmentally sustainable vision for the future of West Cumbria. We will work to develop our capacity to use technology to improve the environment, as well as the economy. We will make clear, jargon-free information on environmental issues available to people and groups to enable them to make the most environmentally benign decisions and to create facilities, structures and incentives to help them to do so. The demands of development and industry must respect the natural environment and minimise impact on climate change. We must endeavour to prevent pollution and deal with any pollution that occurs.

Our economy should be organised so as to minimise the need for personal travel or transport of goods, encourage home working,



reduce energy use, encourage renewable energy and minimise waste. Where waste is unavoidable, waste infrastructure should be integrated into developments.

We need to develop innovative ways of delivering services, particularly in our smaller and more remote communities, to balance reducing the need to travel with value for money and meeting users’ needs. We will support local action and local solutions to these challenges.

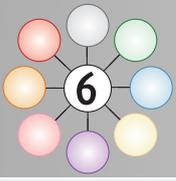
Our coastal environment has the potential to become as high quality as that of the hinterland. West Cumbria is a maritime sub-region and our coastal environment is important for economic

activities, contributes significantly to our social well-being and has high quality landscapes, seascapes and biodiversity.

We want West Cumbria to be a place where people take pride in and responsibility for where they live, the local landscape and local wildlife and are able to access and enjoy the local countryside. We must maintain and enhance our natural environment so that it has the highest possible air, water and land quality.

We need to protect areas that are home to rare species; wild, undamaged and quiet areas; areas of high landscape value and unusual geographical and geological features.

<p>Related outcomes</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Quality of Life <input type="checkbox"/> Biodiversity <input type="checkbox"/> Landscape, townscape, seascape and environmental quality <input type="checkbox"/> Business Reputation <input type="checkbox"/> Technology
<p>Related strategies which give more detail</p>	<p>Cumbria Climate Change Strategy (currently under development) Cumbria Biodiversity Action Plan</p>
<p>Links to other Sustainable Community Strategy themes</p>	<p>Advantage through Knowledge: Using local expertise in energy and environmental technologies to help us to find new ways of living a sustainable, environmentally clean lifestyle; ensuring any development to support and expand the local economy minimises negative environmental impacts.</p> <p>Coastal Renaissance: Promoting development which cuts down the need to travel, using materials whose production is least damaging for the environment and making buildings energy efficient.</p> <p>Making better connections: Improving public transport and enabling cycling and walking to reduce pollution.</p>
<p>Potential frictions with other Sustainable Community Strategy themes</p>	<p>Advantage through Knowledge: The materials and land required to expand business and industry could make it difficult to achieve these aims of a sustainable, environmentally clean society.</p> <p>Making better connections: Expanding transport infrastructure could result in the destruction of habitats; as access improves, greater use of road vehicles may increase emissions, contributing to climate change and reducing air quality.</p>



6.3 Coastal Renaissance

The coast is a defining feature of West Cumbria. The dependence of communities in the area on the service centres and industry along the length of its coast and the recent decline of industry there mean that regenerating those areas is key to building a sustainable future for our towns and villages.

We must also strengthen the role of our coastline in our communities to make full use of the benefits of being a coastal sub-region.

Our coastal towns provide facilities to meet the leisure, work and social needs of our people. Further development for business, leisure and residential use is vital in supporting our aspirations for the West Cumbrian economy and the environmental and social well-being of our communities.

This needs to be sustainable and appropriate to local people's and businesses' needs so we will welcome development, refurbishment and new approaches to how we manage our town centres which will help us to create attractive, sustainable places to live, visit and invest.

We will work to establish more sustainable patterns of development by encouraging mixing of uses which cut down the need to travel and higher densities which make better use of sites.

We will focus development on existing service centres and the reuse of existing buildings.

We will also aim to develop in locations which avoid flood risk.

We will ensure that new development and essential infrastructure is integrated, of the right scale and with design, landscaping and choice of materials which are of a high quality and respect the character and setting of its location.



We will ensure that all the buildings and building groups which contribute to the distinctive heritage of West Cumbria are preserved and enhanced, along with important areas of open space and industrial archaeology.

We will promote the use of materials which create the least damage to the environment where refurbishment is undertaken and locally produced materials and state-of-the-art environmental technologies in new build.

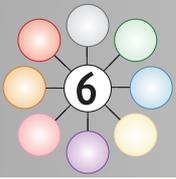
We will endeavour to clear post-industrial dereliction, ensuring that historic and industrial contaminated land is made safe and suitable for its planned use, recognizing that some sites will need restoration in a way which respects the natural habitats which may have evolved there

A decent and energy-efficient home and healthy, safe housing environments will ensure that our communities are safe places to live.

They will include affordable housing and an appropriate mix of housing types to promote mixed communities and satisfy the aspirations of all people living or seeking to invest in the area.



<p>Related outcomes</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Quality of Life <input type="checkbox"/> Demographic profile <input type="checkbox"/> Quality and location of services <input type="checkbox"/> Landscape, townscape, seascape and environmental quality
<p>Related strategies which give more detail</p>	<p>Sub-regional Spatial Strategy Allerdale Local Development Framework Core Strategy Copeland Local Development Framework Core Strategy Lake District National Park Local Development Framework Core Strategy Cumbria Minerals and Waste Development Framework Core Strategy Regional Spatial Strategy</p>
<p>Links to other Sustainable Community Strategy themes</p>	<p>Advantage through Knowledge: Any development resulting from diversifying and expanding business and industry will form part of the mixed, high quality developments we aspire to here.</p> <p>Lifestyle Choice: Promoting development which cuts down the need to travel, using materials whose production is least damaging for the environment and making buildings energy efficient.</p> <p>Communities that Work: Creating sustainable communities which have a mix of housing types and where services are accessible.</p>
<p>Potential frictions with other Sustainable Community Strategy themes</p>	<p>Lifestyle choice: Development could result in the destruction of habitats and have harmful effects on the environment as the materials required to build are extracted and manufactured.</p>



6.4 Making Better Connections

Our lifestyle choice and telecoms infrastructure will minimise the need to travel and we will encourage travel by foot, bicycle and public transport, instead of by car.

We will provide foot and cycle paths, cycle parks, safe routes to schools and workplace travel plans. Our public transport network plans will fully integrate rail, bus, cycling and walking. We will work to provide reliable, affordable and accessible transport which will ease journeys to work, learning and recreation, promoting inclusion and minimising dependence on private cars, where practicable.

This will only be possible with the commitment of West Cumbrian residents and businesses to using more sustainable forms of transport. Communities will be encouraged to accommodate the location of homes, workplaces, services, facilities and amenities close to each other since this will minimise travel and is vital to ensuring their communities are sustainable. Our coastal transport infrastructure, currently under developed, has the potential for movement of people by rail, road, cycle and foot along the coast. West Cumbria has the potential to attract greater inward investment and more people to the area but this will rely on it developing the level of transport infrastructure which many areas see as the norm.

Service centres and small rural communities are spread across West Cumbria, making the use of the road network essential for the transport of goods and access to jobs and services by our residents. This infrastructure needs to be developed to support economic development and attract new residents and visitors to the area. This will focus on key transport corridors which link our service centres and main commercial sites to each other and to the rest of the country.



The development of a commercial airport within North Cumbria itself would provide further opportunities to access new markets and, in the future, improve the speed of travel to major UK cities for West Cumbrians.

Improvements to the Cumbrian Coast rail link would reduce the need for road travel and would not only allow better use to be made of the railway to transport goods but would also improve access to and from the area for tourism, business and local people. A developed local rail network will use the full potential of the coastal railway to link directly to Barrow, the main centres of the North West and the international air travel hub at Manchester.

The ports link us to the oceans, for movement of goods, and have the potential to rediscover their original role as the gateway to our coastal towns and the surrounding area. Our ports have the potential to play a bigger role in the economy. First, we need to improve transport connections to them and build up their role in the transport of goods into and out of the UK. We must also explore the potential of sea connections for bringing visitors to the area.

We are committed to developing and encouraging people to use new technologies which will reduce the environmental impact of our transport use.

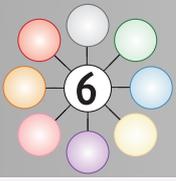
By promoting the use of public transport, cycling and walking we can achieve the necessary balance between the need to protect the environment and to develop our infrastructure to support the local economy.

We will have an enhanced telecommunications infrastructure, including digital networks.

We will work to ensure that this infrastructure is available to all of our communities and will enable and encourage its use to access information and services.



<p>Related outcomes</p>	<p><input type="checkbox"/> Access from the area <input type="checkbox"/> Communications links</p>
<p>Related strategies which give more detail</p>	<p>Local Transport Plan for Cumbria West Cumbria Spatial Masterplan Sub-Regional Spatial Strategy</p>
<p>Links to other Sustainable Community Strategy themes</p>	<p>Advantage through Knowledge: Supporting and enabling economic development by improving transport and communications infrastructure.</p> <p>Lifestyle choice: Promoting the use of alternatives to the car to reduce emissions.</p> <p>Communities that work: Enabling access to services and facilities locally by improving transport.</p>
<p>Potential frictions with other Sustainable Community Strategy themes</p>	<p>Advantage through Knowledge: Improving access to and from West Cumbria could attract new businesses which may be in competition with local business.</p> <p>Lifestyle Choice: Expanding transport infrastructure could result in the destruction of habitats; as access improves, greater use of road vehicles may increase emissions, contributing to climate change and reducing air quality</p> <p>Communities that Work: Improved transport links from West Cumbria could encourage a greater number of second homes and people commuting to work outside of the area, which will work against our desire to retain skilled people in the area.</p>



6.5 Communities that Work

Our communities each have a strong local and cultural identity. They retain a level of traditional networking, community spirit and willingness to work together which has much to offer in maintaining tolerant, supportive and strong communities.

We want our communities to be places where everyone has access to the services they need and is able to become involved in activities in their community. Masked by the high quality of the local environment, some communities and individuals continue to suffer disadvantage.

We will ensure good life chances for all by creating inclusive communities and continuing to look for new ways to narrow the gap between their experience and the best.

We commit to local facilities run by local people - social enterprise, commerce, manufacturing and financial services which retain wealth in our communities - and providing access to services such as health care for all, which will enable people to work, shop and enjoy their leisure time locally.

Our communities can be enterprising and able but too often, these attributes are not used to their full potential.

We will value life-long learning and creativity, for its own sake and for its role in empowering people to exercise greater control over their lives and to engage with others with respect and tolerance.

We will create opportunities to study at the highest levels locally. We will enable people to take up other appropriate learning to allow them to fulfil their potential. We will also increase peoples' understanding of what makes communities work so that they can make the



right decisions for a sustainable community. We also recognise the value of supporting and developing the local cultural and leisure opportunities available to residents and visitors.

We need leisure, cultural and sporting facilities that will engage the imagination and make our communities places that people want to live.

We must face the challenge of creating a society which will retain and attract young people. That means being prepared to be challenged on conventional norms in areas such as housing, relaxation and lifestyle. We commit to innovative and 'access to all' solutions.

We will develop the role of schools as drivers of sustainable neighbourhoods, alongside the community-based networks and resources of the voluntary and community sector.

We recognise that, with the area's lifestyle, culture and leisure opportunities, we will attract new migrants. We will value the skills of living together in harmony and recognise the importance of ensuring that these skills are nurtured and enhanced throughout life.

Recognising the value of unpaid and voluntary work, we will promote volunteering as an opportunity for work experience, skills development and general well-being.

Through these and more formal preparation for employment, we will ensure there are varied ‘routes to work’ so that there is equal access to jobs which value the skills and worth of people.

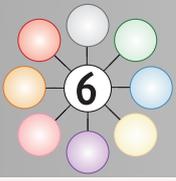
West Cumbria is a safe place. However, we must do more to reassure the public, especially those at risk of harm so that they feel safe.

We will ensure that children in our care or in need remain safe and well and will strengthen protection for children at risk of abuse.

We must put the law at the service of the people.



<p>Related outcomes</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Social capital <input type="checkbox"/> Civic pride <input type="checkbox"/> Belief and confidence <input type="checkbox"/> Community cohesion <input type="checkbox"/> Demographic profile <input type="checkbox"/> Fun and enjoyment
<p>Related strategies which give more detail</p>	<p>Strategy under development.</p>
<p>Links to other Sustainable Community Strategy themes</p>	<p>Networks and leadership: Our leaders will play an important role in supporting and enabling people to take an active role in their community.</p> <p>Quality Public Services: Providing services locally to support communities.</p> <p>Respect for Rights and Responsibilities: Ensuring that everyone has access to the services they need and is able to be involved in their community.</p>
<p>Potential frictions with other Sustainable Community Strategy themes</p>	



6.6 Networks and Leadership

West Cumbria needs strong, well-informed and effective leadership at all levels and our councillors and Members of Parliament, as the elected representatives of the people of West Cumbria, need to take on this role.

They will focus on making the legitimate expectations of the people a reality. We need leaders who fully recognise their obligation to listen to local community aspirations and serve local people's interests. They must be prepared to take difficult decisions which may not be immediately popular but are in the long-term interests of their communities.

We need strong, visionary, collaborative leadership which responds to change in a dynamic, positive way and which positions West Cumbria in the region, nationally, and in Europe.

Visionary leadership will develop sustainable joint strategies, policies and plans covering economic, social and environmental well-being for all our communities, which secure a future for our young people and the generations to come.

In parallel, we will put structures in place which will give elected representatives of our localities the power to make decisions about things which affect their area. This will enable communities to work together to implement that vision. Communities will become more socially and economically integrated with each other, inter-dependent and sustainable.

We will do more to engage everyone in our communities, including those that tend to be under-represented, in thinking, working and making decisions for a better community.

Leaders will be accountable to local people for the decisions which they has been involved in making and will ensure that communities receive feedback on progress in delivering what was agreed.



Leadership also means supporting and empowering individuals and groups to take an active role in their community, recognising the valuable contribution they can make.

Education also has a valuable role to play in empowering people and enabling them to exercise greater control over their own lives, in harmony with others.

Public, private, voluntary and community organisations can all act as a voice for West Cumbria, through their regional, national and European networks. This will include participation in regional governance organisations, with Government through the Memorandum of Agreement and the Government's West Cumbria Strategic Forum and with our European partner regions and localities through our European links programmes.

Partnership working will be crucial in supporting and steering this leadership so that it reflects local aspirations and interests. Development of the West Cumbria Strategic Partnership will bring together community, businesses and voluntary bodies to work together effectively as the Councils' framework for commissioning and monitoring the actions which will deliver our vision and shared priorities.

We recognise the value of inter-agency working at local, regional, national and international levels,

and engaging with those businesses, government agencies and all service providers and support organisations whose activities or budgets can affect the lives of people in West Cumbria.

We want every one of our localities to have its own partnership, which finds solutions to and speaks up for the needs of its area, and a community plan which reflects these.

Every community should also be represented by a parish or town council which itself has a community plan.



Related outcomes	<input type="checkbox"/> Belief and confidence
Related strategies which give more detail	Strategy under development.
Links to other Sustainable Community Strategy themes	<p>Communities that work: Our leaders will play an important role in supporting and enabling people to take an active role in their community.</p> <p>Quality Public Services: Involving citizens in decisions that affect them about the services they receive.</p>
Potential frictions with other Sustainable Community Strategy themes	

6.7 Quality Public Services

In the future, West Cumbria will be challenged by demographic changes, greater need for and expectation of receiving social care, advances in healthcare, changes in employment and the expectation that individuals will have, as a minimum, a nationally comparable standard of provision and of opportunities. We need to understand and prepare for these changes.

We aim for more responsive and flexible public services which address residents', businesses', partners' and visitors' key issues and needs. We will offer diverse social, leisure, cultural and work opportunities for all and sustained support for those in need. We will tackle the challenges faced by some of our rural and peripheral communities by promoting access to services for all.

Our aim is to constantly improve those services by confirming the priorities for action through regular consultation and to involve our service users in developing services. We will monitor, evaluate and review services to ensure it is of the highest quality, is delivered efficiently and provides value for money, irrespective of the institutional provider or organisational context. This will require us to use a range of approaches to tackle issues effectively.

Many of our aims cannot be delivered by one organisation. We need to work with partners to improve the way public service deliverers operate and to ensure that services are delivered by the most appropriate organisation, be that the voluntary, community, private or public sector.

We will promote healthier communities and narrow health inequalities by targeting key local services to match need and by encouraging people to have healthy lifestyles. This will be complemented by the provision of quality medical services within the community, wherever possible



and there is a need for an acute hospital within West Cumbria to achieve this.

We will also strive for better integration of services to tackle the barriers to good health like poor housing, poor quality environments, joblessness, low educational attainment and lack of access to fresh, affordable food.

We will provide high quality services to children and young people, to improve their life chances and well-being. Across our schools, we will raise standards by helping them to match the excellence of the best, sustaining improvement in primary schools, transforming secondary schools and ensuring that the school workforce has the capacity to support this.

We will also seek to retain educated people within the area by helping to make West Cumbria a place where people are able to and want to live and work.

We will endeavour to address the needs and aspirations of adults, including the growing population of older people, in relation to work, leisure and their living environment. We will ensure that vulnerable people receive appropriate services and enable those in need of support to live as independently as possible in their community.

We will continue to work to transform West Cumbria to ensure it has a prosperous future.

We will know we have succeeded when we have a strong and varied local economy, a good quality of life, equality of opportunity and have narrowed the gap between the best and worst quality of life in the area.

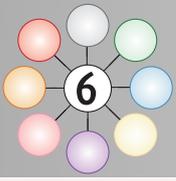
We will work to make our communities sustainable, with good quality housing, transport which meets local needs and safe and quality living environments, where the local environment and biodiversity is protected.

We will also improve waste management and work to minimise waste. To improve the well-being of our communities, we will also need to lead the way in tackling key issues for the area, such as road safety.



We will support the provision of local services and facilities, run locally where possible - shops, pubs, community centres, schools, health facilities and so on, as well as the use of local suppliers to support our industries and public services.

Related outcomes	<input type="checkbox"/> All
Related strategies which give more detail	The Council Plans of Allerdale and Copeland Boroughs, and Cumbria County Council
Links to other Sustainable Community Strategy themes	All themes: Councils must drive forward improvement in the place they represent, to ensure that this vision becomes a reality.
Potential frictions with other Sustainable Community Strategy themes	



6.8 Respect for Rights and Responsibilities

Our challenge is to make sure everyone in West Cumbria has a good quality of life, regardless of where they live or who they are. We will make this happen by leading the way in joining up strategies and plans to sustain communities which are fair for everyone.

Respect for the rights and responsibilities of all our citizens means tackling the disadvantages faced by the most vulnerable individuals.

This is not just about countering discrimination, important though this is. It is about respecting and accommodating the needs of all our citizens, including minority groups; celebrating diversity and encouraging the highest standards of integration, openness and tolerance. It also means giving all our people access to the services, facilities and opportunities that are recognised as a basic entitlement and enabling them to participate in decisions which affect them, allowing them to play a full part in our society.

This includes access to jobs and learning; decent, affordable housing; places to socialise and enjoy their leisure time; clean and safe natural and living environments and support services when in need.

We also recognise the collective rights and responsibilities of people as part of their community.

Past decisions have left some communities to face multiple problems of low housing demand, social exclusion, relative poverty, poor health and well-being, low educational attainment, crime and anti-social behaviour and a poor environment.

To narrow the gap between these communities and other areas we need to tackle the root causes of disadvantage, not just these symptoms.



This is about changing the impact of organisations' mainstream policies and resources to ensure that no-one is disadvantaged by where they live.

Sustainable communities are places where people want to live. We will therefore know that we are on the way to making our disadvantaged communities sustainable when the gap in house prices and social housing demand and the availability of decent affordable housing narrows significantly between localities.

West Cumbria is a diverse place with a mixture of urban and rural areas. Transport and access to services, for example, will be experienced very differently by rural and urban communities. When developing any plans and strategies we will consider the impact they will have on both and will make the necessary adjustments.

In doing this, we should avoid categorising issues or communities as rural or urban and engage with communities on their own terms, recognising that there is as much variation in people's life experiences within places as between them.

West Cumbria has traditionally been an economy and society with a global outlook. Making it a better place is dependent on those other places which provide customers, suppliers and partners, as well as sharing the same global environment.



We respect and support the right of other communities to be sustainable and will ensure that we take account of this in what we do.

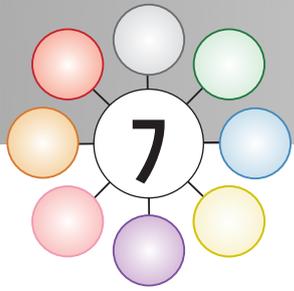
We expect other communities, including this country as a whole, to have the same respect for our needs and rights.

The vision we have set out in this Strategy is a long-term commitment to making West Cumbria a better place. If the area is to remain a place where people enjoy a good quality of life, we must carefully consider the future impact of decisions we take now. This will ensure that we are fair to future generations by giving them the opportunity to live sustainably.

We recognise that loss of local shops and services, deprivation in urban areas, suburbanisation of the countryside and wasteful, inequitable transport and distribution systems are part of the same challenge to global and local sustainability. They threaten the well-being of disadvantaged individuals and communities, now and in the future.

Our strategies and plans must take a co-ordinated approach which integrates economic, social and spatial plans and policies to tackle those challenges. Only by doing this will we be able to create a sustainable community which is fair for everyone.

Related outcomes	■ Quality of Life ■ Equality and Diversity
Related strategies which give more detail	Strategy under development.
Links to other Sustainable Community Strategy themes	<p>Communities that work: Ensuring our communities are places where everyone has access to the services they need and is able to become involved in activities in their community.</p> <p>Quality Public Services: Targeting disadvantaged communities to narrow the gap between their quality of life and others'; ensuring that the needs of different communities are met, including rural and minority communities.</p>
Potential frictions with other Sustainable Community Strategy themes	



Implementing the Strategy

In this Strategy, we have set out a vision for West Cumbria in 2027 and identified the overarching aims of partners. We have also considered what the main issues are for the area, now and in the future, and how we will tackle them. Our challenge now is to deliver the transformation we have committed to. To make it happen, we need public, private, voluntary and community sector organisations to work together to drive the necessary changes forward.

The key to achieving the aspirations set out in this Strategy is to influence the priorities of public service providers and how mainstream funding is spent, particularly given the small and diminishing size of national and European-funded special initiatives. Some actions set out in this Strategy will need to be delivered through other approaches, such as championing the case for higher education provision in West Cumbria. We may need to challenge the local, regional and national constraints, develop new thinking and policy approaches and use our influence to create change. This could be by lobbying or working with Government, national and regional bodies, for example. It could also mean working better together as communities and engaging private and voluntary sector bodies, community groups and citizens to achieve our aims through joint working. Organisations will have differing priorities and ways of working and we need to work with them to build consensus and gain their support for this Strategy.

An implementation plan will show how this Strategy will be delivered. It will set out what outcomes need to be achieved and allocate lead responsibility to an agency, which will be tasked with ensuring that that outcome is delivered. All partners will be involved in drawing up this implementation plan and we will involve wider stakeholders, to make sure that the process we are following is right.

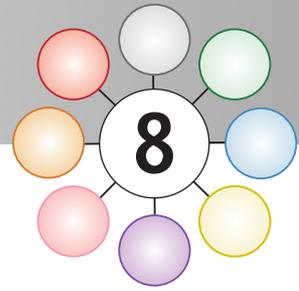
Delivering shared priorities will require joined-up planning of services which involves those who will provide and use the services.

The Councils, in their community and political leadership role, will guide and monitor the delivery of the Strategy. Accountability for the implementation of the overall Strategy lies ultimately with them, although individual partners, in signing up to this Strategy, have a duty to cooperate in delivering it. Members of the Council therefore have an important role in scrutinising the effectiveness of partners and the Councils in delivering it.

Any plans to deliver priorities in the Strategy will undergo a 'sustainability appraisal' to ensure that they:

- balance and integrate the social, economic and environmental components of our Strategy;
- meet the needs of existing and future generations;
- respect the needs of other communities in the wider region or internationally to make their communities sustainable.

This will bring together a group of people which has not been involved in creating a particular plan to assess how well the plan meets the above criteria and recommending ways to address any gaps or conflicting commitments. It will also check that those plans align with the Strategy for Sustainable Communities. In this way, we will be able to ensure that our commitment to create sustainable communities is delivered in practice. This Strategy has already been taken through the process of sustainability check to ensure that it integrates social, economic and environmental issues fully and can deliver the sustainable communities it commits to.



Monitoring, Evaluating and Reporting back to Our Communities

We will monitor the overarching aims we set out in Section 3 of this Strategy.

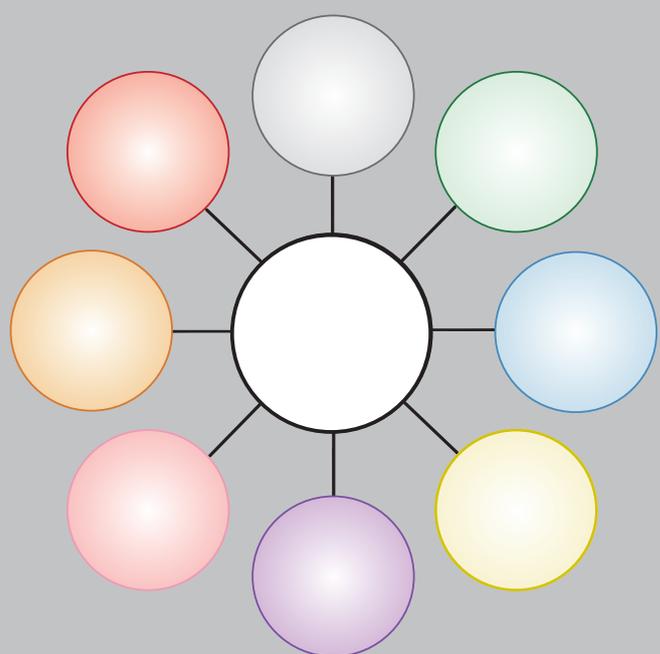
WE WILL MEASURE INDICATORS OF:

<input type="checkbox"/> Quality of Life	<input type="checkbox"/> Business Reputation	<input type="checkbox"/> Social capital
<input type="checkbox"/> Fun and enjoyment	<input type="checkbox"/> Technology Innovation	<input type="checkbox"/> Civic pride
<input type="checkbox"/> Quality and location of services	<input type="checkbox"/> Incomes	<input type="checkbox"/> Belief and confidence
<input type="checkbox"/> Communication links	<input type="checkbox"/> Size of economy	<input type="checkbox"/> Equality and diversity
<input type="checkbox"/> Access from the area	<input type="checkbox"/> Diversity within the economy	<input type="checkbox"/> Community cohesion
<input type="checkbox"/> Landscape, townscape, seascape and environment quality	<input type="checkbox"/> Added value	<input type="checkbox"/> Demographic profile
<input type="checkbox"/> Biodiversity	<input type="checkbox"/> Skills levels	<input type="checkbox"/> Health
		<input type="checkbox"/> Education

Appendix 2 gives details of what those indicators are.

We will evaluate what works and why so that we can build on successes and learn from mistakes.

We will publish an Annual Report which contains the results of our monitoring and evaluation, as well as our plans to learn from those results.



Glossary

Accessibility - accessible	People have the means or opportunity to go to a place they need to or to use something, such as a service or the internet.
Added value	In relation to the economy, the amount by which the value of a product (usually the amount it can be sold for) is increased at each stage of its production, over and above the initial costs. It is used as a measure of how much businesses or industries contribute to the local economy and can also be referred to as 'wealth creation'.
Affordable housing	Affordable housing is usually defined as housing which is available for purchase for no more than three times the average household income in the area.
Agrarian revolution	A change in the methods used for farming between the mid-18th and the 19th century, due to the availability of new technology. This allowed for a greater production of food and resulted in a huge increase in the population as more food became available.
Anti-social behaviour	Acting in a way which causes annoyance, disturbance or distress to others outside of an individual's own household.
Aspiration	A hope or ambition for something in the future.
Basic skills	The ability to read, write and speak in English and to do mathematics to a level necessary to progress at work and to take part in society.
Biodiversity	The variety of plant and animal species and ecosystems (such as woodlands, coastal plains etc.) in an area.
Built environment	The buildings, roads, fixtures, parks and all other man-made structures which make up the physical environment of an area.
Business cluster	A grouping of interconnected companies, specialised suppliers, service providers, firms in related industries, and associated institutions (for example, universities, standards agencies and trade associations) in particular fields and within an area that compete but also co-operate. This is sometimes also called 'competitive collaboration'.
Carbon emissions	Carbon that is released into the atmosphere as part of carbon-base compounds as a result of human activity. The gases contribute to the greenhouse effect and global warming.
Centre of excellence	An organisation or body which has been recognised as having expertise in relation to a particular product, technique or way of working from which others can learn.
Civic pride	Being proud of your community and place in which you live and working hard to make sure it remains a good place to live.
Climate Change	Also known as global warming. The process by which human activity which creates emission of greenhouse gases is causing changes in the earth's climate
Commercialise	Manage or develop something in a way that is designed to make profit from it.
Commercial sites	Areas which businesses operate from. These can either be specific sites set aside for business accommodation or other areas where businesses tend to be concentrated, such as town centres or major industrial plants.

Commissioning	Arranging for an organisation or group to carry out a particular activity to fulfil an identified need.
Committee on Radioactive Waste Management Report	This was a report prepared by the Government’s Committee on Radioactive Waste Management and published in 2006. It identified the need to decide on a way to manage the country’s long-term nuclear waste. Details of how to obtain the report are given in Appendix 5.
Community advocate	Someone who publicly makes the case on behalf of all or part of an interest group or geographical area but is not an elected representative of that group or community.
Community and political leadership	The elected representatives of communities (councillors and Members of Parliament), whose role it is to act as the voice of the community and drive forward activity in their area, to meet the needs of the people they represent.
Community cohesion	People live together in harmony and people from different backgrounds develop positive relationships within their community, at work and at school.
Complementary transport provision	Providing means of travel other than public transport or private car, to expand the opportunities for travel within the local area.
Consistency	Doing things the same way over time.
Consultation	A way of involving the community in the creation of policy and decision-making. This often involves a public body making proposals and asking for people’s views on them. (See also ‘participation’)
Consultees	People who are consulted or involved in the decision-making process.
Contaminated land	Land which has been exposed to a polluting or poisonous substance and therefore cannot be used.
Creative industries	Those industries and organisations whose business is based on the use of original ideas or imagination and uses them to generate profit and jobs. This includes advertising, architecture, arts and crafts, fashion, film, publishing and music, amongst other things.
Decommissioning	Dismantling and making something safe or taking it out of service. When we talk about nuclear decommissioning, we are referring to the dismantling and making safe of plants and materials used by the nuclear industry as they come to the end of their life. Plants throughout the UK, including the reprocessing plant at Sellafield, need to be decommissioned because they have reached the end of their life. This is what is meant by decommissioning at Sellafield.
Demographic	The make-up of the population. The demographic profile is the make-up of the local population by age group, ethnic group and so on.
Deprivation	People living in circumstances which mean that they do not have what is considered to be essential, such as sufficient income or decent housing.
Disadvantage	Experiencing a worse quality of life and having fewer opportunities than others.
Diversification - diversify	Increasing the number of employers and the variety of sectors and types of employment available. The aim of this is to decrease the dependence of the local economy on a few employers, to reduce the risk of decline in the economy if one of those employers no longer trades in the area.
Diversity	The variation in experience, abilities, backgrounds and circumstances of people within a community.

Dynamism	The economy is responsive to change and able to develop and exploit new opportunities.
Economic development	Activity to assist the growth of the local economy.
Educational attainment	The level of school education or higher education completed or the level of qualifications achieved.
Empower	To give people the skills, opportunities and confidence to take control of their own lives and to influence decisions which affect them.
Entrepreneurship	Individuals developing business ideas. It can include setting up new businesses.
Equality	Everyone having the same opportunity or outcome, regardless of their background, experience or circumstances.
Equality and diversity	Ensuring that everyone has the same opportunities and that diversity is embraced and celebrated.
EU	European Union
Fells - fell country	Hills or high moorland usually associated with sheep-grazing. In West Cumbria, the fell country encompasses large areas of open countryside and is generally sparsely populated.
Further education	Education in addition to that received at school. It can be at any level, ranging from basic skills through to higher level studies.
Hidden unemployment	People are without work but do not register in official unemployment figures, either because they receive a different benefit than unemployment benefit or do not claim any benefits.
Higher education	Post-school education involving study for a higher level of qualification than can be achieved at school, including first degrees, post-graduate degrees and doctorates.
Higher level skills	Skills at degree-level (NVQ, National Vocational Qualification, level 4) or above.
Implementation plan	The action plan which will be created to identify how the aspirations in the Strategy for Sustainable Communities will be delivered.
Incapacity benefit	A benefit received by people who are unable to work due to ill health or a disability.
Inclusion- inclusivity- inclusive	A process to ensure that everyone, regardless of their background or circumstances, can access services they need and can become involved in their community and decisions about it.
Indicator	A way of measuring the degree to which an objective of an organisation has been achieved. For example, the number of school pupils achieving 5 GCSEs at grade A*-C is one indicator of how successful the school has been.
Industrial archaeology	Sites which are no longer in use by industry and have historical value because they are good examples of past industrial practices and sites.
Inequality	A gap between the most advantaged and the most disadvantaged people.
Infrastructure	The physical and organisational structures which people or organisations require to carry out daily tasks or do business. This includes transport infrastructure to move around an area, information technology infrastructure to access computers and the internet and business infrastructure to support enterprise.
Innovation	Creating new products or ways of doing things.
Integration	A process whereby different groups within a community adapt to the host society and have equal rights with the rest of the community.
Inward investment	Companies moving into the area or investing in it from outside of West Cumbria.

Knowledge transfer	Communicating specialised knowledge from educational institutions, research facilities and businesses to other organisations so that they can use it to develop new products, processes and services.
Knowledge-based industry	Industries whose business is based on specialist knowledge and which use that knowledge to develop products, services or techniques.
Leadership	A process by which a person or group of people influences others to achieve an aim so that they work in a more joined-up way.
Legitimate expectations	Things which people can reasonably expect to have or receive, by the usual norms of the society they live in.
Lifelong learning	The continuous development of skills and knowledge through all stages of life to enhance people's quality of life.
Living environment	The public spaces and buildings in the places people live. The quality of these had an impact on people's quality of life and whether people want to live and work in an area.
Locality	Used in this Strategy to refer to certain towns which act as service centres for their area, with their surrounding area. There are 10 localities in West Cumbria and details of these can be found in section 5.
Maritime	Located by the sea.
Market town	A town of moderate size which people from the surrounding area use to go shopping and access services. In the past, these were towns where a regular market was held.
Market Town Initiative	A project run in an eligible market town, funded by the Countryside Agency and the North West Development Agency, to regenerate the area.
Memorandum of Agreement	This is an agreement between the UK Government and political leaders in West Cumbria to address the potential impact of decommissioning at Sellafield.
Migration	Moving to the area from outside of it or moving away from it to another area.
Minority groups	A relatively small group of people who differ from most residents in race, sexuality or another characteristic and may therefore have differing needs.
Neighbourhood	An area or community within a locality or town.
Neighbourhood management	A way of managing the services delivered in a particular neighbourhood or area by looking at the area's specific needs and targeting services to meet them. A neighbourhood manager often works within the neighbourhood to identify needs and ensure services are meeting them. It is sometimes also called 'place-management' or 'place-shaping'.
Neighbourhood renewal	Activity to narrow the gap between the quality of life of the most disadvantaged and the most advantaged communities
New build	New developments of buildings.
Nuclear reprocessing	The act of processing spent nuclear fuel and related material so that it can be used again.
Open space	Undeveloped areas of land which do not have buildings or other structures on them.
Outcome	The long-term benefits you want to see from a strategy or activity. For example, we say that we want to ensure everyone has a decent home. The outcome of any activities to make homes decent would be that people have a better quality of life and are healthier.

Output	The immediate result or product of an activity. For example, we say that we want to ensure everyone has a decent home. The output of activities to improve homes would be the number of homes repaired or improved.
Overarching	Covering various or all issues.
Parish	The area covered by a Parish or Town Council.
Participation	The involvement of communities in the decision-making process from an early stage. Local people are involved in deciding what the issues and possible solutions are. This is a deeper form of involvement than ‘consultation’.
Per capita	The amount per person in the population.
Performance indicator	A way of measuring the degree to which an objective of an organisation has been achieved. For example, the number of school pupils achieving 5 GCSEs at grade A*-C is one indicator of how successful the school has been.
Periphery	On the edge of an area.
Physical regeneration	The improvement and development of buildings and public spaces in a geographical area. Regeneration is often carried out in areas which have been experiencing decline.
Pit villages	A local name for former coal-mining villages.
Policy makers	Elected representatives and employees of public agencies at a local and national level who decide what the priorities for action are and what goes into policies.
Post-industrial dereliction	Sites which were used by industry in the past but are now no longer in use so have become derelict.
Prosperity	The condition of being successful, flourishing, or thriving and, in particular, being financially successful.
Public services	Those agencies and organisations which receive public money and whose role it is to provide services to members of the public.
Regeneration	The improvement and development of a geographical or economic area. Regeneration is often carried out in areas which have been experiencing decline.
Regional	England is split into nine regions for government administrative purposes. West Cumbria is part of the North West region so when we refer to ‘regional’ organisations or markets, we mean those within the North West.
Regional governance organisations	These are government organisations, offices or other public bodies which operate within the North West. This refers specifically to the Regional Assembly, Government Office North West and the North West Development Agency.
Regulatory	Required by rules, regulations or law.
Renaissance	Breathing new life into an area.
Representation	Persons who have been democratically elected speaking on behalf of the views and needs of people who elected them.
Rural	In, relating to or characteristic of areas in the countryside, as opposed to a town.
Seascape	The shore and the sea and other coastlines visible from the shore.
Service centre	A town or village to which people go to access services.
Service economy	Industry whose business is working for the customer, providing goods or services.
Social capital	The capacity and willingness of individuals and groups within communities to work together for some common purpose.

Social exclusion	When individuals or areas do not have the same access to opportunities as others and can suffer from a combination of linked problems as a result. This can include lack of access to jobs, services or social networks.
Social housing	Housing and accommodation provided by housing associations, rather than being owned by private individuals.
Stakeholder	An individual or group with an interest in the success of an activity.
Strategic	Looking at the big, long-term picture or forming part of a long-term plan to achieve a specific aim.
Strategy	A long-term plan which sets out how a long-term aim or aims will be achieved but does not go into the detail of the activities to be carried out to achieve it.
Strategy for Sustainable Communities	The name given in West Cumbria to its Sustainable Communities Strategy. It is a strategy which sets out the vision for an area and defines key priorities for action that will improve the economic, social and environmental well-being of local communities. More information on this can be found in section 1.2 of the Strategy.
Sub-region	In this document, the sub-region is a geographical area which is larger than a community, town or district but smaller than a county. West Cumbria is referred to as a sub-region.
Subsidiarity	The principle that political decisions and decisions about the management of services should be taken at the lowest geographical level or only taken by a higher authority when necessary.
Suburbanisation	Development in areas which were not previously developed and which are near to urban areas so that effectively become suburbs of the town.
Supply chain	The businesses and organisations involved in supplying the materials, products and services needed by a particular business or industry.
Sustainability appraisal	A process which assesses the impact of a proposed policy or strategy to ensure that it will not have a negatively impact on the economic, social or environmental well-being of communities. It is carried out by a group of people which has not been involved in writing the policy or strategy.
Sustainability check	A ‘light touch’ version of a sustainability appraisal.
Sustainable	Meeting the needs of today’s communities without damaging the opportunity for future generations or other communities to enjoy a high quality of life.
Sustainable community	A community which meets the diverse needs of its current residents, businesses and visitors, without compromising the quality of life which future generations can enjoy. It must have a strong economy, whilst also meeting people’s social needs and protecting and enhancing the environment. A more detailed explanation is given in section 1.1 of this Strategy.
Sustainable Community Strategy	A strategy which sets out the vision for an area and defines key priorities for action that will improve the economic, social and environmental well-being of local communities. This Strategy is also known as the Strategy for Sustainable Communities. More information can be found in section 1.2.
Townscape	The urban landscape; the physical layout of a town or village.
Traditional industries	Industries, mainly involved in manufacturing or extracting raw materials, which formed an important part of the British economy in the past. These include coal mining and steel manufacture.

Transition	In West Cumbria, this refers to the process of change away from dependence on Sellafield for a large percentage of local employment towards alternative employment, new job opportunities and new businesses.
Urban	In, relating to or characteristic of a town.
Voluntary and community sector	Voluntary and local community groups and organisations which are independent of Government and do not exist for financial gain. These groups can vary in size from small local groups to large national organisations.
Vulnerable people	People who are at risk of harm or who need support to live independently and take part in the community.
Wealth retention	Keeping the money generated by local business within the local economy, usually through using local labour and locally-based suppliers.
West Cumbria	The area encompassing the local authority areas of Allerdale and Copeland. It stretches from the Duddon Estuary in the south to the Solway Firth in the north, from the Irish Sea in the west to the Lake District in the east
West Cumbria Strategic Forum	A national body which brings together Government, West Cumbria and North West regional partners to discuss the long-term needs of West Cumbria in a regional and national context. The Forum was set up to address the potential impact of nuclear decommissioning nationally and at Sellafield.
West Cumbria Strategic Partnership	West Cumbria Strategic Partnership is the local strategic partnership (or LSP) for the Allerdale and Copeland areas, convened jointly by Allerdale, Copeland, and Cumbria Councils. It brings together political leaders, representatives of private, community and voluntary sectors, community advocates, and the providers of public services to join up the various partners’ activities to improve the local area.
West Cumbria Strategic Partnership Board	The Partnership Board is responsible for promoting partnership in West Cumbria and involving stakeholders. It has been responsible, for example, for ensuring that a wide range of stakeholders were involved in the development of the Strategy for Sustainable Communities.
Worklessness	People of working age being out of work and facing barriers to entering employment. This can be for a variety of reasons and includes more than just those people who are registered as unemployed.

Monitoring

In Section 3 of the Strategy, we have identified 3 overarching aims and a list of things ‘we want to see’ (outcomes). We will monitor a number of indicators of the things ‘we want to see’ to measure our progress in making the Strategy happen.

It is important to remember that these are ‘indicators’. They are not the complete picture of everything that is happening.

Where possible, we use existing performance indicators to monitor our progress because organisations already have systems in place to collect information on these indicators and monitor them. These indicators may need to change, particularly when Government introduces a new system in 2008.

These are not the only things which will be measured in West Cumbria. Organisations will still report on their own performance in delivering services (outputs). The indicators shown here are meant to track the difference those services have made to people’s lives (outcomes). Sometimes we will need to compare one of these indicators with another (for example, income compared with house prices) to see what the real trends are in those outcomes.

We will measure	Source of data	Indicators to be monitored
Quality of Life	BVUSS	Resident satisfaction with their local area as a place to live
Fun and enjoyment	BVUSS	Resident satisfaction with cultural and recreational activities and venues
Quality & location of services	CCC-MORI	Resident satisfaction with a range of public services;
	CCC-TP	Households within 30 minutes of key services by public transport
Access from, to and within the area	CCC-MORI	Satisfaction with Bus services
	CCC-MORI	Satisfaction with Train services
	CCC-TP	Travel time from Whitehaven to major destinations by car and rail
Landscape, townscape, seascape	NE	Condition of Sites of Special Scientific Interest (SSSI)
	CCC-ED	Area of Derelict Land
	ABC /CBC	Derelict buildings/sites in towns and villages
Biodiversity and environmental quality	EA	Quality of inshore waters
	EA	Quality of river water
	EA	Industrial emissions
	ABC / CBC	Residual Household waste
	ABC / CBC	Air quality
Business Reputation	CBS	Businesses who believe their location (in West Cumbria) is a positive or attractive factor;
	WLR	Key business managers who are optimistic about the prospects for their business

Technology & Innovation	CBS	Businesses with R&D function or formal link with University or Research Institution
	DBERR	Energy use by business and households
Incomes	DWP	Children in households that are income deprived
	HMRC	Household income
	ABC/CBC	House Prices
Size of economy	CEIP	Gross Domestic Product
	CEIP	Number of VAT registered businesses
	ABC/CBC	Non - domestic rateable values
	DWP	People in employment
Diversity within the economy	CEIP	Net VAT registrations by industry
	CEIP	Enterprises in disadvantaged communities
	CEIP	Jobs by industrial sector and levels
Added value	CEIP	Gross Value Added (West Cumbria and Furness)
Skills levels	CBS	Skills gaps by occupation and sector
Social capital	CCC-MORI	Volunteering and community participation
	CCC-AE	Non-vocational Adult Education participation
Civic pride	BVUSS (new question for 2008)	People who feel they belong in their area
Belief and confidence	CCC-MORI	People who feel they can influence decisions in their locality
	CCC-MORI	People who feel safe in their local area
Equality and diversity	CCC-MORI	People who have a positive attitude to minority groups
Community cohesion	CCC-MORI	People who feel that their local area is a place where people from different backgrounds can get on well together
Demographic profile	CEIP	Population in age bands, gender, ethnicity and socio-economic class
Health	PCT	Life expectancy at birth; and at 65
	PCT	% of life spent in good health
Education	LSC	16 - 25 age group gaining Level 2; Level 3; Level 4 qualifications:
	CEIP	Adult population with Level 2; Level 3; Level 4 qualifications

Key:

ABC	Allerdale Borough Council	CCC-TP	Cumbria County Council Transport Plan, calculated periodically by County Council transport planners
BVUSS	Best Value User Satisfaction Survey of local residents undertaken at least once every three years by Borough Councils	CEIP	Cumbria Economic Intelligence Partnership
CBC	Copeland Borough Council	DBERR	Department of Business, Enterprise and Regulatory Reform
CBS	Cumbria Business Survey- survey of Cumbria businesses undertaken every three years by CEIP	DWP	Dept of Work & Pensions
CCC-AE	County Council Adult Education service	EA	Environment Agency
CCC-ED	Register kept by Cumbria County Council	HMRC	HM Revenue & Customs
CCC-MORI	Survey of local residents undertaken every three years by County Council	LSC	Learning & Skills Council
		NE	Natural England
		PCT	Primary Care Trust
		WLR	West Lakes Renaissance

Process of Creating the Strategy

'Future Generation' is a revision and development of the 'West Cumbria Live' Community Strategy of 2003, which was, in turn, based on the 'New Vision' Strategy of 2001, and the 'Comprehensive Strategy for Community Regeneration' of 1999. Those strategies were themselves based on a range of predecessor strategies covering various themes but they were the first attempts at a truly overall strategy for economic, environmental and social well-being for West Cumbria. It has been an evolution.

Some key principles have been applied to the development of strategy in West Cumbria throughout that period:

- Subsidiarity
- Equality and diversity
- Inclusivity
- Neighbourhood renewal
- Balanced development
- Empowerment of communities (of place and of interest)
- Innovation

which together make up the concept of 'sustainability'.

This Strategy was, in the course of its development, subjected to a sustainability check, testing it against those key principles. Besides being about 'sustainable communities', the Strategy is itself sustainable. The report on the sustainability check is amongst the reports listed at Appendix 5.

The check was undertaken by a group which included members of the West Cumbria Strategic Partnership Board. The Board is part of the overall partnering arrangement in West Cumbria and its specific role is to ensure that the Strategy is developed by the Councils jointly, in accordance with those principles.

Accordingly, the development of this Strategy and its predecessors has involved active participation by representatives of a very wide range of bodies and groups, from public, private and voluntary and community sectors, from partners in Cumbria and the North West Region, and from the local communities which together make up West Cumbria.

An initial draft Strategy was prepared by the Strategic Co-ordination Unit (which is operated jointly by the three Councils in West Cumbria) with support from policy officers and colleagues from the Councils and other partner organisations. This draft was circulated by the Councils to the organisations listed below, of whom over thirty individuals and organisations responded formally; others responded informally through discussion in various meetings.

Some comments and suggestions were incorporated into the final Strategy. In all cases, contributions were acknowledged and a response to the contributions was made. Those responses have been published.

List of participants

Age Concern West Cumbria
All Parish and Town Councils in Allerdale and Copeland Boroughs
British Nuclear Group (now Sellafield Ltd)
Churches Together in Cumbria
Citizens' Advice Bureau (Allerdale)
Cockermouth Partnership
Connexions
Cumbria Association of Local Councils (and the affiliated Allerdale and Copeland associations)
Cumbria Chamber of Commerce
Cumbria Community Foundation
Cumbria Housing Group
Cumbria Police
Cumbria Primary Care Trust
Cumbria Rural Enterprise Agency
Cumbria Strategic Partnership and its partners
Cumbria Vision
Derwent and Solway Housing Association
Eden Housing Association
Egremont and Area Regeneration Partnership Ltd
Environment Agency
Government Office North West
Home Group
Home Housing Association
Howgill Centre
Impact Housing
Job Centre Plus
Keswick Area Partnership
Lake District National Park Authority
Learning and Skills Council
Maryport Partnership
Members and contacts of the West Cumbria Community Empowerment Network
Members of Parliament
Members of the Committee on Radioactive Waste Management
Millom and Haverigg Economic Development Group
National Trust
Natural England
Nexia Solutions
North Allerdale Partnership

North West Development Agency
North West Regional Assembly
Ravenglass Coastal Partnership
Regen North East Copeland Partnership
Routes to Work
South Whitehaven Neighbourhood Management Partnership
South Workington Neighbourhood Management Partnership
Trade Union Congress
Voluntary Action Cumbria
West Cumbria Development Agency
West Cumbria Industries Group
West Cumbria Local Agenda 21 Group
West Cumbria Older People's Fourm
West Cumbria Social Enterprise Agency
West Lakes Renaissance
West Lakes Research Institute
Whitehaven Pottery

Evidence

Besides the views of local leaders and people from across the community in West Cumbria, this Strategy has been based on the evidence about the area, its conditions, problems and prospects from a vast range of sources, assembled over the last few years.

The most significant of these are listed below. All of these documents can be obtained from or via the West Cumbria Strategic Co-ordination Unit, which prepared this Strategy.

Access to Employment in South Whitehaven (CRED 2001)

Access to Furness & West Cumbria (NWRA 2003)

Affordable Rural Housing in Cumbria (WM Enterprise Consultants 2004)

Assessment of Partnership Activity in NW region (CLES 2001)

Assessment of West Cumbria & Furness Economy (PRI 1996)

Best Value User Satisfaction Survey (ABC 2007)

Best Value User Satisfaction Survey (CBC 2007)

Census 2001 (ONS 2003)

Collaboration & Co-ordination in Area Based Initiatives (NRU 2002)

Cumbria Biodiversity Action Plan (Cumbria Wildlife Trust 2001)

Cumbria Employment Land Availability Database (CCC passim)

Cumbria Gypsy and Traveller Needs Survey (CCC in preparation 2007)

Cumbria Housing Needs Assessment (Cumbria Housing Group 2006)

Cumbria Strategic Area Review – West Cumbria (LSC 2004)

Development of a Floor Target Action Plan for West Cumbria Strategic Partnership (CRED 2005)

Directors of Public Health Annual Report 2005-2006 (NCPCT 2006)

Economic Assessment of Cumbria (CEIP passim)

Economic Well-being of Communities (CRED 2003)

Evaluation of New Commitment to Regeneration (LGA 2002)

Footprint North West – the ecological footprint of the NW Region (NWRA 2004)

Furness & West Cumbria Housing Market Renewal Prospectus (DTZ Pleda Consulting 2005)

Green Space Audit (PMP Consultants for ABC in preparation 2007)

Household & Employers Surveys (CEIP passim)

Impact of Cumbrian Colleges on the Local Economy (PRI 1998)

Impact of Sport in Communities: Egremont (CRED 2002)

Index of Multiple Deprivation 2004 (DCLG 2004)

Mapping Resources to Neighbourhoods - Maryport (CRED 2002)

Mapping Resources to Neighbourhoods - Cockermouth (CRED 2004)

National Land Use Database (English Partnerships)

Neighbourhood Renewal Delivery in West Cumbria (SCU passim)

- New Visions for Furness & West Cumbria (SQW Consulting 2001)
- North Cumbria Health & Lifestyle Survey: a report on the health and lifestyles of the adult population of North Cumbria 2004 (NCPCT 2004)
- Parish Housing Needs Assessments (ABC passim)
- Perceptions of West Cumbria amongst 18-30 age group (Lancaster University 2005)
- Place & Politics in West Cumbria (WRI 1996)
- Potential Nuclear New Build in Cumbria (ERM Ltd /IDM March 2006)
- Quality of Life Survey (Ipsos MORI for Cumbria CC 2006)
- Recent Trends & Future Prospects for the Copeland Economy (PIEDA 2003)
- Regional Perceptions & Inward Investment (WRI 1996)
- Review of Assisted Areas – Response from partners in West Cumbria (2006)
- Review of Economy of West Cumbria (CRED 2005)
- Review of Employment Sites in West Cumbria (WLR 2001)
- Review of Partnership in West Cumbria (CRED 2003)
- Shoreline Management Plan (ABC 1999)
- Solway Coast AONB Management Plan 2004-2009 (Solway Coast AONB Staff Unit 2004)
- Strategic Flood Risk Assessment (JB Consultants for ABC in preparation 2007)
- Strategic Housing Land Availability Assessment (ABC in preparation 2007)
- The Sports Economy (Sports Action Zone 2005)
- Tourism in Cumbria (DRV Research 1986)
- Tourism Marketing in West Cumbria (CRED 2001)
- United Utilities 5 Year Investment Plan 2005-2010 (United Utilities 2005)
- Urban Capacity Study (ABC 2006)
- West Cumbria & Furness Skills Audit (EKOS Ltd 1999)
- West Cumbria Retail Study (Roger Tym & Partners, 2003)
- West Cumbria Socio-Economic Study (ERM 2003)
- West Cumbria Spatial Masterplan (Grant Thornton in preparation 2007)

Key:

ABC:	Allerdale Borough Council	NLUD:	National Land-Use Database
AONB:	Area of Outstanding Natural Beauty	NRU:	Neighbourhood Renewal Unit, DCLG
CBC:	Copeland Borough Council	NW:	North West
CCC:	Cumbria County Council	NWRA:	North West Regional Assembly
CEIP:	Cumbria Economic Intelligence Partnership	ONS:	Office of National Statistics
CLES:	Centre for Local Economic Studies	Passim:	Various editions have been or work is on-going..
CRED:	Centre for Regional Economic Development	PRI:	Policy Research Institute
DCLG:	Department for Communities and Local Government	SCU:	Strategic Co-ordination Unit
LGA:	Local Government Association	WLR:	West Lakes Renaissance
LSC:	Learning & Skills Council	WRI:	West Lakes Research Institute
NCPCT:	North Cumbria Primary Care Trust		

List of Useful Reference Documents

The following national, regional, county and locality strategies, plans and reports provide the context within which we must work to deliver our local priorities, and give further information on the issues addressed in this Strategy

Plans and strategies which describe in more detail how this Sustainable Communities Strategy is to be delivered in West Cumbria will be referred to in the Implementation Plan to be prepared following adoption of this Strategy.

All contact details and website links were correct at the time of publication.

Document	Contact details for more information
NATIONAL	
Barker Report on Planning	Department for Communities and Local Government Tel: 020 7944 4400 enquiries.br@communities.gsi.gov.uk http://www.communities.gov.uk/planningandbuilding/planning/planningpolicyimplementation/reform/barkerreview/231020/
Cabinet Office Review of Third Sector	Office of the Third Sector Tel: 020 7276 6400 http://www.cabinetoffice.gov.uk/third_sector/third_sector_review/
Children & Young People Policy Review	HM Treasury Tel: 020 7270 4558 public.enquiries@hm-treasury.gsi.gov.uk http://www.hm-treasury.gov.uk/spending_review/spend_csro7/reviews/cyp_review/cypreview_index.cfm
Choosing Health	Department of Health Tel: 0870 155 54 55 dh@prolog.uk.com http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4094550
Committee on Radioactive Waste Management Report 2006	CoRWM Secretariat Tel: 020 7238 1721 contact@corwm.org.uk http://www.corwm.org.uk/main.asp?page=0
Counter-terrorism & Security Review	HM Treasury Tel: 020 7270 4558 public.enquiries@hm-treasury.gsi.gov.uk http://www.hm-treasury.gov.uk/media/D/1/crs07_counterterrorism_tor.pdf
Energy Review	Department for Business, Enterprise and Regulatory Reform Tel: 0845 015 0010 publications@berr.gsi.gov.uk http://www.dti.gov.uk/energy/review/page31995.html

Every Child Matters	<p>Department for Children, Schools and Families Tel 0870 000 2288 info@dfes.gsi.gov.uk http://www.everychildmatters.gov.uk/_files/F9E3F941DC8D4580539EE4C743E9371D.pdf</p>
Framework for Sport in England	<p>Sport England Tel: 020 7273 1551 info@sportengland.org http://www.sportengland.org/national-framework-for-sport.pdf</p>
Game Plan - A Strategy for delivering Government's Sport and Physical Activity Objectives	<p>Cabinet Office Strategy Unit Tel: 020 7276 1881 strategy@cabinet-office.x.gsi.gov.uk http://www.cabinetoffice.gov.uk/upload/assets/www.cabinetoffice.gov.uk/strategy/sport.pdf</p>
Local Government White Paper	<p>Department for Communities and Local Government Tel: 08457 023 474 localgovernmentwhitepaper@communities.gsi.gov.uk http://www.communities.gov.uk/publications/localgovernment/strongprosperous</p>
Local Vision	<p>Department for Communities and Local Government Tel: 020 7944 4400 contactus@communities.gov.uk http://www.communities.gov.uk/archived/publications/localgovernment/future2</p>
Lyons Review of Local Government	<p>Available via Department for Communities and Local Government Tel: 020 7944 4400 contactus@communities.gov.uk http://www.webarchive.org.uk/pan/15454/20070428/www.lyonsinquiry.org.uk/index.html</p>
Memorandum of Agreement with West Cumbria	<p>Available via West Cumbria Strategic Co-ordination Unit Tel: 01900 702990 co-ordination.unit@westcumbria.gov.uk http://www.cumbria.gov.uk/CouncilMeetings/Content/Public/2941/382721279.pdf</p>
Mental Health Review	<p>Scrutiny Unit, House of Commons Tel: 020 7219 8363 scrutiny@parliament.uk http://www.publications.parliament.uk/pa/jt/jtment.htm</p>
National Strategy for Neighbourhood Renewal	<p>Department for Communities and Local Government Tel: 020 7944 4400 neighbourhoodrenewal@communities.gsi.gov.uk http://www.neighbourhood.gov.uk/page.asp?id=908</p>
Our Health, Our Care, Our Say	<p>Department of Health Tel: 020 7210 4850 dhmail@dh.gsi.gov.uk http://www.dh.gov.uk/en/Policyandguidance/Organisationpolicy/Modernisation/Ourhealthourcareoursay/index.htm</p>

Planning for Vital Communities	Commission for Rural Communities Tel: 01242 521381 Fax: 01242 584270 http://www.ruralcommunities.gov.uk/publications/ca173planningforvitalcommunities
Respect	Respect Task Force, Department for Children, Schools and Families Tel: 0870 000 2288 Respect.enquiries@dcsf.gsi.gov.uk http://www.respect.gov.uk/uploadedFiles/Members_site/Articles/About_Respect/respect_action_plan.pdf
Securing the Future - UK Government Sustainable Development Strategy	Sustainable Development Unit Tel: 0870 600 5522 sdudiv@defra.gsi.gov.uk http://www.sustainable-development.gov.uk/publications/uk-strategy/index.htm
Security in retirement: towards a new pensions system	Department for Work and Pensions Tel: 08457 31 32 33 http://www.dwp.gov.uk/pensionsreform/whitepaper.asp
Stern Report on the Economics of Climate Change	Stern Review Team, HM Treasury Tel: 020 7270 6280 stern.review@hm-treasury.gov.uk http://www.hm-treasury.gov.uk/independent_reviews/stern_review_economics_climate_change/sternreview_index.cfm
Together We Can	Department for Communities and Local Government Tel: 020 7944 4400 contactus@communities.gsi.gov.uk http://www.communities.gov.uk/publications/communities/togetherwecan2
UK Housing Review	Chartered Institute of Housing Tel: 024 7685 1752 pubs@cih.org http://www.ukhousingreview.org.uk/
Varney Review: Service transformation: A better service for citizens and businesses, a better deal for the taxpayer	HM Treasury Tel: 020 7270 4558 public.enquiries@hm-treasury.gov.uk http://www.hm-treasury.gov.uk/pre_budget_report/prebud_pb06/other_docs/prebud_pb06_varney.cfm
Waste Strategy for England 2007	Department for Environment, Food and Rural Affairs Tel: 08459 556000 defra@cambertown.com http://www.defra.gov.uk/environment/waste/strategy/
West Cumbria Spatial Masterplan	Available via West Cumbria Strategic Co-ordination Unit Tel: 01900 702990 co-ordination.unit@westcumbria.gov.uk

Document	Contact details for more information
REGIONAL	
Action for Equality (North West Regional Assembly 2005)	North West Regional Assembly Tel: 01942 737 916 action4equality@nwra.gov.uk http://www.nwra.gov.uk/downloads/documents/apr_06/nwra_1144052181_nwra_action_for_equality.pdf
Arts Council England - Our agenda for arts in the North West 2006-8	Arts Council England, North West Tel: 0845 300 6200 enquiries@artscouncil.org.uk http://www.artscouncil.org.uk/regions/publication_detail.php?rid=5&tsid=&browse=recent&tid=531
European Structural Funds – Single Programming Documents for North West England	Dr. Pernille Kousgaard Tel: 01925 400282 pernille.kousgaard@nwda.co.uk 2000-2006 programme: Objective 1 http://www.lmu.livjm.ac.uk/gonw/Upload/1605.pdf Objective 2 and 3 http://www.eurofundingnw.org.uk/documents_objo2.asp?section=documents 2007-2013: programme: http://www.nwda.co.uk/what-we-do/policy-and-strategy/european-strategy.aspx
Investment for Health – A Plan for North West England	North West Public Health Team, Department of Health mbinvestmentforhealthplan@doh.gsi.gov.uk
Maritime NW Strategy Final Report	Available via West Cumbria Strategic Co-ordination Unit Tel: 01900 702990 co-ordination.unit@westcumbria.gov.uk
North West Regional Economic Strategy	Brenda Buckley, North West Development Agency Tel: 01925 400279 Brenda.Buckley@nwda.co.uk http://www.nwda.co.uk/what-we-do/policy-and-strategy/regional-economic-strategy.aspx
North West Regional Housing Strategy	North West Regional Housing Board contact@nwrhb.org.uk http://www.nwrhb.org.uk/draft.asp
North West Regional Spatial Strategy	North West Regional Assembly Tel: 01942 737916 enquiries@nwra.gov.uk http://rpg.nwra.gov.uk/uploads/rpg_docs/rp_kMqZ_Submitted_Draft_Regional_Spati.pdf

North West Regional Transport Strategy	North West Regional Assembly Tel: 01942 737916 enquiries@nwra.gov.uk http://www.nwra.gov.uk/whatwedo/issues/transport/?page_id=22
North West Skills for Life Strategy	Leah Maltby, Development Manager – Skills for Life Learning and Skills Council Tel: 0161 261 0303 leah.maltby@lsc.gov.uk http://www.lsc.gov.uk/regions/NorthWest/Skills+for+Life+Strategy.htm
North West Sustainable Energy Strategy	North West Regional Assembly Tel: 01942 737916 enquiries@nwra.gov.uk http://www.climatechangenorthwest.com/assets/_files/documents/jun_07/cli__1181140886_North_West_Sustainable_Energy_.pdf
Northern Way Growth Strategy	Stephanie Baines, The Northern Way Tel: 0191 229 6634 stephanie.baines@thenorthernway.co.uk http://www.thenorthernway.co.uk/page.asp?id=184
Regional European Framework for Action	Mark Critchley, European Strategy Group Adviser Northwest Development Agency Tel: 01925 400280 mark.critchley@nwda.co.uk http://www.nwda.co.uk/publications/strategy/a-regional-european-framework-.aspx?styletype=standard&styleclass=FontSize
Regional Waste Strategy for the North West	North West Regional Assembly Tel: 01942 737916 enquiries@nwra.gov.uk http://nwra.gov.uk/whatwedo/?page_id=129
Rising to the Challenge – Climate Change Action Plan for England’s North West	Climate Change Unit, North West Development Agency Tel: 01925 400246 climate.change@nwda.co.uk http://www.nwda.co.uk/areas-of-work/business/sustainable-consumption/climate-change.aspx
The North West Strategy for Sport and Physical Activity	Sport England in the North West Tel: 0161 834 0338 info@sportengland.org http://www.sportengland.org/northwest_index/northwest_get_resources/regional_plan.htm
The Strategy for Tourism in England’s North-West	Culture, Media and Sport Team , Government Office in the North West Tel 0161 952 4000 gonwculture@gonw.gsi.gov.uk http://www.gos.gov.uk/gonw/CultureLeisure/Tourism/

Document	Contact details for more information
COUNTY-WIDE	
Connected Cumbria	Connected Cumbria Partnership Town Hall, Maryport, Cumbria, CA15 6BH http://www.connectedcumbria.org.uk/main.asp?page=0
Cumbria and Lake District Joint Structure Plan	Cumbria County Council Tel: 01228 606758 Lake District National Park Authority Tel: 01539 724 555 http://www.planningcumbria.org/
Cumbria Biodiversity Action Plan	Neil Harnott, Local Biodiversity Manager Tel: 01539 816300 neilh@cumbriawildlifetrust.org.uk http://www.wildlifeincumbria.org.uk/cbap/index.asp
Cumbria Children's Plan	Children's Service, Cumbria County Council Tel: 01228 606877 information@cumbriacc.gov.uk http://www.cumbria.gov.uk/elibrary/Content/Internet/537/955/1047/1055/39175141211.pdf
Cumbria Climate Change Strategy (currently under development)	Alex McKenzie, Sustainability Manager Cumbria County Council Tel: 01228 601057 alex.mckenzie@cumbriacc.gov.uk http://www.cumbria.gov.uk/planning-environment/sustainability/climatechange/default.asp
Cumbria Countryside Access Strategy	Abi Mansley, Countryside Access Development Officer Cumbria County Council Tel: 01228 601022 www.cumbria.gov.uk/roads-transport/countrysideaccess/Countryside_Access.asp
Cumbria Drug and Alcohol Strategy	Cumbria Drug and Alcohol Team, Cumbria County Council Tel: 01768 861270 http://www.cumbriacc.gov.uk/elibrary/Content/Internet/327/855/3929610928.pdf
Cumbria Economic Plan	Richard Pealing, Policy Manager Cumbria Vision Tel: 01768 861316 richard.pealing@cumbriavision.co.uk http://www.cumbriavision.co.uk/template.asp?l1=800
Cumbria Homelessness Strategy	Kim Suttle, Housing Services Manager Allerdale Borough Council Tel 01900 702702 kim.suttle@allerdale.gov.uk

Cumbria Housing Strategy	Simon Taylor, Carlisle City Council http://www.impacthousing.org.uk/CSRHG.html
Cumbria Landscape Strategy	Jenny Wain, Landscape and Countryside Officer Cumbria County Council Tel: 01539 773427 jenny.wain@cumbriacc.gov.uk http://www.cumbria.gov.uk/planning-environment/countryside/countryside-landscape/land/LS.asp
Cumbria Minerals & Waste Planning Policy	Minerals and Waste Planning Policy Team, Cumbria County Council Tel: 01539 773425 mwdf@cumbriacc.gov.uk http://www.cumbriacc.gov.uk/planning-environment/planning/policy/minerals_waste/mwplanpol.asp
Cumbria Sport Partnership - A strategic framework for sport and physical activity in Cumbria 2006-2009	Cumbria Sport Tel: 01228 606885 http://www.cumbriasport.com/about-us/strategy-2006-2009
Cumbria Sub-regional Spatial Strategy	Sonya Frankland, Partnership Officer, Cumbria Strategic Partnership Tel: 01768 242310 sonya.frankland@cumbriacc.gov.uk http://www.cumbriastrategicpartnership.org.uk/key_documents/default.asp
Cumbria Sustainability Plan	Alex McKenzie, Sustainability Manager Cumbria County Council Tel: 01228 601057 alex.mckenzie@cumbriacc.gov.uk http://www.cumbria.gov.uk/planning-environment/sustainability/sustainabilitystrat/default.asp
Digital Delivery Network Strategy	Cumbria Office, North West Development Agency Tel: 01768 867294 info@nwda.co.uk
Framework Model for Federal Cumbria (Better Government for Cumbria Group)	http://www.bettergovernmentforcumbria.org.uk/
Joint Municipal Waste Strategy	Graham Harrison, Head of Waste Management Cumbria County Council Tel: 01228 607724 http://www.cumbria.gov.uk/elibrary/Content/Internet/536/38896153510.pdf
Lake District National Park Vision	Planning and Partnerships, Lake District National Park Authority policy.making@lake-district.gov.uk http://www.lake-district.gov.uk/index/looking_after/visioning.htm

Local Matters	<p>Lesley Graham, Programme Manager for Community Engagement, Cumbria County Council lesley.graham@cumbriacc.gov.uk http://www.cumbriacc.gov.uk/communityinformation/localmatters/default.asp</p>
Local Transport Plan for Cumbria (Section 2)	<p>Jonathan Smith Transport Policy Manager Cumbria County Council Tel: 01228 606736 jonathan.smith@cumbriacc.gov.uk http://www.cumbria.gov.uk/roads-transport/transportplan/default.asp</p>
One Council, One Vision, One Voice (Cumbria County Council)	<p>Michael Hyatt, Cumbria County Council Tel 01228 60 60 60 michael.hyatt@cumbria.gov.uk http://www.cumbria.gov.uk/red_pr.asp</p>
Review of Cumbria’s Transport Investment Needs	<p>Jonathan Smith Transport Policy Manager Cumbria County Council Tel: 01228 606736 jonathan.smith@cumbriacc.gov.uk www.cumbria.gov.uk/roads-transport</p>
Review of Higher Education Provision in Cumbria (Fender 2003)	<p>Higher Education Funding Council for England Tel: 0117 931 7035 publications@hefce.ac.uk http://www.hefce.ac.uk/Pubs/RDreports/2003/rdo7_03/</p>
Supporting People Strategy	<p>Adult Social Care, Cumbria County Council Tel: 01228 607105 http://www.cumbria.gov.uk/supportingpeople/Strategies/SP5YearStrategy.asp</p>
Sustainable Cumbria- Cumbria Community Strategy	<p>Sonya Frankland, Partnership Officer Cumbria Strategic Partnership Tel: 01768 242310 sonya.frankland@cumbriacc.gov.uk http://www.cumbriastrategicpartnership.org.uk/Consultations/CumbriaCommunityStrategy.asp</p>

Document	Contact details for more information
LOCAL (WITHIN WEST CUMBRIA)	
Building Pride and Respect in South Whitehaven: Neighbourhood Management Delivery Plan	Joanne Walker, South Whitehaven Neighbourhood Manager South Whitehaven Neighbourhood Management Tel: 01946 591216 joanne.walker@copeland.gov.uk
Building Pride and Respect in South Workington: Neighbourhood Management Delivery Plan	Mark Fryer, South Workington Neighbourhood Manager South Workington Neighbourhood Management Tel: 01900 63721 mark.fryer@southworkington.org.uk
Cockermouth Action Plan	Cockermouth Partnership Tel: 01900 828403 ingrid.morris@allerdale.gov.uk http://www.allerdale.gov.uk/business/regeneration/regeneration-projects/regenerating-towns/cockermouth.aspx
Egremont Area Partnership Plan	Simon Walker, Programme Manager Egremont and Area Regeneration Partnership Tel 01946 825546 sjwalker@copelandbc.gov.uk
Keswick Area Action Plan	Keswick Area Partnership Tel: 017687 74144 enquiry@keswickap.co.uk http://www.keswick.org/area_partnership.asp
Maryport Neighbourhood Partnership Plan	Maryport Neighbourhood Partnership http://www.allerdale.gov.uk/business/regeneration/regeneration-projects/regenerating-towns/maryport.aspx?theme=default
Millom & Area Market Town Health Check and Action Plan	Nash Thakker, Market Towns Initiative Manager Tel: 01229 776312 athakker@copelandbc.gov.uk http://www.copelandbc.gov.uk/ms/www/MILLOM/action-plan.htm
North Allerdale Partnership Market Town Initiative Revised Action Plan	North Allerdale Partnership Ltd Tel: 016973 49864 nappartnership@btconnect.com http://www.n-a-p.info/document.htm
Regen NE Copeland – Cleator Moor Area Neighbourhood Action Plan	Sarah Mitchell, Regeneration Manager Regen North East Copeland Tel: 01946 816707 sarah@necopeland.org.uk
Regeneration Workington	Via West Cumbria Strategic Co-ordination Unit Tel 01900 702990 co-ordination.unit@westcumbria.gov.uk

**Report on the Sustainability Check
of the Strategy for Sustainable
Communities in West Cumbria 2007**

West Cumbria Strategic Co-ordination Unit;
Tel: 01900 702990
co-ordination.unit@westcumbria.gov.uk

Town Plans and Parish Plans

Via Cumbria Association of Local Councils
Tel: 01768 242141
office@calc.org.uk
<http://www.calc.org.uk/search/navigation.asp>

Whitehaven Regeneration Plan

Peter Meadows, Copeland Borough Council
Tel 01946 598438
pmeadows@copeland.gov.uk

For more information or further copies
of Future Generation, please contact:

West Cumbria Strategic Co-ordination Unit
Allerdale House, Workington,
CA14 3YJ

Email: co-ordination.unit@westcumbria.gov.uk
or call 01900 702990

This document is available in large print,
Braille and on audio tape



Photos courtesy of:

Allerdale Borough Council, Copeland Borough Council, Cumbria County Council,
Cumbria News Group, Sellafeld Ltd, West Lakes Renaissance.

Jim Davis and Brian Sherwen

