



## **ALLERDALE CULTURAL STRATEGY REVISION**

**April 2007**

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## Foreword

Not for the first time in its history Allerdale now faces a period of huge change, challenge and opportunity. The West Cumbria Spatial Master Plan maps out a clear path to growth and regeneration and co-ordinates the input of partners at national regional and local levels. The plan shows how thousands of new jobs will be created and the future prosperity and success of this wonderful part of the world can be secured.

The success of that plan is not guaranteed. Many partners will need to coordinate determined efforts over many years and this strategy for the development of the cultural sector in Allerdale is a part of that process. If we are to successfully retain young people in Allerdale and attract new workers into the area we will need to ensure that we can offer them a rich and attractive quality of life underpinned by excellent facilities, services and opportunities. Arts, sports, heritage and tourism are not optional extras. They put the life into Allerdale and if Allerdale is to take advantage of the opportunities it now faces these services must form a central part of our contribution to the future.

The revision of our cultural strategy is also timely and relevant to the current debate on unitary status across the county. Whatever the result of this debate it seems that substantial change lies ahead. This document makes the case that these services are important, need to be developed and that whatever shape the future of Local Government may take the cultural life of Allerdale must figure highly in future plans.

Cllr Jim Musgrave  
Leader, Allerdale Borough Council

## I EXECUTIVE SUMMARY

Culture embraces a wide range of activities including, sports, arts, museums, parks, countryside, tourism, heritage attractions, libraries, archaeology, crafts, children's play, literature, entertainments, design, fashion, food, media and visiting attractions. These activities lie at the heart of Allerdale and help to make it a great place to live to work and to visit.

The importance of these activities to the communities of Allerdale encouraged the Council to prepare, on behalf of those communities, a Cultural Strategy for Allerdale in 2004. That document has been behind many significant changes in the borough since it was adopted but many other factors influencing the strategy have also changed and so the document required renewal.

The contribution that cultural activity makes is widely recognised and it now forms a key component of the strategic approach of national regional and local organisations which are focussed on delivering social economic and environmental improvements. Bodies as diverse as the Regional Health Authority, the North West Regional Development Agency, and Cumbria County Council all now have cultural issues in the heart of their strategic plans.

So the time was right to review Allerdale's own position, make adjustments and develop a new series of recommendations aims and objectives.

The process started with a review of the strategic context within which the sector now operates. This enabled us to understand the factors that were likely to affect funding opportunities and to recognise where partnerships could provide added value to our work.

The second stage was to take stock of where Allerdale now stands in each of the key cultural sectors – arts, sports and recreation, museums and heritage, parks and countryside and tourism – what has been achieved? What is in process? What outstanding opportunities are there in the sector?

These two strands of work enabled us to re-affirm the vision for culture which was articulated in the 2004 strategy:

**“Allerdale is a place where all individuals and communities can achieve, through participation in cultural activity, improvements in social, economic and environmental well-being, making it a great place to live, work and visit.”**

With this vision in mind and a renewed understanding of our current position we have developed the following strategic themes for the future:

### **Live - Social and Community**

- Improving health and well being
- Ensuring inclusion
- Reducing crime and making safer communities
- Promoting education and learning

**Work - Economic**

- Generating sustainable employment
- Maximising inward investment

**Visit - Environment**

- Sustainable development and use of the natural environment
- Improving the physical and built environment

These themes fit particularly well with the Local Area Agreement and the Allerdale Corporate Improvement Plan as well as reflecting the strategic priorities of our many partner organisations.

Within these themes specific aims and objectives have been agreed, achievement of which will make significant and measurable contributions to the achievement of wider corporate goals.

These Aims and Objectives have been incorporated into an action plan which will form the core of the work programme for Allerdale and which we hope will inspire and guide our many partner organisations to make their own contribution to the achievement of our vision.

## 2 REFRESHING OUR APPROACH

### 2.1 Why?

In 2004, after an extensive and constructive consultation process, Allerdale Borough Council published its first comprehensive Cultural Strategy for the district. That document has provided the framework and the justification for a range of policy decisions and initiatives that have developed since its publication. These include:

- The Carnegie Theatre Study
- Destination Maryport
- Workington Hall
- Outsourcing operation of museums
- Derwent Valley Regeneration Supplementary Planning Guidance
- Allerdale and Copeland Borough Councils joint working framework for arts services

That document anticipated the need for review and for refreshment:

*“The process of review is also important. Culture and cultural activity is not static. Local interests and expectations will change, fresh ideas will come forward and the internal and external strategic foci will shift.”<sup>1</sup>*

Since 2004 there have been a number of significant changes to regional and local strategic objectives and the emergence of the Local Area Agreement and the new Improvement Plan for Allerdale BC are of particular significance. Other changes include:

- A new Regional Economic Strategy
- The Hadrian’s Wall Initiative
- Cumbria Tourism’s Destination Management Plan
- Desire Lines – RRC’s strategy for cultural investment in Cumbria
- Creative Cumbria’s research in to the creative industries of the county
- Supplementary Planning Document for public art (in consultation phase)
- Redirecting of heritage and arts lottery funding as a result of the Olympic Games

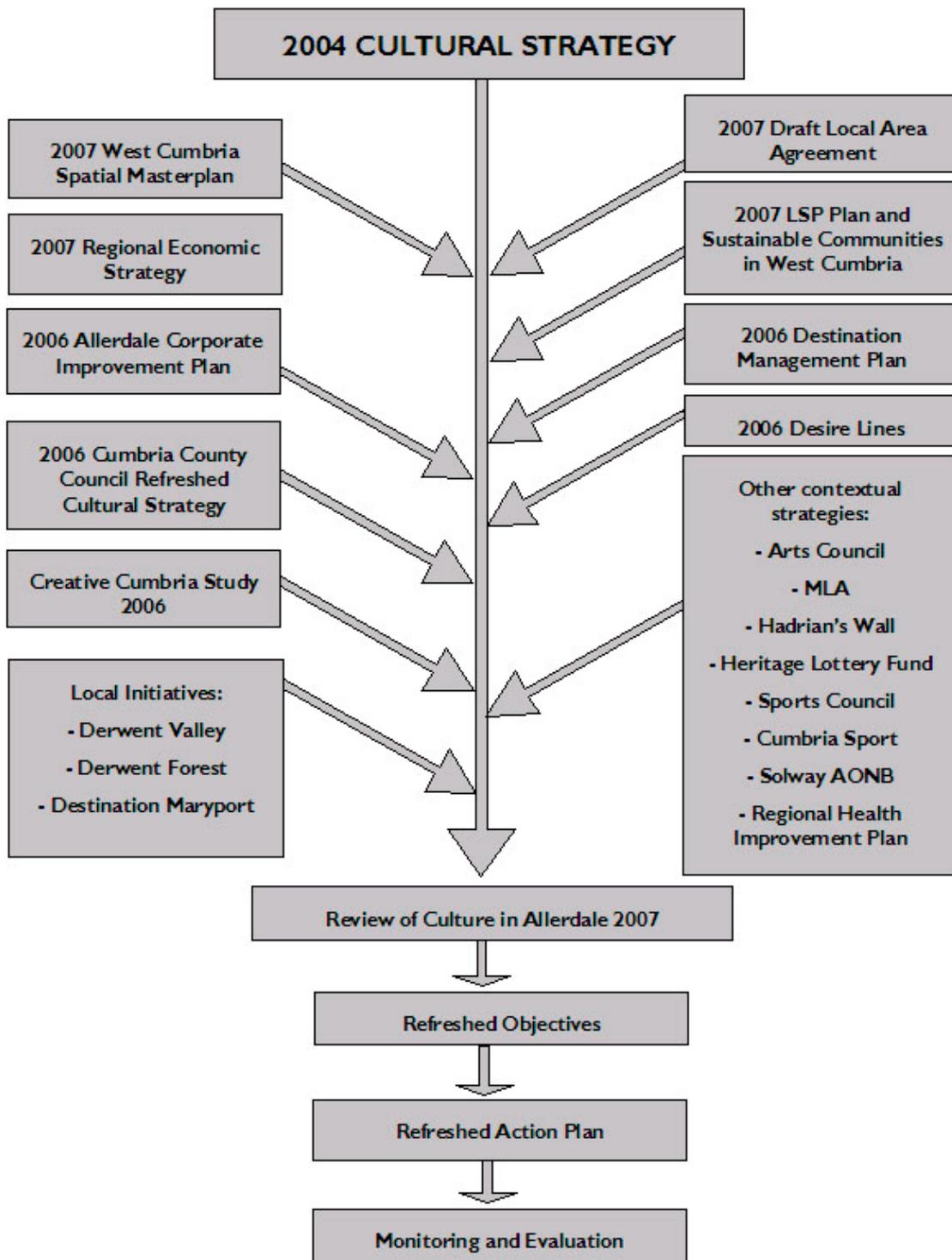
### 2.2 How?

This document is not intended to be a review of all of the excellent work that is going on around Allerdale. In Wigton, Cockermouth, Keswick and elsewhere excellent facilities and innovative programmes are being delivered by Town Councils, voluntary organisations and others which make immeasurable contributions to the cultural life of Allerdale.

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<sup>1</sup> Allerdale Cultural Strategy 2004

Instead this document simply refreshes the 2004 strategy, which remains relevant and it has not been necessary to undertake a fundamental reworking of the document or its broad direction but many new factors have come into force which influence the revision of the Strategy. These factors are shown in the diagram below. (The relative position of items in the diagram is of no significance.) The refreshed Cultural Strategy will also be the subject of local consultation with key stakeholders to ensure that it continues to reflect their aspirations and understanding of the circumstances in Allerdale.



### 3 THE STRATEGIC CONTEXT

The successful delivery of strategic projects depends upon an understanding of the key objectives of potential partners. From this understanding we can develop alignment of objectives and add value to initiatives. This section is a brief review of the key objectives of our major partners and acts as a reference for future development as well as setting a context within which the Strategic Aims of this Strategy have been developed.

What follows is a brief summary of the key points from the strategies of significant partners. In each instance, where available, a link is provided to the relevant web site where full details can be found.

#### 3.1 The West Cumbria Spatial Masterplan<sup>2</sup> and Corporate Plan

The West Cumbria Spatial Masterplan sets an ambitious vision for West Cumbria to be a confident place that prides itself on its strong economy, opportunities for all and lifestyle of choice. This vision will require a 'rewiring' of the West Cumbria economy, which will involve a change in the quantum and nature of investment required by the public sector.

This Corporate Plan sets out the practical steps to help the Cumbria Partners make this vision and new economic era a reality. The Corporate Plan is a 'road map' for the delivery of the Masterplan which:

- provides a proposed organisational structure for the agents involved in the delivery of the Masterplan, together with a process for setting up a delivery agency;
- prioritises the portfolio of transformational projects;
- identifies the likely cost of delivering the key transformational projects;
- explores sources of funding for these projects;
- defines the economic indicators to monitor delivery objectives.

This Corporate Plan builds on the successes of delivery in West Cumbria to date, but sets out a step change in delivery in terms of not only the magnitude of projects and interventions but also the aspirations of the community.

The plan is not directly concerned with the cultural sector but acknowledges the contribution that the sector makes:

- 'Culture and Sporting Facilities Branding and Marketing' is identified as a driver for growth.
- Reference is made to the strong creative communities being supported to 'create economic opportunities and improve the vibrancy of the region'.
- The need to develop cultural and leisure facilities including rugby facilities, swimming pools, cultural and civic centres and cycle paths is recognised
- Improving the cultural, leisure offering and public realm of town centres
- Supporting Young People by developing facilities for them

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<sup>2</sup> Not published at the time of writing

- ‘Developing a Sense of Place’, refers to creative industries and cultural organisations.
- The role of public art in the public realm

### 3.2 The Regional Economic Strategy<sup>3</sup>

The Regional Economic Strategy is the key document influencing the policy and direction of the Regional Development Agency. Much of its content is of little direct, or indirect relevance to the cultural sector but there are five “Transformational Action” which have significant implications for Allerdale.

- Support Liverpool European Capital of Culture 2008
- Improve the product associated with tourism ‘attack brands’ and ‘signature projects’
- Develop the economic benefit of the region’s natural environment
- Invest in quality public realm/greenspace/ environmental quality
- Develop the University of Cumbria

### 3.3 Department of Culture Media and Sport<sup>4</sup>

The DCMS Strategic aim is:

- “To improve the quality of life for all through cultural and sporting activities, support the pursuit of excellence, and champion the tourism, creative and leisure industries.”

Their Strategic objectives are:

- CHILDREN AND YOUNG PEOPLE

Further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the benefits of participation.

- COMMUNITIES

Increase and broaden the impact of culture and sport, to enrich individuals’ lives, strengthen communities and improve the places where people live, now and for future generations.

- ECONOMY

Maximise the contribution which the tourism, creative and leisure industries can make to the economy.

- MODERNISING DELIVERY

We are modernising delivery by ensuring our sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities.

- OLYMPICS

Host an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK.

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<sup>3</sup> <http://www.nwda.co.uk>

<sup>4</sup> [http://www.culture.gov.uk/about\\_us/Priorities\\_targets/](http://www.culture.gov.uk/about_us/Priorities_targets/)

### 3.4 Arts Council of England<sup>5</sup>

#### **Taking part in the arts**

ACE want as many people as possible, from across England's rich cultural mix, to engage with the arts.

- They will broaden our approach to distribution, going beyond live touring to include broadcasting, publishing and new technologies, exploring new partnerships and opening new markets for artists and audiences alike
- They will encourage artists to examine how their work is distributed, to engage with marketing and audience development opportunities and to become more entrepreneurial in outlook
- They will give particular priority to ensure access and opportunity are improved for disabled people, people from the Black and minority ethnic population and those who are economically disadvantaged

#### **Children and young people**

The arts have an extraordinary power to deepen, broaden and transform the lives of children and young people. The country's long-term aspirations as a creative economy depend on providing opportunities now for children and young people to participate in arts and creativity. The arts and creativity are related to young people's educational success and development.

- ACE will work closely with Government in its *Every Child Matters* and *Youth Matters* plans and current educational reform
- They will try to make sure that the lessons from Creative Partnerships in developing creativity in learning are integrated

#### **Our creative economy**

The UK has an especially strong international reputation for creativity and innovation. The creative industries account for more than 5% of the gross domestic product (GDP). The challenge is for the UK to remain a leader in this field. At a time of intense international competitiveness, arts and creativity will continue to play a significant part in injecting innovation and enterprise into the economy.

ACE will continue to contribute to the creative economy in the following ways:

- They will keep engaging with DCMS's Creative Economy programme, to create a framework to support innovation, growth and productivity
- They will incorporate the programme's findings into our action plans, which prioritise risk investment in new talent
- They will find new ways of developing creativity in all levels of education
- They will manage the Cultural Leadership Programme and identify sustained ways of improving cultural leadership performance

#### **Vibrant communities**

The arts have a major part to play in helping to galvanise community engagement and participation in planning, and in creating a sense of identity and pride. The next 15 years will see the largest programme of house building since the second world war. This offers an opportunity to plan arts and other cultural facilities and opportunities into the fabric of such communities from the start.

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<sup>5</sup> <http://www.artscouncil.org.uk/aboutus/agenda.php>

ACE will continue to work closely with government on regeneration. They will work with partners in national and local government so this renewal programme gives people:

- cultural facilities they can use
- cultural activities they value
- the means to fulfil their creative and cultural needs in their communities

ACE will also:

- collaborate on national and local planning
- advise on best practice
- make both artists and planners aware of mutual opportunities for joint working
- seek to create opportunities locally for sustained cultural provision for the future

### **Internationalism**

Internationalism is a state of mind, intrinsic to modern life. Internationalism does not depend on travel but requires respect, curiosity and humility. Our performers, visual artists and writers enjoy the highest international reputation. The UK is a major international tourist destination. We will host Liverpool European Capital of Culture in 2008 and the Olympic Games and Paralympic Games in 2012. Globally, our creative and leisure industries compete vigorously and the arts greatly contribute to the UK's international diplomacy.

ACE will support:

- artists from this country to work abroad
- international artists to work here
- artists from here and abroad to work with each other

ACE aim to empower the arts community to work internationally, to develop international knowledge and capacity, and to help internationalise England culturally at a wider and deeper level.

- They will fund artists and arts organisations to work outside England
- They will work in partnership with the British Council, Foreign & Commonwealth Office, the DCMS and others
- They will ensure that the Arts Council itself is active internationally
- They will support sustained relationships with a small number of nations such as China and Brazil

### **Celebrating diversity**

Race, ethnicity and faith will remain major preoccupations in this country and the arts are fundamental to such debates. The arts help us to develop a sense of our identity and ourselves as individuals, as members of our communities and as a nation. The debate now also needs to encompass a richer and more broad-ranging definition of diversity. By 'diversity', we mean that we will respond to issues around race, ethnicity, faith, disability, sexuality, class and economic disadvantage – any social or institutional barriers that prevent people from participating in and enjoying the arts. We have a part to play in turning the diversity debate towards a positive celebration of diversity and the artistic and creative opportunities it offers.

ACE will respond boldly and imaginatively to diversity to maximise the extraordinary cultural possibilities for artists and arts organisations.

### **Planning for the future - public value**

Our agenda sets out what we will do between 2006 and 2008 but alongside this we are preparing for our longer-term future. We know that the arts and the Arts Council are already much valued. But we still need to connect better with the public as well as with artists and arts organisations, and with our other partners in the public and private sectors.

So, during 2006–8 we will launch a public value enquiry, talking with and listening to a wide range of people, testing with them what the Arts Council stands for, what we should prioritise and what services we should offer in the future. We will use the findings of that enquiry to refresh our purpose and inform our long-term direction and objectives.

## **3.5 Sport England<sup>6</sup>**

### **Our vision**

Making England an active and successful sporting nation.

### **Our mission**

Working with others to create opportunities to get involved in sport, to stay in sport and to excel and succeed in sport at every level.

### **Our role**

- To be the strategic lead for sport in England.
- To make focused investments through partners.
- To provide advice, support and knowledge to partners and customers.
- To influence the decision-makers and public opinion on sport.

### **Our business objectives**

- Start – increase participation in sport in order to improve the health of the nation, with a focus on priority groups.
- Stay – retain people in sport and active recreation through an effective network of clubs, sports facilities, coaches, volunteers and competitive opportunities.
- Succeed – achieve sporting success at every level.
- Internal efficiency – ensure that we operate and allocate our resources with maximum effectiveness.

## **3.6 MLA<sup>7</sup>**

MLA North West is the regional strategic agency for museums, libraries and archives in the North West of England. It is one of nine regional agencies for the sector in England, and is funded by the Department for Culture, Media and Sport, through the Museums, Libraries and Archives Council (MLA). MLA North West's core purpose is "to champion the museums, libraries and archives sector in the North West in order to raise profile and increase investment" – by providing

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<sup>6</sup> [http://www.sportengland.org/index/about\\_sport\\_england.htm](http://www.sportengland.org/index/about_sport_england.htm)

<sup>7</sup> <http://www.mla.gov.uk>

strategic leadership, acting as a powerful advocate, and promoting innovation and change.

### **Core functions**

MLA North West's core functions are:

**Advocacy** - influencing key policy and decision makers, to convince planners and funders of the contribution of museums, libraries and archives to key regional agenda and priorities and to encourage the inclusion of museums, libraries and archives in key regional plans and policies

**Policy and strategy** – influencing the regional strategic, political and cultural landscape, identifying the role that the sector can play in key regional agenda, and using regional knowledge and intelligence to shape national policy and strategy

**Research and evidence** - gathering regional data and intelligence about the sector and its impact in order to inform regional and national advocacy activity and strategy development, as well as tailoring intelligence and data to fit regional policy agenda

**Inward investment** – focusing on investment into the sector in order to ensure sustainability and development

**Programme delivery** – articulating a transformational agenda for the sector, and encouraging improved services which are user-led, engage communities and diverse audiences, employ a diverse workforce, champion learning and social inclusion, and are efficient, effective and sustainable.

### **Strategic aims and objectives**

MLA North West has 4 strategic aims:

#### **To increase and sustain participation**

For this aim our objectives are:

- To put the user first in all aspects of service development and delivery
- To connect people to knowledge, information, inspiration and creativity

#### **To put museums, libraries and archives at the heart of national, regional and local life**

For this aim our objectives are:

- To shape and support international, national, regional and local agendas
- To champion the sector's contribution to a successful, creative and cohesive society

#### **To establish a world class and sustainable sector**

For this aim our objectives are:

- To promote innovation, improvement and best practice in order to transform the sector
- To increase sector capacity

- To generate sustained investment into the sector

### **To lead sector strategy and policy development**

For this aim our objectives are:

- To develop sector strategy and policy in partnership with national, regional and local government and stakeholders
- To create and sustain an authoritative evidence base for the sector
- To build an aligned and cohesive MLA Partnership that operates effectively in a culture of partnership

### **About our work**

MLA North West has three key programme areas and associated work packages:

**People and communities** – sustainable communities, equalities and diversity, championing the consumer, the Cultural Olympiad, and the digital agenda

**The economy** – learning and skills, economic development, and local government engagement

**Improvement and innovation** - sustainability and investment, workforce development, collections, and standards.

## **3.7 Heritage Lottery Fund<sup>8</sup>**

The Heritage Lottery Fund is the UK's leading funder of our diverse heritage and the only heritage organisation that operates both across England, Northern Ireland, Scotland and Wales, and funds the entire spread of heritage – including buildings, museums, natural heritage and the heritage of cultural traditions and language.

We help groups and organisations of all sizes with projects that:

- encourage more people to be involved in and make decisions about their heritage
- conserve and enhance the UK's diverse heritage
- ensure that everyone can learn about, have access to and enjoy their heritage.

We aim to support work designed to care for the heritage and to help people to experience and enjoy it. For example:

- Building repairs and conservation work
- Buying items, land or buildings which are important to our heritage
- Making it easier for people to gain access to their heritage
- Increasing learning about recording and conserving our heritage
- Widening participation among people of all ages and backgrounds - especially people from communities who have not been involved in heritage before

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<sup>8</sup> <http://www.hlf.org.uk/English/AboutUs>

### 3.8 Culture North West<sup>9</sup>

As the cultural remit of CNW is so wide, their Action Plan focuses on specific priorities within the cultural agenda. These are:

- Establishing the Northwest as an international cultural leader
- Building citizenship through culture
- Driving health improvement through cultural activity
- Encouraging and enhancing partnerships across the region
- Driving awareness of regional distinctiveness
- Maximising cultural contributions to life-long learning
- Building capacity within the cultural sector

### 3.9 Investment For Health - A Plan For North West England 2003<sup>10</sup>

Health, in its widest sense, is a key outcome of arts and cultural activity. The arts have a central role to play in raising aspiration, confidence, a sense of community and cohesion, and individual and community well-being. As such they are a powerful force in the development of improved public health.

The arts have a key role to play in

- developing environments conducive to health and to healing, creating better treatment environments for people (and patients) and better working conditions for health sector staff
- communicating health messages in new ways which can increase acceptability and understanding, particularly around sensitive issues, or where language can present barriers
- community development, using arts activities to develop social cohesion and community confidence, and to identify community assets and communicate community concerns
- personal development which supports the development of positive mental health, and engages the whole person
- training and development of health professionals
- specific therapeutic interventions with patients (art therapy)

Sport contributes significantly to health, and its development is important to health improvement: this strand of work is outlined in the section on Physical Activity / Exercise / Sport.

- To develop the contribution of the arts and culture to health development, with a particular focus on priority areas and groups
- Support the development of arts and health work through a formal partnership between Arts Council North West and the Department of Health
- Develop opportunities for arts and culture to contribute to health improvement through the Cultural Consortium
- Develop capacity in the health and arts sectors for delivery of arts interventions in health care settings and health promotion programmes

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<sup>9</sup> <http://www.culturenorthwest.co.uk/>

<sup>10</sup> [http://www.nwph.net/nwpho/Publications/inv\\_health\\_plan.pdf](http://www.nwph.net/nwpho/Publications/inv_health_plan.pdf)

- Support the development of arts/culture and health opportunities within Liverpool
- Capital of Culture programme

### 3.10 Cumbria County Council<sup>11</sup>

Through its cultural strategy, Cumbria County Council aims:

- To help create an environment where every Cumbrian has the opportunity to contribute creatively to their quality of life - regardless of ability, or social and cultural background
- To help provide the means for the people of Cumbria to exercise informed choices, make judgments, share their ideas and bring about positive change, through an understanding of their heritage, and with an eye to shaping their future
- To encourage and equip every Cumbrian to help build safe and diverse communities, with regard to the county's unique physical and natural environments, and to grasp opportunities for participating in a sustainable future within local, regional, national and global contexts.

The Objectives:

#### CREATING OPPORTUNITIES

- Objective 1: To develop a partnership approach to optimising cultural assets
- Objective 2: To establish a framework of cultural opportunities in life-long learning
- Objective 3: To support creative and cultural industries

#### INVESTMENT & REGENERATION

- Objective 4: To invest in the cultural infrastructure of Cumbria
- Objective 5: To maximise the level of external investment in Cumbria's cultural sector
- Objective 6: To encourage cultural activity by strategic planning of facility provision

#### QUALITY OF LIFE & ACCESS

- Objective 7: To advance social inclusion and community regeneration through cultural activity
- Objective 8: To promote cultural activity that contributes to health and wellbeing
- Objective 9: To support the voluntary sector to enhance its cultural contribution

### 3.11 Hadrian's Wall<sup>12</sup>

In 2004 One NorthEast, the North West Development Agency and a number of other partners including Natural England and English Heritage decided to set up a new, not for profit company to co-ordinate protection, development and promotion of the Hadrian's Wall World Heritage Site.

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<sup>11</sup> <http://www.cumbria.gov.uk>

<sup>12</sup> <http://www.hadrians-wall.org/>

It's already one of the best known ancient monuments in Europe but it has the potential to generate even more economic and community value along the corridor from South Shields to Ravenglass. The company's aim is:

**To realise the economic, social and cultural regeneration potential of the Hadrian's Wall World Heritage Site and the communities and environment through which it passes by sustainable tourism development, management and conservation activities which benefit local communities and the wider region. And all that done in a way that reflects the values embodied in the World Heritage Site Management Plan.**

- What that means in simple terms is that Hadrian's Wall Heritage
- Will be a catalyst for economic and cultural regeneration in the Wall corridor.
- Will facilitate a ten year programme of capital and revenue projects that will deliver economic and conservation benefits to communities from West Cumbria to Tyneside.
- Will be a Hadrian's Wall one-stop shop: the lead agency for the successful delivery of investment and conservation projects associated with the wall and its surrounding communities.
- Will be the main point of contact for people wanting information about the Wall, whether they be visitors, students or investors.
- To achieve those aims we've got a number of jobs to do.
- We will generate a sense of pride of place along the Wall corridor. The Wall has thrilling stories to tell in a spectacularly varied landscape.
- We will persuade the private sector that the Wall corridor provides a prime investment opportunity.
- We will help to improve standards of visitor care, access and public infrastructure to allow the Wall and its hinterland to compete on equal terms with other world class destinations.
- We will make the case that economic regeneration and conservation are complementary roles and, in doing so, become acknowledged world leaders in World Heritage Site management.

Above all Hadrian's Wall Heritage is a partnership organisation bringing together business and conservation, visitors and local communities in a uniquely focused way.

Together we can

- Create jobs and enhance the local economy
- Attract more visitors who will stay longer and spend more
- Create a vibrant and sustainable visitor economy
- Find better ways to interpret and protect an internationally recognised monument
- Make Hadrian's Wall a truly world-class destination

### 3.12 Desire Lines<sup>13</sup>

The Desire Lines Strategy was commissioned by Rural Regeneration Cumbria but has implications for the whole of the County.

The capacity of culture as an economic driver has long been seen in the revitalisation of locations throughout Europe. Its synergy with knowledge and futures industries offers a new sustainability. However, to remain competitive in world markets, the UK must develop its entire asset base, keeping pace through its knowledge and creative economy, human talent, and flagship locations.

The development of the North West and Cumbria is a major cornerstone of this future potential and a vital component in the UK's future in cultural, creative and knowledge industries. Cumbria offers unique appeal from a combination of culture, heritage and landscape. Visited by 15 million people a year, tourism and the arts generate some £1.1bn of GDP contribution. However, Cumbria has suffered badly from agricultural and industrial change to become the only County in the UK experiencing economic decline.

Inspired by the designation of Liverpool as European City of Culture in 2008, and London's Olympic Games in 2012, we want to re-profile the County within a changing future world, increasing investment and business and nurturing the sustainability of its unique world-class physical environment.

We aim to re-situate Cumbria as a landmark global cultural & heritage destination celebrating people, identity and landscape, through a series of integrated countywide programmes:

- (i) The creation of seven world-class cultural clusters supported by a Cultural Development Company;
- (ii) Focussed marketing via the establishment of significant cultural brands, nationally and internationally
- (iii) Provision of learning and business support with a virtual showcasing, learning and e-commerce system
- (iv) Improvements to appropriate infrastructure, transport & affordable housing

Building on our existing partnership activity in Cumbria, we will introduce a new strategic co-ordination to catch the imagination of key players both inside and outside the County. A core essential element of our approach is to generate new confidence through the creation of a special purpose delivery vehicle, the Cultural Development Company; built around a portfolio of cultural sites and projects within each of the key centres of growth, and designed to attract private + public sector investment on a collective basis to the level required to promote culture, quality and sustainability. This transformational future honours the creative energy of Cumbria's communities, and creates a County rich in the provision of skills, education business support and leading edge in its technology and communication.

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<sup>13</sup> <http://www.ruralcumbria.co.uk/p/v/Desire+Lines/>

### 3.13 Creative Cumbria<sup>14</sup>

Creative Cumbria has, in 2006 carried out research into the opportunities for developing the sector in Cumbria. The report :

- Formulated a top level strategy for economic development of Creative industries in Cumbria
- Proposed splitting the sector into priorities groups aligned through other bodies:
  - Cultural destinations, arts crafts to be championed through Cultural Forum/ NWDA/CV Tourism strategy
  - “Industrial” creative industries to be integrated into Knowledge Industries strategy in CV.
- Identified two key development tasks within knowledge sector;
  - Marketing; not as a holiday brand but as a business relocation option
  - Quality of support services

### 3.14 Cumbria Tourism – Destination Management Plan<sup>15</sup>

#### **Tourism Vision for Cumbria –the Lake District**

By 2015 the Lake District will have an unrivalled reputation for its high-quality landscape, accommodation, attractions, public realm, heritage and cultural offer, excellent customer care, and a year-round programme of activities and events centred on the area’s unique culture. The benefits of tourism generated by Cumbria - the Lake District brand will have cascaded out to embrace other parts of the County. Hadrian’s Wall will have attained the status of “attack brand”, and there will be a well presented range of thematic brands supporting tourism throughout Cumbria.

#### **Aims**

- To provide an environment in which the tourism industry can flourish
- To provide the conditions to deliver a world class visitor experience
- To take a share in sustaining the special qualities that make Cumbria-The Lake District a unique world class destination
- To develop new opportunities for market and product development in the outlying areas of the County
- To act as a catalyst to stimulate the physical regeneration of the area and the development of existing and new businesses
- To ensure that Cumbria’s environmental integrity is maintained and enhanced
- To contribute to sustaining local communities

#### **Targets**

- Increase visitor spend from £1.1 billion to £1.35 billion in real terms by 2008
- Increase the volume of trips from 15.5m to 17m by 2008

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<sup>14</sup> Not available on line at the time of writing

<sup>15</sup> <http://www.cumbriatourism.org/destination/>

- Increase in tourism supported jobs from 25,050 FTE to 27,650 FTE by 2008 (as measured by STEAM)
- Increase room occupancy levels for serviced accommodation from 56% to 66% by 2008
- Commensurate increase for other sectors (baseline data available 2005)
- Extend Responsible Tourism Accreditation to a further 100 companies by 2008

## **Objectives**

### **OBJECTIVE 1: MARKETING AND PROMOTION**

Maintain the vigorous marketing and promotion of Cumbria-The Lake District as a premier destination for visitors through joint activity with public and private sector partners, using an integrated approach and electronic media. Campaigns will aim to retain and grow visitors via brand and thematic-led activity.

### **OBJECTIVE 2: INFORMATION**

Ensure that visitors and the industry have effective, efficient and easy access to the information they require in whatever form they require it.

### **OBJECTIVE 3: WORLD-CLASS PRODUCT DEVELOPMENT AND INVESTMENT**

Develop the tourism product in Cumbria to meet the needs and expectations of visitors and the community whilst conserving and enhancing the environment on which tourism depends.

### **OBJECTIVE 4: INFRASTRUCTURE**

Develop infrastructure and sustainable transport networks to improve visitors experience of the region and to bring added community and environmental benefits.

### **OBJECTIVE 5: PERFORMANCE OF TOURISM BUSINESSES**

Enhance the quality, performance, sustainable practices and profitability of tourism businesses in Cumbria.

### **OBJECTIVE 6: POTENTIAL OF PEOPLE WHO WORK IN TOURISM**

Improve the skills and capability of industry staff, and create a more stable, attractive and rewarding career for the workforce.

### **OBJECTIVE 7: REPRESENTATION OF VISITORS AND THE INDUSTRY**

Understand the needs of visitors, tourism businesses and employees in Cumbria's tourism and hospitality industry, to share this with others involved in delivering services to them and to represent their interests whenever necessary.

### **OBJECTIVE 8: MEASUREMENT AND RESEARCH**

Provide the evidence required to produce an accurate evaluation of tourism across Cumbria and ensure informed decision making.

### 3.15 **Strategy for Sustainable Communities in West Cumbria (2007-2020) – West Cumbria Strategic Partnership<sup>16</sup>**

The Strategy sets out a vision for West Cumbria in 2020 and identifies the key priorities for the area. The aim of the Strategy is to provide a guide for the Councils and partners in making decisions and developing strategies in the future so that everyone is working towards the shared vision for West Cumbria. Members of West Cumbria Strategic Partnership have made a commitment to work together in delivering the vision set out in the Strategy for Sustainable Communities.

The Strategy focuses on key issues and goals for the area. It 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. It is an overarching framework within which other plans can work, aimed at encouraging people to think long-term and take a broader view than their own area of responsibility or interest.

Our Vision is that, by 2020:

**West Cumbria is a successful, confident place, with a diverse sustainable economy, built around its special landscape and seascape, and a reputation for innovation and excellence in developing technology.**

Make West Cumbria a better place for successive generations:

- 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 Quality of Life

Make West Cumbria prosperous:

- Dynamism, entrepreneurship and centres of excellence for developing technology
- Higher incomes
- Larger local economy
- High value services and products

Raise peoples aspirations for themselves and for West Cumbria:

- 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 balanced local population profile

### 3.16 **Destination Maryport**

Destination Maryport is a major regeneration scheme for the town which is currently under way. Its purpose is to enable the people of Maryport and visitors to the town to appreciate its (maritime) heritage within a purpose built centre and the objectives of the project are:

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<sup>16</sup> Not available on line at time of writing

- To help regenerate West Cumbria through tourism
- To meet the objectives of the Hadrian's Wall Initiative
- To increase the range of local attractions and improve the environment and attraction of Maryport
- To provide a venue for festivals

### 3.17 Derwent Valley<sup>17</sup>

A Supplementary Planning Document (SPD) has been produced for consultation by Allerdale BC. The purpose of the SPD is to set out a clear framework of objectives and masterplan options for the Lower Derwent Valley area in terms of economic, cultural and environmental regeneration as well as ensuring that any proposals/objectives are effectively consulted upon and considered within the context of the wider area and that the views of stake holders and other interested parties are taken into consideration. Major development is also reliant on Tesco commencing work on a new superstore in the town, upon which they will release funding required to carry out the works

The proposed objectives of the SPD are:

- To make the Derwent Valley a centre of cultural and leisure activity for Workington, including a sustainable home to the sports clubs located here.
- To provide an opportunity for Workington to develop a sporting centre of excellence.
- To make Derwent Valley a focus for investment with realistic opportunities for new business development.
- To make Derwent Valley a more accessible destination, which is easy to enjoy by foot, by bike, by public transport and by car and to develop the area's relationship with its surrounding localities.
- To make Derwent Valley a place which people can really enjoy and be proud of, with public spaces that are lively and well used.
- To set the Derwent Valley projects in the context of the wider picture of sports and recreation in the Workington area.
- To ensure that the area contributes to the social and economic regeneration of West Cumbria.
- To ensure that future development is of the highest quality and provides a distinctive character and sense of place.
- To provide an attractive and high profile gateway into the town.

### 3.18 Derwent Forest<sup>18</sup>

Covering an area of 425 ha (1,050 acres), the Royal Naval Armaments Depot (RNAD) at Broughton Moor is the largest brownfield site in the whole of the North West of England. It represents an exceptional development opportunity, situated in a central position at the heart of the West Cumbrian sub-region, in an area of potential

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<sup>17</sup> <http://www.allerdale.gov.uk/>

<sup>18</sup> <http://www.allerdale.gov.uk>

that stretches from Cockermouth at the edge of the Lake District National Park to the two West Cumbrian coastal towns of Workington and historic Maryport. The site's history over the last century has been an eclectic one. Compulsorily assembled from agricultural and coal mining origins, and effectively isolated by the MOD from its immediate locality since 1939, active operations at the site ceased in 1992. Since this time, the site has lain redundant and under-utilised, until Allerdale Borough Council was offered the opportunity to purchase in 2000. The site has been closed to public access for over 50 years. Over that time it has developed a unique environmental character, with a wide variety of species of plants and animals. The reclamation scheme is designed to respect these delicate habitats and future uses of the site will reflect the site's unique ecological heritage.

### **Objectives of the Project**

Allerdale Borough Council has welcomed the opportunity to acquire the site, recognising its potential to bring significant economic, environmental and community benefits to the area contributing to the Council's overarching vision of an area in which all communities share in the prosperity currently only enjoyed in parts of the Borough. From the outset, Allerdale Borough Council has wanted to achieve economic, environmental and community benefits from the site and the proposed plans go a long way to achieving this in a way that can be sustained for future generations.

The Council has consulted widely with local communities and partners at local and regional level. It has established the following broad aims which the after use should achieve:

- Economic Benefits through raising the profile of West Cumbria at regional and national level; attracting inward investment to the area, creating a tourism magnet between the Lake District and the Coast; creating jobs and training opportunities.
- Environmental Benefits through the removal of dereliction, maintenance of habitats and biodiversity, developing sustainable environmental enterprises.
- Community Benefits by ensuring that economic and environmental benefits to West Cumbria impact positively on local communities.

The Council has agreed that the preferred route to securing these objectives on the Broughton Moor site is through a tourism and leisure development on the site and agreed supplementary planning guidance for the site in March 2004.

Allerdale Borough Council is committed to the concept of local jobs for local people and is willing to co-ordinate pre-entry level training in partnership with developers. The Council is currently involved in customer care programmes with the retail sector and in the development of specific construction training initiatives. These can be developed and enhanced for users at Broughton Moor and the Council is already in discussion with the preferred contractor for the site, BIRSE, on the possibility of local labour initiatives.

### **Potential Development and Activity Areas**

Within the Forest Park setting will be a number of smaller development sites for commercial uses, to bring jobs and visitors to the area, along with 'activity areas', where outdoor activities could take place. Possible uses include Forest Lodges, high

quality hotel accommodation, education facilities and tourist attractions. Activities could include golf, paintballing, coarse fishing and sporting events. These developments are essential if we are to provide local employment opportunities.

The unique selling point of Derwent Forest is its harmony with the natural environment. The existing wildlife is being protected, the natural vegetation is being enhanced and all developments will be expected to take account of sustainable development principles. Alongside that, the Council and its partners are looking at the potential for renewable energy on the site and have erected a wind turbine monitoring mast to assess the possibilities.

### 3.19 Solway Coast AONB Management Plan<sup>19</sup>

#### **VISION FOR 2030**

The dynamic nature of management planning must also take into account changes in local circumstances, changes in local, regional, national and international agenda and policies. This means that once published, a Management Plan cannot remain anchored to its publication date. Subsequently plans must be adapted and reviewed to justify their position as the lead document for a specific set of objectives concerning the future of a geographical area.

Solway Coast AONB Partnership will work toward an achievable vision for the Solway Coast AONB by 2030. This gives today's managers of the area a full generation to provide a sustainable future for the landscape, its wildlife, local communities and visitors.

The visions below set out how the AONB will look and feel if it were 2030. It is aspirational and should be seen as our ultimate goal.

#### **Landscape**

The landscape is of extremely high quality with all land in good condition. Farming has diversified in such a way that more sustainable and traditional practices have returned. All field boundaries have cobble walls or mixed species hedgerows with mixed age standard trees that are managed in a traditional way. Pastureland is not over-grazed, and silage is taken during early and late summer. Saltmarshes, sand dunes and raised mires are enjoyed by people and due to current sympathetic management and a variety of restoration projects, are recovering historical levels of biodiversity. They support a greater biodiversity than ever before due to effective land management techniques and restoration schemes. Coastal edge erosion due to global warming has been defended in a sympathetic way that both protects infrastructure and looks natural. A Trust owns and manages much of the common land within the western sector of the AONB. A countryside management service inclusive of rangers, education officers and volunteers, maintain and give advice with regard to landscapes and infrastructure.

#### **Natural Heritage**

The Solway Firth encompasses a large range of habitats in turn supporting a wide range of resident and migratory species of wildlife. Land management regimes on natural areas are sympathetic to the needs of both agriculture and wildlife.

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<sup>19</sup> <http://www.solwaycoastaonb.org.uk>

Localised flood defence and land drainage schemes have been re-developed to retain water within raised mires. With the support of Agri- Environment funding, areas of marginal pasture have been allowed to rewet to create breeding habitat for waders. A strong partnership has grown between land managers and conservation bodies. In the past 25 years 8 new breeding bird species have returned to the Solway. Twelve New Local Nature Reserves have been created within the AONB over the past 25 years. The AONB boundary has been extended to include areas of landscape improved to an exceptionally high quality over the past 25 years.

### **Cultural Heritage**

The story of the Solway Coast is well known and respected through the provision of access to sites with quality interpretation and visitor services. Landscape evolution through man's endeavour is the connecting theme that has created a context for visitors to stay and explore the area. All conservation areas have been protected and restored through AONB driven grant schemes and design guides. Hadrian's Wall Path National Trail has had its 500,000<sup>th</sup> walker and has just celebrated its position as a world leader in sustainable tourism. The local Haaf Net fishery enjoys its status as a Heritage fishery and adds much to the local colour of the area. The town of Silloth has been included within the AONB on the merits of its Victorian heritage and high quality built environment.

### **Communities**

Villages look and feel part of the AONB through high quality signage and appropriate infrastructure. Developments over the past 25 years have been sympathetic to the local vernacular style. Rural businesses have developed without compromising the integrity of settlements. Redundant buildings have been brought back into use. A range of new buildings has been built in an eco-friendly way that is not discordant within the landscape. There are thriving rural business partnerships delivering economic growth through traditional crafts, IT-based products and consultancies. Services are delivered to settlements through an integrated 'mobile services and market unit' run by local people. The diversification of farm incomes has created employment within rural areas and traditional farming practices have founded and drive a local rural skills base. Local people are being employed locally and are beginning to have an adequate supply of local housing through new initiatives. Village pubs are thriving through the development of Solway produce menus, as are village schools through the provision of opportunities for young families. The local wild shellfish gathering operation enjoys the cooperative approach to gathering and marketing Solway produce along with its employment and economic benefits.

### **Tourism and Recreation**

Solway Coast has regained its position as a traditional seaside destination, with most visitor activity centred on Allonby and Silloth. Windsurfing, sea angling and kite flying all have national centres within the AONB. Passive recreation has grown due to the marketing and implementation of 'Quiet Lanes' where cyclists, walkers and horse riders enjoy the tranquillity of the area. Tourism related businesses have grown to include stables, cycle stores and repairers and outdoor clothing outlets. Hadrian's Wall Path National Trail has had no impact on the landscape but has provided an opportunity for new visitors to see the AONB and all its treasures. New visitor attractions have grown including local produce markets and the annual country fair rivals the larger national shows in terms of visitor numbers. Visitors come all year round to see the seasonal bird spectacle on the Solway but especially in winter. Bird

watching tours are provided by local businesses. Tourism and recreation is marketed through the Solway Coast brand image forming part of a Cumbrian family of destinations. The Solway Green Awards Scheme continues to flourish with its 500th recipient of the locally coveted Oystercatcher Award. A recent survey has shown that the traditional outdoor sector of the tourism market prefers the experience of AONBs to any other area.

### **Transport and Access**

The Rights of Way network is maintained to a high standard, and 'Quiet Lanes' are classified throughout the area. Highway signage is traditional, villages have their own traffic schemes, and street lighting is traditional and low key or non-existent, fitting in with the landscape. The Local Transport Partnership manages the bespoke public transport provision through the voice of local people, benefiting both locals and visitors. Services are brought into settlements through a local service vehicle that forms the nucleus for small-scale street and village green markets. Provision has been made to park cars away from the frontages of houses within certain settlements, thus securing aesthetic gains. Annual surveys maintain the sustainability of the transport network, where problems are identified and damaged infrastructure is replaced.

### **Education and Information**

The special qualities of the Solway Coast are well understood, especially by land managers, local people and visitors. Communities celebrate their part within the AONB through carnivals, interpretation through art and other community-based activities. Local schools and colleges use the area as a resource and fully understand the status of the area along side the National Park. The Solway Coast Discovery Centre continues in its role as a gateway to the AONB and much information can be obtained from it. Colleges and schools enjoy the resource available to them through both the Discovery Centre and its associated field visits driven by teacher and student packs. Through education and interpretation the AONB is well known, it is respected, but above all it is understood.

## **3.20 Cumbria Sport<sup>20</sup>**

County Sports Partnerships are an integral part of the Government's drive to develop a 'single sports system' for young people to access and progress in sport across England.

Cumbria Sport Partnership aims to create an active, healthy and successful Cumbria through sport and physical activity. Our vision is for everyone in Cumbria to enjoy sport and physical activity as an integral part of everyday life.

We facilitate a sporting infrastructure that works with all partners to support:

- The creation of a single system for sport in Cumbria
- Long term athlete development
- The development of PE and School Sport Club Links (PESSCL)

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<sup>20</sup> <http://www.cumbria.gov.uk/childrenservices/sport/>

- The development of the Cumbria Youth Games and the Cumbria Sports Awards (annual county sports events) and other events and competition programmes
- Coaching, club and workforce development
- Volunteer recruitment and development
- Facility planning and development
- Cumbria Playing Fields Association - Secretariat and grant aid

Cumbria Sports Partnership also supports the development of six (one in each District area) local area based Sport and Physical Activity Alliances (SPAA's). Building upon local networks that already exist, SPAA's will influence and develop policy and strategy for the delivery of sport at a local level, based on local needs, to give people wider access to sport and physical activity.

### 3.21 Sports Action Zone<sup>21</sup>

Sport Action Zones were developed by Sport England and the Department for Culture, Media and Sport as a direct response to the Governments PAT 10 report (Sport and Arts) which clearly identified that sport could play a significant role in supporting the benefits of sport and the reduction of social exclusion within communities. Sport Action Zones were a proactive initiative to create an effective, sustainable sporting infrastructure in areas of high social and economic deprivation. Contributing factors for Sport Action Zones are low levels of lottery investment, low sporting capacity and that many wards are in the top 20% Index of Multiple Deprivation 2000 index.

West Cumbria and Barrow was one of the first twelve Sport Action Zones awarded Sport Action Zone statue in 2000 and consisted of three Districts - Allerdale, Barrow and Copeland and it concluded at the end of August 2005.

In total Sport Action Zone West Cumbria and Barrow was awarded £1.2 million pounds over 5 years which was spent on projects around 5 key National themes:

- Education/Lifelong Learning
- Health
- Social Inclusion
- Community Safety
- Regeneration

By working with local, regional and national partners and developing effective ways of working together, the Sports Action Zone demonstrated that physical recreation and sport can contribute towards the improvement of the above components.

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<sup>21</sup> <http://www.allerdale.gov.uk>

## 4 Local Delivery Plans

In addition to the strategic documents analysed above there are two important local delivery plans which have a significant impact on the revision of the Cultural Strategy.

### 4.1 Local Area Agreement<sup>22</sup>

The Local Area Agreement incorporates Key Outcomes which will be fundamental to the partnership delivery of services in coming years. The agreement is a detailed plan but what follows is a list of the Key Outcomes. A great many of these have direct and indirect links to the cultural agenda. but for the sake of simplicity we have separated out those with the most obvious significance for the sector.

#### **Children and Young People**

- Improve the health of young people
- Improve opportunities to enjoy and achieve through sports, leisure and cultural activities for all young people
- Increase post-16 year old achievement
- Increase the number of young people who participate in Higher Education
- Reducing fear and improving safety
- Increase the opportunities for young people to make a positive contribution

#### **Healthy Communities and Older People**

- Less harm to health from alcohol consumption for people in Cumbria
- Reduce harm caused by illegal drugs in Cumbria
- Improve mental health and wellbeing for the people of Cumbria
- Improve the health of people with a learning disability
- Reduce the prevalence of smoking across Cumbria
- Combat the rise in obesity in Cumbria
- Increase access to leisure for people in Cumbria

#### **Economic Development and Enterprise**

- Create a culture of lifelong learning and improve the skill levels and productivity of the Cumbrian population

#### **Safer and Stronger Communities**

##### **- Safer and Stronger**

- Reduction in volume crime and continuing low level of crime
- Increased feelings of safety
- Reduction in fear of being a victim of crime
- Build Respect
- Lower levels of Anti Social Behaviour
- Improve the quality of life and respond to neighbourhood need

#### **Safer and Stronger Communities**

##### **- Liveability**

- Improve access to the countryside

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<sup>22</sup> Web link not available on line at the time of writing.

**- Increase the numbers of people actively involved in the natural environment**

- Improve environmental management
- Maintain and improve the landscape
- Improve understanding and appreciation of the natural environment

## 4.2 Allerdale's Corporate Improvement Plan<sup>23</sup>

### **Environment**

- Secure Green Flag status for Vulcan Park
- Deliver Area of Outstanding Natural Beauty (AONB) management plan to protect and enhance this important natural resource

### **Healthy and Safe Communities**

- Support the LSP in tackling the level of health inequalities in the most disadvantaged areas of the borough and produce action plan, including the promotion of participation in sports, leisure and cultural activities
- Work with key partners to deliver sport and physical activity programmes to improve community health and well-being
- To work through the CDRP to achieve LAA targets to reduce crime and the fear of crime

### **Job Creation**

- Plan and deliver creative industries sector development initiatives

### **Regeneration**

- Derwent Forest: Work with Cumbria County Council and Cumbria Vision to secure a private sector partner to remediate and develop the site
- Provide project based support for rural regeneration (MTI's) to help them deliver their action plans

### **Tourism**

- Implement Tourism Strategy action plan
- Develop and implement Derwent Valley Master Plan, in line with the agreed Supplementary Planning Document
- Deliver Destination Maryport initiative
- To deliver a sustainable future for the borough's heritage assets, including Workington Hall, Carnegie Arts Centre and local museums

### **Partnerships**

- Develop a coordinated approach to meet safeguarding responsibilities as part of the children and young people's agenda
- To support and lead where appropriate to deliver the LAA outcomes

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<sup>23</sup> <http://www.allerdale.gov.uk>

### 4.3 Market Town Initiatives

Cockermouth Market Town Initiative, delivered by Cockermouth Partnership, supports a variety of activities to stimulate local creative enterprise and culture. This includes facilitating advice and directing funding towards creative businesses, linking these businesses together, mapping and addressing their support needs. The Market Place Area in Cockermouth is developing into something of a cultural quarter, housing the Kirkgate Community Arts Centre and a cluster of galleries and workshops. Local artists are being integrated with regeneration planning in this area to create a distinctive commercial area in a high quality environment that showcases local heritage alongside a modern approach to future challenges. Local artists are also being integrated in multi-disciplinary project teams, looking to harness their creativity towards addressing issues of small town sustainability. Cockermouth Partnership supports a variety of cultural events and activities ranging from the bi-annual Georgian Fair to monthly local food and craft markets.

(Information awaited from Keswick and North Allerdale)

## 5 REVIEW OF CULTURE IN ALLERDALE 2007

### 5.1 Introduction

Since the production of the 2004 Cultural Strategy much has changed in Allerdale. Obviously this changes our starting point in terms of looking forward with this document so this section reviews the current position in relation to the service areas within the cultural brief.

### 5.2 The Arts

- 5.2.1 Allerdale Borough Council supports an effective **Arts Development Service (ADS)**. The first Allerdale Cultural Strategy focused on the findings of the Best Value Review - ie the need to focus more on an enabling and strategic role - and the effectiveness of the service in contributing to regeneration initiatives. Since this time, the Service has undergone an Audit Commission inspection, an IDeA “Arts at the Strategic Centre” review and a Joint Working consultation with Copeland Borough Council Arts Development Service. These reviews have produced numerous action points which focus on developing the Services role in terms of: Performance management; championing the arts within developing LSP/LAA plans (aligning work around their key priorities); developing communication, marketing and advocacy; focusing activity in the strategic areas of Creative Industry development, partnership development and public realm/art/policy development within the major regeneration schemes in Allerdale.
- 5.2.2 In the past couple of years some major developments have taken place within the local arts infrastructure.
- 5.2.3 Firstly, the establishment of [SoundWave](#) (initially as the Cumbrian Youth Music Action Zone - YMAZ) – this development establishes and grows regular sustainable music work in the area for young people, building on good work already delivered, eg by Altar Native and other local musicians. The initiative includes training for youth and community leaders, nurturing of young musicians and workshop leaders in the area, and the establishment of resources for use, eg music equipment, buildings, partnerships. (ABC ADS was involved in the creation of the Cumbrian Youth Music Action Zone, currently funds and supports SoundWave, and sits on a management group for its West Cumbrian partnership group.) SoundWave was established as an independent social enterprise in February 2007, retaining the YMAZ as a key project, and extending its core business to provide participatory music-making opportunities and training for all ages and communities, with a mission of ‘Transformation Through Music’.
- 5.2.4 [Theatre by the Lake](#) (TBL) is still the largest arts organisation in Allerdale. As a repertory theatre, it is also a key arts organisation for ACENW in the region and is the only Regional Producing Theatre between Lancaster and Glasgow. TBL delivers a large youth and community work programme in deprived wards on the west coast of Allerdale and is involved in infrastructure development through training and partnership building. A key project in development, led by TBL, is the West Cumbria Arts Partnership – this major initiative will establish a building resource in Workington - in partnership with Soundwave and other arts organisations - offering workshop spaces, hot-desks and co-ordination, plus the resources to develop a range of joint projects. TBL have recently received a £400k grant under the ACE Thrice programme to develop its role on the West Coast and build sustainable partnerships

with other arts organisations. (Theatre by the Lake continues to receive funding support from ABC – the ADS support and fund TBL and many of its strategic developments.)

- 5.2.5 **CA15** – community arts organisation based in Maryport – has been able to strengthen its position in the local area over the last few years. It has been able to deliver a full programme of youth projects and media training for adults, employ an extra p/t member of staff to support workshop delivery and volunteer training, and has taken a lead role in plans to redevelop the Maryport Educational Settlement into an ‘Arts and Learning Centre’, in partnership with Adult Education. To achieve this, CA15 will merge with the Settlement Board as building managers, continue development of community learning projects and to develop a programme of arts residencies. (ABC ADS work very closely with CA15, mentoring and nurturing is development. It has also worked in partnership in the development and delivery of specific projects, such as ICT training using digital arts, and artists residency projects.)
- 5.2.6 **Festivals** – the festival programme in Allerdale continues to grow and strengthen. The independent **Maryport Festivals Group** delivers a good quality programme which includes the large ‘**Blues Festival**’; a new music festival called **Solfest** has been developed by local people and is proving to be a massive success with a national reputation for quality; the **Jazz Festival** continues to be delivered well by Theatre by the Lake in Keswick; on top of these festivals, a number of smaller events and new ideas continue to develop. The ADS supports the development of many local festivals, plus the Carnegie Theatre and Arts Centre offers practical support such as box office services, delivery, contacts, links to shared equipment etc.
- 5.2.7 **Schools** - as mentioned in the previous Cultural Strategy, West Cumbria has had a **Creative Partnerships** (CP) initiative established in the area. CP uses the arts/artists (Creative practitioners) etc to enhance creativity and cross-curricular working in schools, to the benefit of young people, and has also developed training and mentoring schemes for local artist and teachers. Also, the West Cumbrian Excellence Cluster, with support from the local authorities, has employed a **Cultural Strand Co-ordinator** who has had a big impact in the development of cultural projects in several schools.
- 5.2.8 The West Cumbria Rural Touring Scheme is also going from strength to strength. It has a full-time Co-ordinator, is expanding all aspects of it’s programme, and has recently been re-branded as “**Arts Out West**”. This is a partnership project, set up and jointly managed by Allerdale BC and Copeland BC.
- 5.2.9 The following areas are **priorities** for Allerdale Borough Council as they are areas of growing activity, or are seen as having the potential to have a major impact in terms of making “**Allerdale a great place to live, work and visit**”.
- 5.2.10 Using the arts to deliver work around the themes of the Strategy for Sustainable Communities and the Local Area Agreement. The key LAA themes are: Children and Young People; Healthy Communities and Older People; Safer and Stronger Communities; Housing Renewal. The majority of arts projects already impact in these areas, though evidence of this should be improved through Performance Measurement and Advocacy. Some new areas of work, for example using the arts to address health issues have much potential for future development.

- 5.2.11 **Public Realm improvements.** The development of a Public Art aspect into the Workington Regeneration scheme enabled £2.74million extra funding to be accessed from NWDA for enhancements to the building scheme, from better quality paving to keynote artists commissions. This also led to a complementary ‘temporary’ programme of residencies and activities being devised, which aimed to enable greater involvement with the local population. Following on from this (and the Maryport Harbour Lights project which was mentioned in the previous Allerdale Cultural Strategy), demand has grown for Public Art and Public Realm involvement in various schemes. For example, Cockermouth and Wigton both wish to include commissioning etc of some kind in their redevelopment schemes. Also, the Arts Development Service is assisting Maryport create its own Public Art Strategy. On top of this, the council is developing Supplementary Planning Guidance documents for Public Art to enable issues of quality, commissioning and/or community benefit to be included in large planning applications as standard practice. A further area for possible development could be to involve similar initiatives into ‘green and open spaces’ development.
- 5.2.12 Arts Infrastructure developments/Creative Industries continue to offer the potential for economic, social and community improvements. All of the initiatives mentioned above offer benefits to the local area in terms of its environment, job creation, enterprise or social/community development. After the delivery of a Cumbria Creative Industry Audit in 2003, several countywide initiatives happened – the creation of the Cultural Business Venture, Creative Cumbria, various affinity groups and the Cultural Skills Partnership. Various opportunities for funding and training continue to arise for Allerdale, with a key future opportunity being the creation of the University of Cumbria.
- 5.2.13 The redevelopment of the [Carnegie Theatre & Arts Centre](#) . The options appraisal has recognised that although the Carnegie had built a strong reputation as a performance venue and was an important year round cultural facility for many local groups, its future development and programming opportunities were constrained by the physical limitations of the building. Opportunities for wider programming were identified which included music (eclectic and live), dance, youth and community theatre, education, recreation, food and beverage provision together with some commercial uses. The development of a number of strategies/initiatives in education, training and youth theatre to raise the aspirations of young people in West Cumbria has also been highlighted and reinforced the important role that the Carnegie could have in terms of contributing to their overall delivery. The research and consultation went on to confirm that the future philosophy of use most appropriate to the Carnegie should be a community focus with an emphasis on participation (including performance) and lifelong learning. Based on the foregoing, a number of development options are now being considered from which a definitive set of proposals for substantial change development will be presented to the Local Authority and partner agencies for consideration. From this work, it is hoped that the Carnegie will be able to raise its profile by becoming a cultural centre for Workington and serve as a key driver for wider regeneration activities in the area.

### 5.3 Sport and Recreation

- 5.3.1 Allerdale has a rich and varied sporting sector. Many organisations from the public, voluntary and private sector provide opportunities for the community to take part in a vast range of sports, physical activities and informal recreation. 20.5% of the adult population take part in regular sport and active recreation, compared to the national

average of 21.0% (Sport England Active People Survey 2006). In support of this activity 5.6% of the Allerdale community give at least one hour a week volunteering to support sport and physical recreation, above the national figure of 4.7%. In the recent Active People Survey 70.2% of the Allerdale community indicated they were satisfied with the local sports provision.

- 5.3.2 Allerdale has higher than average Standardise Mortality Rates particularly in the areas of heart disease and strokes where lifestyle factors are known to be important contributors. Increased participation rates in sports and physical recreation can make significant contributions to improving the health and well being of the community.
- 5.3.3 The [Regional Health Investment Plan](#) recognises the importance of physical activity for the health agenda and Sport England indicate that their focus has shifted from sport clubs and sport development to participation levels and achieving wider outcomes.
- 5.3.4 The priority for Sport and Recreation must be to increase participation and to achieve this two specific initiatives are recommended. Firstly there must be a strategic approach to sports development which should embrace all forms of physical activity and healthy lifestyles. Secondly there must be an improvement in the quality and attractiveness of facilities and services. This in itself will help to increase participation by improving the experience of customers using the services.
- 5.3.5 '[North West On The Move 2004-2008](#)' The Regional Plan for Sport identifies two outcomes of increasing participation, and widening access and reducing inequalities, in sport and physical activity. It identifies five themes: benefiting the economy, improving health and well being, creating stronger and safer communities, developing education and skills, enhancing the sporting infrastructure.
- 5.3.6 The [Cumbria Sport](#) Partnership has made important contributions to sports development in the borough since being established in 1999. The Partnership was set up with Sport England, Cumbria County Council and the district councils to co-ordinate the development of sports specific and generic services. A review of the Partnership took place in 2005, consulting with a wide range of partners to agree shared outcomes. A new 'Strategic Framework 2005-2011' has been agreed which will include taking account of national influencers, from emerging government policy for health and young people, and local influencers looking at potential opportunities that will impact on sport and physical activity in Cumbria. The new framework is designed to ensure the Cumbria Sport Partnership develops in two significant ways, by firstly working towards a 'Single System for Sport' that brings together all those involved in providing sport and physical activity, whether in schools, the local community or sports organisations to provide a better co-ordinated strategic approach at both County and district level. Secondly, by working together with non-sports organisations to help them achieve their various objectives, demonstrating the contribution sport and physical activity can make to child development, education and learning, health, economic regeneration and jobs, community safety, and sustainable communities.
- 5.3.7 In 2000 Sport England established a [Sport Action Zone](#) in West Cumbria and Barrow aimed at promoting sport in innovative ways through partnership working as a means of contributing to community regeneration, addressing issues of social deprivation, and creating a sustainable sporting infrastructure. The SAZ has achieved many successes and has supported a wide range of projects, programmes and

partnerships with communities, groups and agencies. The SAZ has contributed to wider social agendas and since the project finished in 2005 the challenges and achievements are being taken up as an integral part of the new Cumbria Sport Partnership which effectively is charged with developing a sub-regional strategy for sport and physical activity to meet wider social and regeneration objectives.

- 5.3.8 The 'Single System for Sport' is closely linked to the [North West Regional Investment Strategy](#) 2005 which has allocated resources for regional, county and local projects. To ensure better use of resources and co-ordination of delivery at district level the North West Sport Board are advocating the establishment of a Sport and Physical Activity Alliance (Community Sports Network) in each district, involving local agencies involved in delivering services in Allerdale. By bringing together partners and aligning priorities and targets in one joined up local delivery plan the outcomes of increasing participation and widening access to opportunities for sport and physical activity will best be achieved. This sits very well within the new Corporate Improvement Plan for Allerdale Borough Council in terms of healthier and safer communities and links in with the objectives of the Strategy for Sustainable Communities. .
- 5.3.9 There are powerful existing partners in Allerdale who can assist in the delivery of these objectives. The Cumbria Sport Partnership, North Cumbria Primary Care Trust and the Sports College at Netherhall School are key amongst them.
- 5.3.10 The Council also needs to consider the physical condition and the location of its present sports facilities. A plan for a new sports stadium at the Cloffocks in Workington has been under consideration and could provide the opportunity for rationalisation and improvement to existing services of both the Council and other providers. In principle this seems to be purposeful and constructive and a detailed analysis of the potential impact on existing services (Moorclose, Cockermouth, Carnegie etc) should be conducted. Major new facilities to replace and improve existing services are highly desirable but need to be based on a feasibility study including an impact assessment and take into account the consequences for existing services.
- 5.3.11 Allerdale Borough Council entered into a 14-year agreement in 2004 with [Carlisle Leisure Limited](#) to create the Allerdale Leisure Partnership to manage, operate and develop services at the Council's three indoor leisure facilities. The benefits of this agreement have already been felt with the improvement in the quality of services and the introduction of a 'Leisure Access' membership scheme entitling users to take advantage of activities and facilities in centres in the Allerdale and Carlisle districts. A further benefit is the Trust, under the agreement with the Council, is able to use NNDR savings on development schemes, already there have been physical improvements to the three centres, to foyer areas and changing rooms.
- 5.3.12 There are many other providers too within Allerdale:
- Cumbria County Council – provide swimming pools in schools plus Wigton Pool, sports pitches based at schools for community use, sports halls and school halls again for use by the community.
  - [Cockermouth School](#) has an artificial turf pitch and makes its facilities available for community use and are currently upgrading and expanding their outdoor facilities.
  - Town and parish councils – provide a range of facilities including children's play areas, recreation grounds, sports pitches, community halls.

- [Lakes College West Cumbria](#) has improved sports facilities on their new site and is focusing on professional development work and sports science.
  - There are a number of Outdoor Activity Centres in the Borough. Cumbria County Council has three, plus local authorities in other areas of the country such as Derwent Hill, Portinscale run by Sunderland Council.
- 5.3.13 Particular mention is needed of the contribution by [Netherhall School](#) which became a sports college in September 2003. The School has recently had a new sports hall, artificial turf pitch and four tennis courts completed and is the location of a community sports programme linked to local schools in the rural area. The **School Sport Partnership Manager** is based at the School, covering all 66 primary schools in the Borough.
- 5.3.14 Governing bodies of sport have development officers working in the Borough in several sports (e.g. Rugby League, Rugby Union, Tennis, Cricket) and coaches clinics, coaching county squads and talent camps have been run in the Borough.
- 5.3.15 Other providers include the [Youth Hostels Association](#), [Calvert Trust](#), [Mountain Rescue](#) teams who each have charitable status. There are a range of agencies involved in providing sports activities whose prime purpose is not sport, for example the church with church hall provision and youth groups, housing associations who look after play areas, community support workers and such as Impact Housing at Salterbeck, Workington who operate the [Oval Centre](#) which includes sports facilities. A Workington Community Sports Development Officer is employed by the Workington Sports Partnership in partnership with Workington Regeneration.
- 5.3.16 The sporting heritage of Allerdale is particularly important for the professional sports teams. Each of the clubs has a history of achievements, the most recent of which is the [Workington Comets Speedway](#) currently competing in the National premier League. [Workington Football Club](#) have previously been members of the Football league. [Workington Town Rugby League Football Club](#) has been a member of the RFL Super League, currently playing in National Division two.
- 5.3.17 Swimming pools in Allerdale are present in holiday parks and hotels in addition to the local authority provision. Fitness and other leisure facilities are provided by private operators such as hotels and commercial companies, there is even an indoor climbing wall in Keswick. Equestrian sports are provided by local centres and farms. There is a strong link to Tourism (as you have indicated in that section) whereby many people use accommodation in the area to partake in sporting and recreational activities.
- 5.3.18 Part of the district council's role in children's services is to provide cultural, leisure and learning opportunities. The Council currently works with a range of agencies to provide opportunities for children and young people across the cultural sector. [Cumbria Sure Start](#) are presently working with the district councils in Cumbria and other partners to develop a Cumbria Play Policy, due to be completed by autumn 2006. Once the Policy has been adopted by the councils and agencies it will be essential for Allerdale Borough Council to develop a Play Strategy to take into consideration the needs of children and the role played by the various partners in delivering play opportunities.
- 5.3.19 `Playground provision is currently being upgraded by Allerdale Borough Council at 8 strategic sites. This is in line with the actions identified in a council policy from December 1999. The Council has also adopted an enabling role to help improve the

provision in other 'non-strategic' sites for example the Allonby scheme. The existing plan is producing real improvements in the service but the long term picture needs to be considered at some stage to ensure resources are available to maintain strategic sites and work in an enabling role to support local play providers.

5.3.20 These recommendations should lead to increased capacity for partners and for communities. They can strengthen those services that are most valued by its customers and support the Corporate Improvement Plan.

5.3.21 The [Derwent Valley](#) represent a major opportunity for the development of sports recreation and wider leisure opportunities for Workington. A stated aim of the proposals is:

- 'To make the Derwent Valley a centre of cultural and leisure activity for Workington, including a sustainable home to the sports clubs located here'.

Also to:

- 'provide an opportunity for Workington to develop a sporting centre of excellence.'

The plans envisage a new stadium, a leisure centre and sports pitches along with improved public open spaces for informal recreation.

5.3.22 The stadium facilities to be provided in this area are to accommodate the needs of the sports clubs. The stadium should be of a state of the art design and provide seating for up to a 10,000 person capacity, developed in phases. A new leisure centre shall be incorporated within the site, located in a prominent position and of an innovative design. The potential to link the leisure centre with one of the stadium stands should also be explored. The detailed facilities mix would be established through leisure needs analysis work. With regard to public open space and informal leisure opportunities; The emphasis in this area is placed upon designing a high quality, visually stimulating recreational environment through the demolition of the Borough Park stadium and the regeneration and environmental improvement of the area. This area should provide sports training pitches with floodlights, structured areas for play and recreation and areas of semi-natural open space and woodland planting. An outdoor performance area will be encouraged that can be utilised by the local community to house events such as outdoor theatre and music performances and can be covered for suitable events in winter months.

5.3.23 A Supplementary Planning Document (SPD) has been released for consultation. The purpose of the SPD is to set out a clear framework of objectives and Masterplan options for the Lower Derwent Valley area in terms of economic, cultural and environmental regeneration, as well as ensuring that any proposals/objectives are effectively consulted upon and considered within the context of the wider area and that the views of stake holders and other interested parties are taken into consideration.

## 5.4 Museums and Heritage

- 5.4.1 Allerdale has an extensive range of heritage assets. These assets have shaped the communities and the landscape of the Borough, and today serve to underpin a sense of place for local people and have a key role in raising the profile of the Borough and attracting tourists.
- 5.4.2 These assets are owned, operated and supported by a large number of organisations. These include a number of privately operated museums and galleries; the [National Trust](#) with its extensive property portfolio; and government funded bodies such as [English Heritage](#), [Hadrians Wall](#) Heritage, the [Lake District National Park](#) and the Borough Council. Balancing the demands of stewardship with the need to make the heritage accessible continues to be a challenge in a district with such a range of demographic and social disadvantages.
- 5.4.3 Heritage has a developing role in delivering regeneration, and when considered in the form of built heritage, museums and heritage landscapes can deliver a range of outputs. This role is recognised in a range of local regeneration strategies and plans, and regional strategies such as the sub-regional strategy 'Sustainable Cumbria', and the [Tourism Vision for England's North West](#). As a consequence, some progress has been made in recent years to enable lottery and other external funds to be drawn down to supplement existing provision.
- 5.4.4 Facilities such as the [Solway Coast Discovery Centre](#) in Silloth, [Wordsworth House](#), the [Senhouse Roman Museum](#), are a major resource for local people and tourist visitors, and have all benefited from significant external investment in recent years. The [Cumberland Pencil Museum](#) in Keswick, operated by Cumberland Pencil Company Ltd, and smaller privately operated museums such as the Printing Museum in Cockermouth attract significant numbers of tourist visits. Plans to develop new and improved facilities in Maryport, Keswick and Workington are indicative of both the historic lack of capital investment in infrastructure, and also the unique range of opportunities for these developments to access external funding. The regional tourism strategy emphasises the strength of the twin themes of industrial and roman heritage, together with the National Park, and suggests these themes should be at the heart of any future development. The west coast's maritime history is another important theme, and will be the focus of the Destination Maryport attraction.
- 5.4.5 In a borough that includes parts of the [Solway Coast AONB](#), the [Hadrians Wall World Heritage Site](#), and England's finest [National Park](#), heritage landscapes are inevitably a major feature. Recent research by the Cumbria Tourist Board indicates the significant value that people attach to landscapes of this sort.
- 5.4.6 Allerdale Borough Council and the Lake District National Park in partnership with English Heritage manage the conservation of the built heritage in the borough. ABC places particular emphasis on protecting listed buildings and giving support to designated conservation areas. Investment in built heritage includes significant partnership schemes such as [Townscape Heritage Initiative](#) for Workington schemes which draw down monies from the Heritage Lottery Fund and English Heritage. The LDNP is also a significant grant-giving agency in this area.

- 5.4.7 The LDNP has as one of its core objectives the conservation of the cultural heritage. In practical terms, this includes the care and maintenance of historic sites within the Park, and interpretation of these through visitor centres such as the [Keswick Moot Hall](#).
- 5.4.8 Heritage outreach activity is undertaken by a range of organisations in Allerdale. In the National Park, the LDNP and the National Trust run a range of largely seasonal workshop based activity on their properties. The history department of [Lakes College West Cumbria](#) has delivered a high quality programme of local history based outreach over the last five years, working with a range of community groups across the Borough. The Cumbria Coastal Learning Network was founded in 2004 to disseminate best practice and the Lakeland Museums Education and North East Cumbria Cultural Networks have similar roles in the remainder of the county.
- 5.4.9 Despite this work, however, the performance of the Borough's museums remains relatively poor in terms of BVPI outputs; particularly usage by school pupils and especially by young people (with 18-25 year-olds being very poorly represented). In order to improve the museums' performance in this area, dedicated audience development/education outreach officers will be required.
- 5.4.10 Cumbria County Council operates both the statutory [Archives Service](#) in the Borough, with repositories at Whitehaven and Carlisle; and the [Archaeological Service](#), which includes the SMR operated in partnership with the LDNP. Significant archive collections are also held in museums in the Borough, such as the literary collections at Keswick Museum and Art Gallery. Collections of museum objects in public ownership in Allerdale are governed by the [Collections Management Plans](#) produced by Carlisle City Council (Tullie House), the Senhouse Museum, and Allerdale Museum Service, and to a lesser extent by the Lakeland Arts Trust and the Wordsworth Trust. ABC will shortly be reviewing and updating its Collections Management Plans in line with the requirements for MLA Accreditation of its museums in 2008.
- 5.4.11 Maintaining Accreditation under the MLA's scheme is considered essential for the future of the Borough's museums, particularly as accreditation is required to attract funding from core grant-giving bodies. Under present conditions, all three of the Borough's museums would fail accreditation. Keswick Museum and Art Gallery recently had a V&A grant application rejected, with sub-standard conditions cited as the reason. Work is therefore required over the coming 12 months to update procedures and improve storage and display conditions to ensure successful accreditation in 2008.
- 5.4.12 Allerdale Borough Council has been reviewing the future of the four heritage attractions that it currently owns and operates (Keswick Museum and Art Gallery; Workington Hall and Park; Helena Thompson Museum; Maryport Maritime Museum). Recognising the different strengths, weaknesses, opportunities and threats facing each of the attractions has encouraged the Council to pursue four very different solutions.
- 5.4.13 The provision of museum services by the Borough Council was widely supported by those surveyed in the BVR of Leisure Services. 85% of those questions supported Council involvement in the provision of these services. The same surveys indicated that around 25% of the population had used the museums in the last 12 months though the level of satisfaction with the service varied widely (42%-90%). This may

have been a reflection on the success, or otherwise, of the temporary exhibitions programmes. People are keen to see a changing programme of exhibitions of local interest (60% thought that more local interest exhibitions would encourage visitors and 45% thought more interesting exhibitions and more frequent changes to permanent displays.) There was also a willingness (66%) to pay a modest fee (£2) for admission.

- 5.4.14 Because of its location and the nature of its collections and local support the [Keswick Museum and Art Gallery](#) (KMAG) is considered capable of independent management, which could provide the opportunity for it to develop into a major attraction in Keswick.
- 5.4.15 A Steering Group was established in 2003 to lead the process of outsourcing management of Keswick Museum & Art Gallery and to investigate options for the museum and art gallery's future development. This work is now complete. A development plan has been produced detailing refurbishment and extension of the building, which will include the creation of a new learning centre, new visitor facilities and refurbished displays at a cost of approx £3.5 million. The Council has recently pledged £310,000 of matched capital funding towards the project.
- 5.4.16 A new, independent charitable company (Keswick Museum and Art Gallery Management Ltd) has been established to take over the day-to-day operation of KMAG under licence from the Borough Council. The company will also play an active role in furthering the development proposals. In return for providing this service, the management company is paid a management fee by the Borough Council.
- 5.4.17 During the last three years the Friends of Keswick Museum & Art Gallery have taken an active role in supporting the operation of the facility, including fund-raising, exhibition planning, hosting events, and helping in the coordination of the team of volunteer Stewards who provide front-of-house services. During this time, visitor numbers have trebled.
- 5.4.18 As a final step in securing KMAG's future, the Borough Council is seeking a suitable heritage and/or building preservation trust to take over the trusteeship of the KMAG Charitable Trust, of which Allerdale is currently sole trustee.
- 5.4.19 The future of the [Maryport Maritime Museum](#) is currently being examined alongside other cultural provision in the Town. Construction of a new visitor attraction – [Destination Maryport](#) - has begun, and is linked to the development of the new offshore wind farm at Robin Rigg which brings with it through the planning process a significant amount of finance to support the centre. The Council is contributing a capital sum of £1.2 million to Destination Maryport. The attraction will include a visitor centre, shop, café, a flexible performance space and a significant heritage attraction with a Maritime theme. The latter will draw upon the collection of the Maritime Museum, but it is not intended that the Museum be transferred to Destination Maryport. Once Destination Maryport's heritage offering has been properly defined, the Council will need to consider its options in relation to the future of the Maritime Museum building and collection.
- 5.4.20 In the meantime, **Maryport Festivals Ltd** (MFL) have taken on the management of the Museum in partnership with the Borough Council. MFL have also created an office base for their organisation in the space previously occupied in the museum by the Maryport Tourist Information Centre (the TIC moved from the museum in

2004). MFL are paid a management fee by the Council in return for which they open the museum to the public. This arrangement has breathed new life into the Museum, and proved beneficial for both parties.

- 5.4.21 In 2003 interim findings from the Hadrian's Wall major study commissioned by the two RDA's, combined with the ambitions of regeneration agencies like the RRC to develop new and improved tourism product in Maryport, pointed towards the need for an options study to look at the development of the [Senhouse Roman Museum and Roman Fort site](#) (Camp Farm).
- 5.4.22 The Options Study Steering Group was established in September 2003 to manage the process, and comprised major stakeholders in the project, including the Borough Council. The process concluded in late 2004 and identified a range of options as to how Roman Maryport might be developed, which centre on the acquisition of the Fort and a range of adjacent farm buildings by the Senhouse Museum Trust or a similar body. The Senhouse Museum Trust has now lodged a Project Planning Grant application with the Heritage Lottery Fund as the next step in developing a major capital scheme centred on the Senhouse Museum and Camp Farm.
- 5.4.23 [Curwen Park](#) is a designated ornamental landscape in the ownership of the Council on the eastern edges of Workington dating from the late 18th century, and includes in its boundaries the Grade I listed ancient monument [Workington Hall](#) (dating from the 14<sup>th</sup> Century). Across the road, and originally part of the Curwen Estate, is Park End House. This imposing Georgian building and garden was gifted to the town by Helena Thompson on her death in 1939, on the condition that it be made into a museum for Workington and the surrounding district.
- 5.4.24 The Workington NRA Study identifies the regeneration of this area as a key output. These properties have suffered from a lack of any significant investment for a number of decades, which means that the historic fabric is in a cycle of gradual decline. The NRA study envisages the construction of a new facility and regenerating the historic links between Workington Hall and Park. This facility could include the creation of a new structure within the context of the building, a comprehensive restoration of the Park and a new home for the Town Museum. These ideas have been considered through an options study, led by Workington Heritage Group Ltd and funded by various stakeholders including the Council, Workington Regeneration, West Lakes Renaissance and English Heritage.
- 5.4.25 The outcome of this work is a Conservation Management Plan and fully worked up development options ranging from minimum intervention to a significant project of £12.5m+. The Council has agreed to invest a minimum £2.6m capital into the project, and is also willing to provide the capital receipt from the disposal of Park End House should such a sale be an appropriate option. Alternatively, the Helena Thompson Museum might remain in situ, and any development of the Hall and Park would involve improvements to the museum at Park End House.
- 5.4.26 Further work is now needed to refine the model to ensure it is both sustainable and deliverable. To that end, the Council is seeking a suitable Building Preservation and/or Heritage Trust partner to move the project forward.
- 5.4.27 In the meantime, the Helena Thompson Museum is operated by Workington Heritage Group Ltd under licence from the Council, pending the outcome of the studies into Workington Hall. Under the management agreement, the Council retains

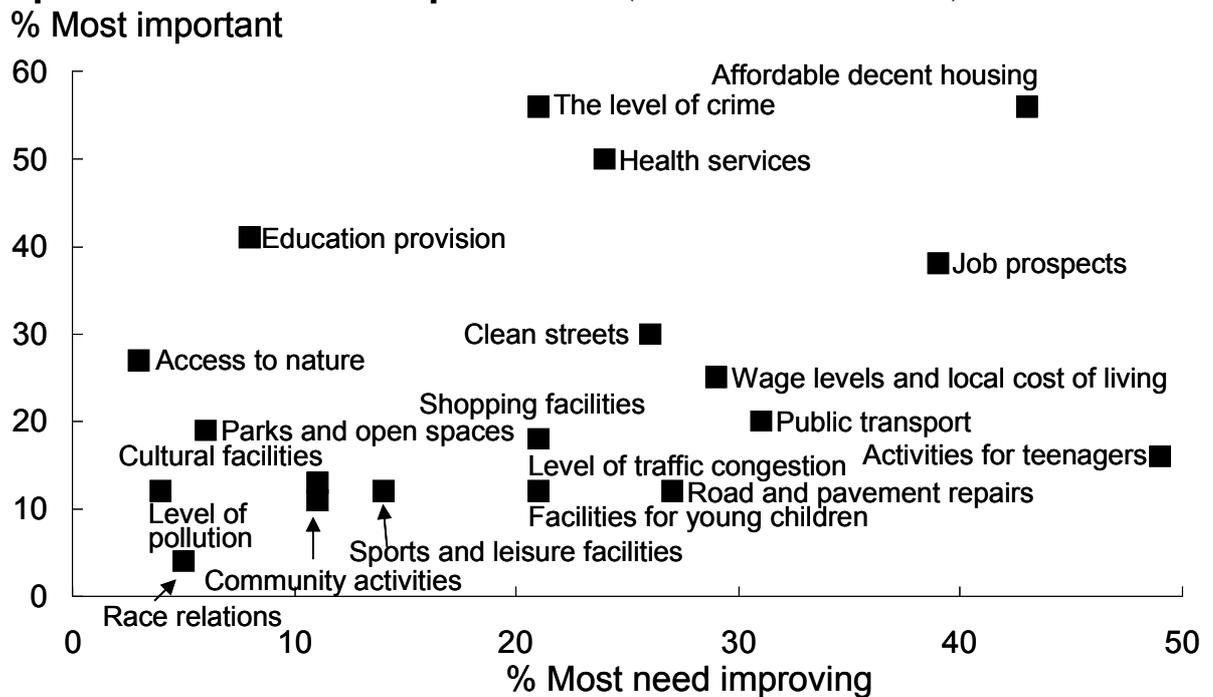
ownership of and responsibility for the building and collection, with the Heritage Group being responsible for staffing and day-to-day operation. In return for providing this service, the Group is paid a management fee by the Borough Council.

- 5.4.28 Since taking over management of the Museum, Workington Heritage Group Ltd has achieved a significant increase in usage by a number of local and community groups, including schools, and has increased revenue through hiring of rooms and the gardens for various groups and events.
- 5.4.29 As the owner of the collections of artefacts held in its museums, the Council has a duty to ensure their proper care and management. Due to a variety of reasons, however, the collections are currently stored in far-from-ideal conditions, are difficult to access, and documentation is in some cases inadequate. This is of considerable concern to the MLA and the management companies charged with the operation of the museums on the Council's behalf.
- 5.4.30 A solution to this problem is currently being investigated by the Council, in which a new **Borough-wide, centralised collection storage facility** would be created which meets the current required standards for collection care. This might involve the leasing of a suitable secure building or storage unit which is then fitted out with the necessary fittings and plant to ensure the long-term preservation of the objects. Space would also be allocated in the facility for supervised access to the collections by researchers, students and others.
- 5.4.31 A key advantage of this approach is that it is significantly cheaper than attempting to provide adequate facilities in the existing museums (all of which are in old, sub-standard buildings). This model has been adopted successfully in many other local authorities, including neighbouring Copeland BC.

## 5.5 Parks and Countryside

- 5.5.1 There is a patchwork of provision of Parks and Open Spaces in the Borough, which includes Town and Parish Councils and community groups as the Council itself. Such open spaces are valued by the wider community and there is growing recognition of their importance to the well-being of local communities, indeed the provision of parks to 'Green Flag' standard now features as an outcome within the Safer, Stronger block of the Cumbria Agreement.
- 5.5.2 The recent MORI survey undertaken by Cumbria County Council, for Allerdale, showed that there was broad satisfaction with parks, open spaces and access to nature (ie not in need of improvement) albeit that they were not accorded the highest level of importance to quality of life. The Best Value User Satisfaction Survey results, due in March 2007 will give further evidence as to levels of satisfaction and usage.
- 5.5.3 The Council is undertaking an audit of Open Spaces within the Borough, which will lead to greater understanding of both the quality and quantity of provision and will form the basis of an improvement plan within the context of a Greenspace strategy.

## Importance v Need for Improvement (Source IPSOS MORI 2006)



- 5.5.4 The Best Value Review gave serious consideration to the future development of parks in Allerdale. The related surveys had shown substantial support amongst the community for these services. 47% of people survey in 2002 had used the parks in the last month, but of the services covered, it had the lowest level of satisfaction at 80%.
- 5.5.5 Nevertheless people believed that the Council should be involved in the provision of these services. A large majority thought that the council should be involved in providing children's playgrounds (98%) parks (97%) recreation grounds (88%) sports pitches (84%) and nature sites (80%).
- 5.5.6 Parks were the service most used in last month (81%) and over one third had used children's playgrounds & sports pitches within last month. The overwhelming majority thought these services were important (95%)
- 5.5.7 The outcome of the Best Value Review is a detailed and well thought through action plan which is in the process of being implemented. It requires no amendments at this stage.
- 5.5.8 Nature reserves are a cultural asset enjoyed by many people and could contribute to the regeneration agenda through nature tourism. Local Nature Reserves such as Siddick Pond and Harrington reservoir together with the Maryport Harbour proposed Local Nature Reserve and existing areas such as the [Solway Coast Area of Outstanding Natural Beauty \(AONB\)](#) should be the subject of a detailed review to determine how they can best contribute to the broader objectives of the Borough whilst retaining their principle objectives of conservation.
- 5.5.9 Of particular significance for Allerdale is the 86 miles of Solway coast which provides exceptional opportunities for recreation and nature conservation. The flats and

marshes of the Upper Solway Firth form one of the largest continuous areas of inter-tidal habitat in Britain. The whole estuary is a site of national and international importance for wintering wildfowl and wading birds and is a vital link in a chain of West Coast estuaries used by migrating birds. The site is also noted for its populations of, breeding birds and natterjack toads. The coast also marks the Roman frontier and is the location of many archaeological sites, some of great significance. The consultation process has revealed a view that these resources are neglected as a tourism resource. The existing partnerships notably the Solway Rural Initiative and the [Hadrians Wall Tourism Partnership](#) provide a base from which future co-operative ventures can lead to improved access to and interpretation of this important resource. Partnerships that have recently disbanded, notably the Solway Rural Initiative and the Hadrian's Wall Tourism Partnership provided a base from which future co-operative ventures can lead to improved access to and interpretation of this important resource.

- 5.5.10 The Hadrian's Wall World Heritage Site runs throughout the Borough from Drumburgh in the East to Lowca in the West and as such is the largest of our designations outside the National Park. Between Drumburgh and Maryport the site is enveloped by the Solway Coast AONB and when combined in this way presents what is probably our greatest potential for future sustainable tourism development. Both designations have a current Management Plan within which a range of developments have been identified to provide higher quality and much needed new infrastructure creating better provision for tourists.

## 5.6 Tourism

- 5.6.1 Tourism is an extremely complex activity that affects most of the district. It is hugely important for local prosperity, as it brings well over £215 million into the local economy and provides over 5000 local jobs ([STEAM report 2005](#)).
- 5.6.2 Although not a statutory function that the Council has to deliver, tourism is seen by the Council to be an increasingly important component of Allerdale's economy. A well-managed and prosperous tourism industry will be a major catalyst for revitalising the borough, making it a better place to live, work and visit.
- 5.6.3 Allerdale Borough Council fully supports the development and management of tourism in the borough, not least because of the improved quality of life it affords local residents. Because of this the Council developed, in 2005, a ten year [Tourism Strategy](#).
- 5.6.4 The Strategy contributes towards delivery of the Council's vision by focussing chiefly on helping to develop the tourism experience which visitors and local people alike can enjoy. The Strategy has three main aims:
- Aim 1 - To provide a friendly and welcoming first impression for visitors. This aim is primarily focused upon the quality of the local environment and the provision of tourist information centres.
  - Aim 2 - To develop a high quality tourism experience for the benefit and enjoyment of both visitors and residents. The priorities for this aim are the development of tourism and leisure facilities, and support for events and festivals. This aim includes actions regarding the upgrading of the Senhouse Museum at Maryport, the development of Workington

Hall and ensuring Council-owned theatres, galleries, museums, leisure centres and open spaces provide a quality experience for local residents and visitors.

- Aim 3 - To support the growth of tourism in Allerdale by working together to increase marketing impact.  
This aim focuses upon supporting the work of partners in marketing the area to visitors, using research to monitor performance and plan for development.

- 5.6.5 An action plan to support the Tourism Strategy is currently being implemented.
- 5.6.6 Covering an area of 425 ha (1,050 acres), the former Royal Naval Armaments Depot (RNAD) at Broughton Moor is the largest Brownfield site in the whole of the North West of England. Current proposals for the area envisage a mixture of sporting, cultural and heritage uses for the site, under the concept of [Derwent Forest Park](#). Within the Forest Park setting will be a number of smaller development sites for commercial uses, to bring jobs and visitors to the area, along with 'activity areas', where outdoor activities could take place. Possible uses include Forest Lodges, high quality hotel accommodation, education facilities and tourist attractions. Activities could include golf, paint balling, coarse fishing and sporting events.
- 5.6.7 Proposals have been ongoing for some years over the site. Cumbria Vision (who lead on the project) now seek the full engagement of the private sector in any potential end use and will report back to the NWRDA Board before any decision to invest is made. This new round of expressions of interest will be conducted through the European Journal and may take some months to complete.
- 5.6.8 It is important to point out that NWRDA has budgeted £9 million for Derwent Forest in its Strategic Investment Plan and is prepared to be flexible on timing. The NWRDA are also keen to reassure partners that the £1.6 million European Funding contributions to the project will be safeguarded. The Board of NWRDA has resolved to commit this sum providing that a viable plan can be produced following the tender exercise.
- 5.6.9 Construction work will begin shortly on Maryport's new £3 million visitor attraction. The centre, which has the temporary working title of Destination Maryport, will be built on vacant land by the riverside at Irish Street and will complement the ongoing regeneration of the harbour area and existing attractions in the town.
- 5.6.10 It will house a high quality, purpose designed local heritage exhibition, made possible by an offer of £400,000 funding from Maryport Heritage Trust, alongside a theatre or Festival Hall, a café/bistro, gift shop and upgraded tourist information services. The completed project will further enhance the redevelopment of the harbour area, which is intended to provide a valuable asset to Maryport and West Cumbria."

## 6 VISION

In the context of the Corporate Improvement Plan (CIP), the Local Area Agreement (LAA) other key strategic document and the review of the current position on cultural services the vision for Culture in Allerdale, as expressed in 2004 remains entirely valid:

**“Allerdale is a place where all individuals and communities can achieve, through participation in cultural activity, improvements in social, economic and environmental well-being, making it a great place to live, work and visit.”**

## 7 KEY CULTURAL THEMES

Based on this vision and in the context of the LAA and the CIP key themes and other strategic context aims and objective emerge for the service

### **Live - Social and Community**

- Improving health and well being
- Ensuring inclusion
- Reducing crime and making safer communities
- Promoting education and learning

### **Work - Economic**

- Generating sustainable employment
- Maximising inward investment

### **Visit - Environment**

- Sustainable development and use of the natural environment
- Improving the physical and built environment

### 7.1 Social and Community

The cultural sector can help deliver social and community improvements. Many individual cultural activities depend upon and encourage sociability – e.g. team sports, participatory arts, making music, festivals, eating out, and other leisure activities. For individuals cultural activity can engender a sense of belonging and individual identity. It helps people make connections between the past, present and future. It helps them develop their strengths and their talents, which can help to build their confidence and self-esteem. So it can help people lead more fulfilling, and often more healthy, lives.

Communities can also benefit from cultural activity. Local cultural events and celebrations help to bring people together. They can engender neighbourliness, increase understanding across generations, nurture respect for differences, and help ensure that communities can share a safe and healthy environment. Cultural activity in communities can make positive contributions to the public policy agenda far beyond the particular activity involved.

Although there is a big gap between peoples' perceptions and the reality – in other words, that fear of crime is far higher than the risk of becoming the victim of crime – nevertheless there is a continuing need to encourage everyone to play their part in helping to maintain and improve the environment of home, work and recreation. Cultural activities can help in this process by providing opportunities to boost self esteem, social skills and engagement with the broader community.

### **AIM 1:**

#### **To encourage local people to enjoy more active, creative and healthy lifestyles through participation in cultural activity**

##### **Objectives:**

- Develop arts and health initiatives
- Provide cultural and creative opportunities for children and young people
- Develop a range of sporting opportunities to encourage healthy lifestyles

### **AIM 2:**

#### **To develop the role of culture in creating sustainable and vibrant communities**

##### **Objectives:**

- Support the creation, growth and sustainability of community based organisations
- Support community cultural activity (small groups and individuals)

### **AIM 3:**

#### **To work towards safer communities by creating opportunities through cultural activity to tackle issues of deprivation and other factors which are impacting on crime and antisocial behaviour**

##### **Objectives:**

- Support targeted initiatives that offer cultural opportunities and raise the aspirations of young people

### **AIM 4:**

#### **To encourage learning and skills development through cultural activities**

##### **Objectives:**

- Develop life long learning opportunities
- Develop initiatives to open pathways to employment

## 7.2 Economic

The cultural sector can help deliver economic growth and sustainability. The creative industries represent a major growth area in the national economy (growth of 9% from 1997-2000 compared with 2.8% for economy as a whole). A vibrant cultural sector is a positive economic indicator.

Culture is also a major contributor to the economic health of communities. Cultural activity is a major component of life in the UK:

- Tourism expenditure in the UK is estimated at £53billion.
- 28% of the UK population visited a museum or gallery last year.
- 24 million adults are members of public libraries in England and Wales.
- An estimated 80 million visits are made to local authority swimming pools each year.

The NWDA commitment to the development of this sector underlines the contribution that the sector can make to regeneration. Employment in the creative and cultural industries is a key component of the NWDA Economic Development. Recent research conducted by the North West Development Agency calculates that 16% of all employment in Allerdale is within the cultural Industries.

The regeneration of Allerdale is an overriding concern for the Borough Council and many other public sector agencies. The creation of new employment opportunities is a key factor in this process. The exponential growth of creative industries and the support for them from the Regional Development Agency provide a context within which local talent and potential can be turned into entrepreneurship and employment.

As Charlie Leadbetter, a Director of the think tank Demos put it; “The real assets of the modern economy come out of our heads not out of the ground; imagination, skills, talent and creativity”. Cultural activities not only expand the opportunities for learning but can be used as tools to deliver learning objectives way beyond the cultural activity itself.

Substantial opportunities exist in the cultural sector to attract new investment into Allerdale. The potential of the port of Workington as a cruise destination is a feature of the regional Tourism Strategy and there are opportunities for the development of major leisure facilities as part of the Derwent Forest proposals. Proposals under development for the future of Workington Hall and changes within the museum sector open up similar opportunities.

### **AIM 5:**

#### **To support the development of creative and cultural industries**

#### **Objectives**

- Objective 5.1: Secure investment in and growth of the sector

## **AIM 6:**

### **To promote and develop cultural activity and initiatives that stimulate the local economy**

#### **Objectives**

- Support the development of new high quality tourism and leisure facilities
- Support the development of events and festivals

## **7.3 Environment**

The cultural sector has a natural affinity with and sympathy for the environment – artists and holidaymakers draw inspiration from beautiful land and seascapes; designers and architects make a direct contribution to the visual impact of the built environment; careful leisure management enhances the quality of parks, open spaces, cycleways and footpaths. The sector can help to ensure:

An improved and managed landscape enhances local pride in place and sense of local distinctiveness, creates healthier recreation areas, reduces vandalism, crime and pollution; attracts visitors; improves wildlife and ecosystem. Sensitive management of urban parks, countryside, lakes, coastal and river areas and places of great natural beauty or interest.

A well managed and maintained built environment enhances local pride in place and sense of local distinctiveness; attracts visitors and inward investment; reduces vandalism, crime and pollution; enables appropriate development. The rich cultural heritage of Allerdale is important in this regard including historic sites; Roman and prehistoric sites; industrial archaeology; churches; stately homes; distinctive urban environments (e.g. Maryport), villages and brownfield sites.

Consultations have revealed concerns that proposals for the development of new facilities should be preceded by the consideration of the prospects for retaining and improving existing facilities. There is a view that existing buildings are not adequately maintained and that sufficient provision must be made for the maintenance of any new buildings so that they can have long, useful lives

## **AIM 7:**

### **To provide sustainable environments for people to enjoy through the development of quality parks and open spaces**

#### **Objectives:**

- To carry out improvements to existing facilities

## **AIM 8:**

**To strengthen the cultural offer for tourists, visitors and the local community by developing the physical infrastructure and enhancing the public realm**

### **Objectives:**

- Enhance the public realm
- Ensure the provision of quality cultural facilities
- Develop plans for the regeneration of Workington Hall
- Support the development and subsequent delivery of both the Destination Maryport and Roman Maryport projects
- Support the management partnerships for the Borough's Museums
- Transfer Keswick Museum and Art Gallery to a suitable Heritage Trust.
- Investigate the transfer of Helena Thompson Museum to a suitable Heritage Trust
- Support the redevelopment of Keswick Museum and Art Gallery
- Support colleagues in Regeneration and Planning in the delivery of the Public Art SPD

## **8 ACTION PLAN**

Everyone involved in preparing this document is acutely aware of the scarcity of resources available to pursue new policies and directions. If real progress is to be made through the implementation of this strategy the best possible use will have to be made of internal resources and many partners will have to become involved in the process and the delivery of objectives.

### **8.1 Working with our partners**

This cultural strategy recognises that there is a capacity issue – the Council does not have the resources, or all of the skills necessary to translate all aspirations into action. That should be seen as a strength, not a weakness, because it requires the authority to engage with partners, agencies, the community and visionary and committed individuals who are prepared to help lead the change and improvement. This process will strengthen the sense of ownership; will empower individuals and community; will ensure a richer and more embedded return on investment; and will contribute to sustainability. It will also ensure direct links between cultural development and key strategic sectors including education and training; economic development; social inclusion; and environmental benefit. Above all it will help to ensure that the cultural sector can translate need into opportunity and opportunity to actuality in ways that will embrace community involvement; attract partnership support; secure investment and resources; provide effective communication, marketing and promotion; and build in effective and meaningful monitoring and evaluation systems.

Working effectively in partnership will help us deliver this strategy successfully. The Council already has a number of key partners which it works with in different ways and to different degrees. There are also numerous organisations which receive grant aid.

We will need to be clear about which are the key partners that we should work with to deliver against the strategic aims laid out in this strategy.

At a local level we will continue to work with key partners including Carlisle Leisure, Cumbria County Council, Copeland Borough Council, the Primary Care Trust, Learning and Skills Council, West Lakes Renaissance, Cumbria Sport, Lakes College West Cumbria and will continue to build links with others to deliver against the strategic aims laid out in this strategy.

At a regional level we will need to work with the Arts Council for England, Sport England the Museums, Libraries and Archives Council, English Heritage, the North West Development Agency and Culture Northwest to ensure that we develop programmes that support this strategy.

## **8.2 Building capacity and skills**

Effective and sustainable cultural development requires informed, skilled and carefully managed commitment from a wide range of stakeholders and partners. It requires economic and emotional commitment, energy, and enthusiasm from all the sectors who stand to benefit. They include the community, the voluntary sector, funders, investors, managers, users, and strategic agencies. Whilst the initial spark can come from many different sources (an individual, the council, a group, a developer, the government etc), successful development is complex and time consuming, requiring a dedicated champion, supported by expert advice from many sectors. A successful process will build capacity. At a strategic level there are two sectors that have a strong enabling and directing role – the council and key partners.

## **8.3 Embedding cultural development into service planning**

Understanding and inclusion of cultural agenda issues and priorities must be achieved at all levels of council activity and reflected in Council publications and on the website. There must be awareness raising at Member, senior officer and departmental level through close, regular liaison with cultural sector officers. A mechanism should be developed for the exchange of internal information and for regular updates on regional and national priorities.

This document builds on the first Allerdale Cultural Strategy. It sets out Allerdale Borough Council's aims and ambitions for cultural activity in Allerdale and outlines the social, economic and environmental impact that that activity will have.

A detailed 3 year action plan (Appendix 1) supports this strategy. It identifies key priorities, timescales, resources and the role of partners. It will be reviewed and updated annually by the Council.

## **9 Monitoring and review process**

It is crucial we can measure our success and see where additional effort is required to address underachievement. Specific measurement and evaluation of actions will be identified in the Action Plan.

The process of review is also important. Culture and cultural activity is not static. Local interests and expectations will change, fresh ideas will come forward and the internal and external strategic foci will shift. So that these changes can be taken into account this strategy will be reviewed annually. New ideas need to be incorporated where they are consistent with the vision and some proposals may need to be dropped as changing circumstances reduce their priority.