

## COMMUNITIES THAT WORK STRATEGY

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### SUMMARY & RECOMMENDATION

#### Summary:

This report seeks Member's approval as to the adoption of the West Cumbria Communities that Work Plan – a Masterplan for Social Investment in West Cumbrian communities

#### Recommendation:

That Members approve and adopt the West Cumbria Communities that Work Plan

### 1. INTRODUCTION

- 1.1 The Communities that Work Plan (see Appendix 1) is designed to be an investment strategy to create sustainable communities in West Cumbria. The development of the Plan has been on-going since September 2008.
- 1.2 It was developed in response to a need for clear guidance on how best to invest in social and community issues facing West Cumbria.
- 1.3 Copeland Borough Council is one of key partners who felt there was a fundamental need for this piece of work to be undertaken and have invested officer time in the development of the plan. Other partners include Cumbria Community Foundation, Nuclear Decommissioning Agency, West Cumbria Local Strategic Partnership, Cumbria County Council, Allerdale Borough Council and Sellafield Limited
- 1.4 The Plan has been written to complement the work being undertaken to build a new economy in West Cumbria through Britain's Energy Coast Masterplan. It also forms one of the eight transformational plans which

are part of Future Generation Strategy for sustainable communities in West Cumbria.

- 1.5 The Plan is built on evidence drawn from government statistics and current education, health, policing and related strategies, community plans and appraisals. It also takes into account the needs and aspirations of local people.
- 1.6 Subject to partner Executive Committees adopting the Plan, the official launch is planned for September 09

## **2. ARGUMENT**

- 2.1 This Plan sets out thematic and geographical priorities for investing in the key social and community issues facing West Cumbria. There is no other plan in place that specifically focuses on these issues
- 2.2 This plan will provide an invaluable tool for discretionary funders and it will guide the actions of mainstream public service providers
- 2.3 The development of the Plan has benefited from significant consultation and involvement including West Cumbria Partnership Forum, West Cumbria Leaders Group, West Cumbria Public Service Delivery Board, , West Cumbria Grants Panel, Sellafield Site Stakeholder Group – socio economic sub group and Cumbria County Council Community Unit.
- 2.4 The Plan is to be formally adopted by following partners: Cumbria County Council, Sellafield Ltd, Nuclear Decommissioning Authority and Allerdale Borough Council and the West Cumbria Vision Board.
- 2.5 This Plan is the start of dynamic process which will involve and engage funders. It is tied into existing regional policies and will be reviewed twice a year

## **3. OPTIONS TO BE CONSIDERED**

- 3.1 That Members consider and agree to adopt the Communities that Work Plan

## **4. CONCLUSIONS**

- 4.1 For the Plan to make a difference all partners including Copeland Borough Council are encouraged to adopt it, use it within their own organisation and promote it to their partners

## **5. FINANCIAL AND HUMAN RESOURCES IMPLICATIONS (INCLUDING SOURCES OF FINANCE)**

- 5.1 As part of the ongoing assessment and monitoring of the Plan, this will involve sharing and combining data from partners. Copeland will require committing some officer time towards this process. This support could be utilised through the existing Community Renewal team or the proposed new Community Enterprise workers to be employed with funding from the Copeland Community Fund

## **6. PROJECT AND RISK MANAGEMENT**

- 6.1 Copeland Borough Council has played a pivotal role in both instigation and also the development of the Plan. Any delays during the adoption stage may have a detrimental knock-on effect on the delivery of key social and community issues affecting West Cumbria

## **7. IMPACT ON CORPORATE PLAN**

- 7.1 The Communities that Work Plan meets the following themes in the Corporate Improvement Plan 2009/10  
:
- Improving Quality of Life
  - Promoting Prosperity
- 7.2 The Communities that Work Plan has an impact on the following long term outcomes in the Corporate Improvement Plan 2009/10:
- 2.2 – Copeland Communities are healthier
  - 2.3 - The borough has a range of leisure and cultural activities that meet the needs of residents and visitors
  - 2.4 – Equality of opportunity for everyone
  - 3.2 – Improved skills and educational attainment within Copeland

### **List of Appendices:**

- Communities that Work Plan (version 15)

### **List of Background Documents:**

None

**List of Consultees:**

Acting Corporate Director Quality of Life – Keith Parker  
Head of Legal and Democratic Services – Martin Jepson  
Head of Development Strategy – Julie Betteridge  
Head of Finance – Julie Crellin  
Head of Policy and Performance – Hillary Mitchell  
Cllr Cath Giel  
Leader of the Council - Elaine Woodburn

**CHECKLIST FOR DEALING WITH KEY ISSUES**

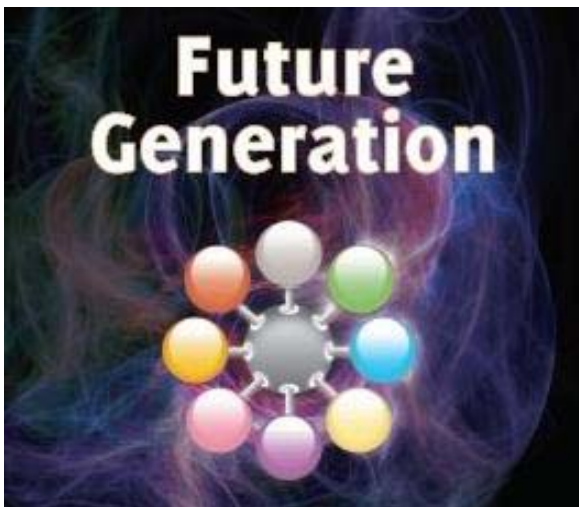
Please confirm against the issue if the key issues below have been addressed.  
This can be by either a short narrative or quoting the paragraph number in the report in which it has been covered.

Impact on Crime and Disorder	Not applicable
Impact on Sustainability	Not applicable
Impact on Rural Proofing	Not applicable
Health and Safety Implications	Not applicable
Project and Risk Management	Not applicable
Impact on Equality and Diversity Issues	Could assist in people have equal access to worthwhile jobs and social opportunities Could assist in Community and local businesses having access to public service procurement. Could assist in people having access to the internet and the digital economy.
Children and Young Persons Implications	Could assist in addressing child poverty issues
Human Rights Act Implications	Not applicable
Monitoring Officer comments	No comments
S. 151 Officer comments	No comments

Please say if this report will require the making of a Key Decision    NO

# ***Communities that work***

*A masterplan for social investment in West Cumbria's communities*



**BRITAIN'S**  
**ENERGY**  
**COAST**<sup>TM</sup>  
CUMBRIA

DRAFT v14 – 15 May 2009

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## Foreword

***The following text to be replaced by Foreword by from Jamie Reed and Tony Cunningham***

We live in exciting times in West Cumbria. Exciting but challenging. Studies suggest the loss of up to 8,000 jobs on the Sellafield site. We hope this will not be the case. We place great faith in the ingenuity of the people involved in our businesses and industry. But we cannot deny that for the moment we do not have new jobs to replace those that will be lost. For that reason we have the Energy Coast Masterplan a visionary document which leads on economic issues.

We need strong communities because of the uncertain future so we have developed a complementary plan to lead in the area of social investment. It provides guidance and priorities for tackling the fundamental issues that weaken our communities today as well as preparing us for change.

It answers the question 'how and where do we place funds to ensure the best return for investment in the communities'. Its development has involved every major agency, organisation and funder, together with representatives of communities themselves. It includes the aspirations of local people for their local communities and for the people around them. It is the Communities that Work element of West Cumbria's Future Generation Strategy.

The plan was developed because local councils, charitable funders, the Nuclear Decommissioning Authority and the major employers in the nuclear industry said they needed it to guide their support for community development.

The Plan is built on evidence drawn from government statistics and current education, health, policing and related strategies and community plans and appraisals.

This document is not intended to go dusty on the shelves. It is the start of dynamic process which will involve and engage funders. It is tied into the existing policies and will be regularly updated.

It will guide investment in West Cumbria and bring discretionary and non discretionary funders together.

This plan has identified four key opportunities for change.

This plan is not a panacea for everyone wanting to undertake new initiatives. Sadly there will never be enough money to develop every project idea. But what this document does is provide a focal point for investors.

This document will guide peoples' thinking as well as their spending. We commend it to you.

Signatures



## **Executive Summary**

This plan forms one of the eight transformational plans which are part of Future Generation Strategy for sustainable communities in West Cumbria.

It provides strategic guidance for community development and community investment in West Cumbria. It was developed by senior stakeholders drawn from the public, private and voluntary sector.

It contains an analysis of community need and a current synthesis of relevant plans and strategies. From this analysis and consultation with service planners and the community four broad opportunities/priorities for investment have been identified.

- Life chances and aspiration
- Poverty and exclusion
- Active and inclusive communities
- Health

Under each heading a range of actions have been identified which will contribute to building communities that work. The plan identifies geographical priorities under each heading.

The plan responds to the prospect of nuclear decommissioning and seeks to establish the likely impact of decommissioning on communities in social and geographical terms.

The plan contains recommendations for governance of both the plan and the allocation of resources linked to the plan.

A supplement to the plan is being developed which will provide a framework for project assessment and appraisal.

## **West Cumbria**

West Cumbria has long been at the forefront of technological innovation, and has undergone repeated economic and social change, yet remains a stable and resilient society. We are entering, with the onset of nuclear decommissioning and West Cumbria's new role in energy security and climate change, another period of transition which may see the loss of 8,000 jobs.

The challenge is to transform our economy and society, with the principles of sustainable development at the core. While the Energy Coast Plan sets out to transform the economy, this Social Investment Plan must in parallel transform the ability of our communities to deal with that change.

Partners in West Cumbria are committed to the task of managing the social transformation of West Cumbria which must take place alongside the economic challenges and opportunities, and we have developed a clear vision of our future society, and a Plan for Social Investment in “Communities that Work”.

We have, as a legacy, communities that currently experience some of the highest levels of deprivation in the country. The predicted job losses at Sellafield will weaken the local economy and bring with it a new wave of social issues.

## ***Vision***

The Vision for West Cumbria, set out in Future Generation, the Strategy for Sustainable Communities, is that:

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

It will:

- be globally recognised as a leading nuclear, energy, environment and related technology business cluster, building on its nuclear assets and its technology and research strengths;
- be a strong, diversified and well-connected economy, with a growing, highly-skilled population with high employment;
- protect and enhance its special natural environments and be recognised by all as an area of outstanding natural beauty and vibrant lifestyle, which attracts a diverse population and visitor profile;
- be home to strong and healthy communities which offer all their people a good quality of life and enable them to play a full part in their community.

## ***Overarching Aims***

West Cumbria has identified three overarching aims to support that Vision, in Future Generation:

- Make West Cumbria a better place for successive generations
- Make West Cumbria prosperous
- Raise people's aspirations for themselves and for West Cumbria

Communities that Work is one of eight transformational plans that will deliver the Future Generation strategy.

### ***Communities that Work***

This Plan is about Communities that Work. They are active, safe, vibrant, harmonious and inclusive communities with a sense of community identity and belonging in which there is:

- Tolerance, respect and engagement with people from different cultures, background and beliefs
- Friendly, co-operative and helpful behaviour in neighbourhoods
- Opportunities for cultural, leisure, community, sport and other activities
- Low levels of crime and anti-social behaviour with visible, effective and community-friendly policing
- Social inclusion and good life chances for all.

This Plan does not exist in isolation from the other seven which make up Future Generation. All have a part to play and must align with each other. No single plan can make the transformation we seek.

This Plan responds to a need expressed by a range of funders for clear guidance on how best to invest in the future of West Cumbria taking into account the needs and aspirations of its people and communities. It provides thematic and geographical priorities. A separate framework for appraisal and selection of projects will be developed to support the plan. It will be an invaluable tool for discretionary funders and it will also guide the priorities and actions of mainstream public service providers.

Whilst the Vision is for 2027, this Plan takes us to 2011, when a refreshed Plan will be adopted for the next period.

### ***Economic and Spatial Context***

West Cumbria has a relatively small population for its area, of around 166,000 people. More than half (88,000) of these live in the urban area formed by Cleator Moor, Maryport, Whitehaven and Workington – one of three “regional centres” in Cumbria. Others live in a network of market towns and smaller communities in the fell country, along the Irish Sea coast, and on the Solway Plain.

Viewed from beyond the mountain barrier which separates West Cumbria from the main centres of the region, it can appear remote, isolated, and introspective. But its unique coastline, the “Energy Coast”, links West Cumbria to the world.

West Cumbria’s prosperity traditionally relied on the skills of its people, with high levels of craft and technical skills, and a tradition of innovation in science and technology. The area has been home to the nuclear industry for over 50 years, and has one of the highest proportions of people employed in knowledge-based industry in the country. It has brought great economic benefits, but has also led to dependency. The area has seen significant closures and run down of its traditional mining and manufacturing base, which gave it the close-knit industrial culture which is one of its strengths – but also retarded the development of an enterprising civic and business culture.

Some people in West Cumbria have now come to accept decline as inevitable and

despite ability, their aspirations are low. The area has an ageing population with a higher than average out-migration of young people. This has contributed to a low proportion of workers qualified to level 4 (degree level) and a 'brain drain' of our talented young people, who have not seen a future here. Population decline is already a fact in West Cumbria.

Worklessness following previous economic trauma is already a problem. The associated poverty and debt becomes a barrier to employment, healthy living, education and just doing the normal things that people do together in communities. When this is passed to the next generation, when children cannot learn, and do not have the confidence to aspire, the vicious cycle of despair is complete.

### ***The Social Challenge of Economic Change***

Against the backdrop of global recession, significant changes in the nuclear sector and national problems in the manufacturing sector as a whole, West Cumbria is likely to face some severe social challenges in the coming years. These will have considerable impact on the quality of life and well-being of our communities.

The Socio-economic study undertaken by ERM economics in 2003, in looking at likely changes at the Sellafield site, suggested an alarming rate of job losses, (8,000 over a very short period) with comparable impacts on the wider economy and society of West Cumbria.

At the time of that ERM study, around 25% of all jobs in West Cumbria were in some way reliant on the Sellafield site. There is also a multiplier effect, where each job lost at Sellafield, and not replaced, causes at least one other job to be lost elsewhere in the economy. A reduction in activity on that scale, unless balanced by growth in other sectors and new employment would have a devastating effect on the viability of West Cumbria as a sustainable community, with growing social pressures on the range of local facilities and services.

It is now acknowledged that the impact of decommissioning may not be as catastrophic as those projections indicated, with a rundown through "natural wastage" due to the age profile of the Sellafield workforce. But that means those jobs are not there to be filled by the next generation, further limiting their confidence and aspiration.

The immediate impact of job losses in the nuclear sector will not be felt just in the current areas of high deprivation; many Sellafield workers can afford to live in more "desirable" neighbourhoods. But it will entrench the position of those neighbourhoods already at the bottom of the heap, and those workless communities already remote from the labour market.

However, the prospects for West Cumbria are more positive now than they were in 2003. Whilst the Sellafield site socio-economic plan recognises that "*While clean-up and decommissioning will grow in value in future, the overall budget and consequent staff numbers will progressively reduce*", the Energy Coast Plan sets out a vision for delivering the jobs growth necessary to offset a decline in the Sellafield workforce.

Even successful economic transformation has massive social cost.

Although ambitious plans for re-skilling and re-training are being put in place; the skills required may be very different. The new jobs to be created will not necessarily go to the people whose old jobs have gone. There may be large scale immigration to West

Cumbria, particularly during the construction phase of nuclear new build, if our plans are accepted by Government. This will impose strains on the cohesion of our communities and pressure on facilities.

It is vital that partners from all sectors support a broad-reaching programme of renewal which addresses these complex social, economic and environmental challenges.

## ***Opportunities for Community Development***

While the other seven transformational plans in Future Generation do their bit, this Plan sets out how we can achieve our objective of a strong community by focussing on the most important factors affecting the resilience of our communities at the moment; because mobilising communities around these issues can be the key driver for community development:

- Life chances and aspiration
- Poverty and exclusion
- Active and inclusive communities
- Health and well-being.

The establishment of the Energy Coast university campus brings higher education on a much larger scale than previously to the area. Developments in research, new industries in energy and environmental technologies, and the growth of cultural industries will offer new possibilities to our young people – and those from elsewhere.

West Cumbria is safe (we do better than the national average in crime and disorder) and environmental quality is good.

There is a long tradition of community activism which tends to focus on participation in sports, recreation and cultural activities, due to the historic industrial culture. This can with support, translate into leadership and enterprise in the business or civic sense. Increasing numbers of older people can be a resource if their time, wisdom and experience can be made available to the community.

West Cumbria's communities have a strong local and cultural identity which retain a traditional community spirit and willingness to work together in maintaining strong, tolerant, and open communities. Such strengths are hard to measure and are often overlooked in comparison to the readily available data on disadvantage.

We have access to the outdoor environment of the coast and the fells. The climate favours nature, and things grow well. Most of the heavy industry which did so much damage to peoples' health is gone. Our communities are small enough for people to know and look out for each other. These things make West Cumbria a good place to bring up children – and “it takes a village to raise a child”.

## **Community Capacity Building**

At the heart of this Plan is the imperative to promote involvement and participation by people in developing solutions for their communities. Creating a robust social infrastructure to make them resilient to change will give them the social capital and confidence to manage the transformation which faces them.

A fundamental prerequisite for success is the availability of appropriate advice,

guidance and support in developing both projects and people.

## **Priorities for Social Investment**

This Plan summarises the evidence for each priority and identifies the indicative actions required to address the issues. It shows where additional discretionary investment is needed where the public sector cannot meet the challenge, and where communities can be most effectively encouraged and enabled to develop their own solutions to the challenges and opportunities.

These are the overall priorities for West Cumbria as a whole. Each of our West Cumbrian Localities will quite rightly give its own local weighting to each of these. And each will feel the effects of economic change, particularly from decommissioning, in its own way.

### **1. Life Chances and Aspiration**

**Enhancing Learning, Widening Horizons, Boosting Confidence and Aspiration, Developing Enterprise and Leadership.**

Primary school pupils in West Cumbria do as well as anywhere; even those who have the toughest start in life are catching up their peers by the age of 11. But too often by 16, the gap between those from the poorest and wealthiest neighbourhoods is back where it was pre-school; the progress in “narrowing the gap” made in primary education is reversed. This is the case irrespective of the secondary school attended; what counts is the home and the community. Where there is a culture clash between the community and school, attainment tails off, horizons narrow, confidence is damaged, and initiative is lost. Too often, those who succeed at school have to move away and are lost to the community. Those who remain can have a negative attitude to learning and a low take up of education throughout life.

If our communities can be built around education, breaking down that culture barrier, we can use that strength of community to provide a launching-pad for confidence and aspiration, rather than a safe retreat from it. Thus our life chances are improved and our communities are stronger for it. Only active communities can do this.

#### **1.1 *Enhancing Learning***

##### **What does success look like?**

- Learning is valued and promoted within the home. People expect to achieve and learning is celebrated.
- People actively seek opportunities to learn new skills.
- Education plays a role in empowering people and enabling them to exercise greater control over their lives and to engage with others with respect and tolerance.
- There are opportunities to study at the highest levels and people to take up other appropriate learning to allow them to fulfil their potential.

##### **What kind of actions will deliver this?**

- Involving parents and other members of the community in supporting children's learning.

- Providing support to young people with complex learning needs and health problems.
- Community Learning Champions to work with groups who less frequently access adult learning.
- Provision of basic skills (literacy and numeracy) training at a community level in a non stigmatising way.
- Promote informal, non accredited community based learning opportunities that encourage personal development.

### **What do the mainstream providers need to do?**

- Provide lifelong personal & community development learning through the network of Adult Education Centres and Learn Direct activities.
- Extend support for family learning.
- Provide family support and focus particularly on primary – secondary transition.

## **1.2 Widening Horizons**

### **What does success look like?**

- People have the confidence to engage with people from other places, cultures, lifestyles and beliefs.
- People do not face discrimination.

### **What kind of actions will deliver this?**

- Promote interfaith exchange activities.
- Ensure the provision of travel bursaries for children and young people from low income families.
- Encourage and fund activities that promote cross cultural exchange and understanding.
- Exchange programmes and twinning arrangements – including engagement of parents and families.
- Promote visits to key cultural locations (national museums, galleries and heritage sites in and beyond West Cumbria).

### **What do the mainstream providers need to do?**

- Develop the “Aim Higher” programme to introduce Higher Education possibilities.
- Develop outreach programmes from further and higher education.
- Broaden the range of career possibilities which young people are aware of.
- Ensure schools maintain an active programme of extra curricular and holiday activities.

## **1.3 Boosting Confidence & Aspirations**

### **What does success look like?**

- Knowledge and creativity are appreciated for their own sake.
- People believe that they can have access to a wider range of life possibilities including higher education.
- Individuals believe they can succeed in their chosen endeavours.
- People have the confidence to take part in all aspects of community life.

### **What kind of actions will deliver this?**

- Visits and linkages to Universities.
- Peer support and mentoring.
- Training and development for volunteers.
- Providing inspirational role models from the community to engage with school pupils.

### **What do the mainstream providers need to do?**

- Enhance the range of apprenticeship possibilities for young people and retraining for adults.
- Giving people opportunities to take part in positive community activity.

## ***1.4 Developing Enterprise and Leadership***

### **What does success look like?**

- People seek roles in community and civic life.
- We have a balanced network of organisations and enterprises of all kinds and all sectors in our communities.
- Our organisations and enterprises have the people they need involved in leading roles.
- Community leaders challenge the public sector – and their own communities; elections are contested.

### **What kind of actions will deliver this?**

- Develop community champions and active community leadership.
- Develop leadership and enterprising thinking for young people in schools.
- Promote community development and personal development courses to encourage new community leaders.
- Mentor support to innovative businesses, social enterprise and small third sector bodies.

### **What do the mainstream providers need to do?**

- Recognise that people know their own communities and work with that wisdom.
- Value innovation and improvisation.
- Local Authorities promote and celebrate the role of new and emerging community leaders.
- Local Authorities provide high quality induction and training for new and potential councillors.

### ***Mainstream Public Providers***

Cumbria County Council, Allerdale Borough Council and Copeland Borough Council.

### ***Future Generation related strategies***

**Advantage through Knowledge:** Energy Coast Plan (Higher Education)

**Networks & Leadership:** West Cumbria Partnership Plan.

**Quality Public Services:** Children's Plan (Enjoy & Achieve); Personal & Community Development Learning Plan; Culture Plans.



## **2. Poverty and Exclusion**

### **Supporting Workless People, Positive Activity, Tackling Debt and Financial Exclusion, Ensuring Equality.**

Poverty and financial exclusion are the biggest barriers to the development of a strong community. People without funds often cannot take part in the usual community activities. West Cumbria suffers from higher than average rates of poverty, much of it associated with worklessness, but pensioners are also affected. It is not evenly spread; communities in the highest income bracket in Cumbria are side-by side with those in the lowest bracket.

Child poverty is a particular challenge to ensuring our young people have a Sure Start in life. Children brought up in poverty are already behind their peers when they enter nursery classes, and on average, they never make up the gap.

Without access to banks, poor people pay more for credit and fuel bills, and often can't access insurance. They are at a disadvantage in dealing with bureaucracy (state and private) and often have no access to law to resolve problems and complaints.

The best way out of poverty is a job; but poverty is the biggest obstacle to a fair chance of getting one.

Strong community based organisations which can provide worthwhile activities for workless people, and also provide steps towards the labour market, can break the cycle of exclusion and inequality.

### **2.1 Supporting Workless People**

#### **What does success look like?**

- The unemployed and people with long term health problems can access appropriate advice support and services to lead normal lives.
- They are engaged in the local community and take part in community life.

#### **What kind of actions will deliver this?**

- Redundancy support for newly redundant people.
- Programmes of activity for the early retired to maintain their vitality.
- A range of activities which encourage workless people to break out of patterns of inactivity.

#### **What do the mainstream providers need to do?**

- Provide access to services on special terms for workless people.
- Passport services so that workless people can have one-point access to the services they need.
- General and mental health services, where possible, need to orientate people towards work.

## **2.2 Positive Activity**

### **What does success look like?**

- Workless people are supported to gain the skills and competences for work and have access to the labour market.
- The value of unpaid and voluntary work is recognised as an opportunity for work experience, skills development and general well-being.
- There are enjoyable activities to engage young people in school and out of school.
- Self-employment is seen as a real possibility for many people.

### **What kind of actions will deliver this?**

- Working with social landlords to support ILM and training opportunities for tenants in refurbishment work.
- Support a broader school curriculum to include enhanced programmes like Young Enterprise and other programmes which aid understanding of the outside world.
- Support for community volunteering and good neighbour programmes.
- Include positive activities for young people in community plans.
- Focus community activity as a way to self-employment.

### **What do the mainstream providers need to do?**

- Resource youth services and activities for young people.
- Allow greater freedom in the school curriculum.
- Help community groups deal with the regulatory issues of Health & safety, CRB, etc so the barriers to active volunteering are reduced.

## **2.3 Tackling Debt and Financial Exclusion**

### **What does success look like?**

- People have access to the benefits to which they are entitled, bank accounts, affordable credit and insurance.

### **What kind of actions will deliver this?**

- Support for Credit Unions.
- Debt counselling and debt rescue support and advice.
- Financial Literacy and numeracy programmes for schools and adults.
- Community-based insurance schemes promoted through credit unions.

### **What do the mainstream providers need to do?**

- Integrate their benefits services and develop the single access point or passporting service for benefit recipients.
- Improve energy efficiency of housing to reduce fuel poverty.
- Publicise benefits and support benefit take up.
- Make life difficult for loan sharks.
- Include “fair wages” clauses in procurement contracts. Enhance the Wages Inspectorate.
- Provide bank and payment services through local post offices.

## **2.4 Ensuring Equality**

### **What does success look like?**

- We retain and attract young people and newcomers to the area are welcomed and can live in harmony. There is variety of housing relaxation and lifestyle.
- People have equal access to worthwhile jobs and social opportunities.
- Community and local businesses have access to public service procurement.
- People have access to the internet and the digital economy.

### **What kind of actions will deliver this?**

- Legal and mediation services for conflict resolution and fair treatment for all citizens.
- Means of transport for young people to access further education, jobs and training.
- Community access points for broadband technology.

### **What do the mainstream providers need to do?**

- Transform their services to ensure that all citizens have the means to access them.
- Revise their procurement and recruitment policies so that they are open to all.
- Ensure they do not treat people without digital access less favourably.

### **Mainstream Public Providers**

Cumbria County Council, Allerdale Borough Council and Copeland Borough Council. JobCentre Plus, Pensions Agency, Legal Services Commission, HMRC, Post Office and NHS Cumbria.

### **Future Generation related strategies**

**Quality Public Services:** Children's Plan (Economic Well-being); Mainstream Service Transformation Plans.

**Advantage Through Knowledge:** Energy Coast Plan (Business & Enterprise).

## **3. Active and Inclusive Communities**

### **Engaging in Sport and Culture, Supporting Local Facilities, Enhancing Environmental Quality, Extending Schools.**

Shared sporting activities and participating in local leisure and recreational activities are the most important builders of a shared culture. West Cumbria has a strong network of local sports and cultural groups, but they need spaces to play and places to go.

Services and facilities for all people are vital to sustainable communities; health services, education and skills services, social services and many others, but many of our housing estates and rural communities lack basic services.

Local environmental quality is generally good, but poor quality environments do have an impact on mental health and the ability of children to learn.

Schools are usually the most substantial asset in any community, and building communities around those schools strengthens both the school and the community.

Where the places and spaces are right, and local people take pride in their neighbourhoods, communities are more resilient and able to rise to challenges and opportunities.

### **3.1 *Engaging in Sport & Culture***

#### **What does success look like?**

- Leisure, cultural and sporting facilities that engage the imagination and make our communities places that people want to live.
- Participation in sport and culture opens prospects and makes connections for individuals of all ages and backgrounds.

#### **What kind of actions will deliver this?**

- Greater use of community arts projects as a motivator for community change.
- Community events and festivals.
- Viable local sports clubs, cultural groups Locality based sports trusts, civic trusts managing and able to maintain and secure their own facilities.
- Summer activities programmes for school children.

#### **What do the mainstream providers need to do?**

- Maintain their support for public sports facilities, sports centres, and cultural facilities like theatres and community/civic centres. Consider placing them in community trusts.
- Make school and college sports facilities available to their local communities.

### **3.2 *Supporting Local Facilities***

#### **What does success look like?**

- People have access to the services they need and are able to become involved in activities in their community.
- Local facilities are run by local people. Social enterprise, commerce, manufacturing and financial services retain wealth in our communities and provide access to health care for all.
- People are able to work, shop and enjoy their leisure time locally.

#### **What kind of actions will deliver this?**

- Community groups or community based enterprises taking a lead in providing community services in their areas, including social housing and transport.
- Community co-ops, social enterprises, “miles” schemes and fairtrade programmes.
- Support for village halls and community centres.
- Accessible places for young people's activities – at a time when young people want to access them.
- Funding capacity in local community organisations to engage with national and regional contractors.

### **What do the mainstream providers need to do?**

- Repackaging public service procurement contracts so that local organisations, including third sector, can deliver them.
- Bringing services to communities, by using outreach and mobile services, particularly in peripheral areas, to improve access.
- Placing students for work experience in local community organisations and facilities.
- Recognise that peripherality and sparsity mean that some services are inevitably more expensive to provide and budget for this rather than using inappropriate national benchmarks.
- Accept that some facilities can never make a “surplus” and will always require public subsidy.
- Recognise that regional and national public service contracting for many “social” programmes saves costs for the public agency by shifting the burden of making it work locally onto community activists and organisations, which are not resourced for this.

## **3.3 *Enhancing Environmental Quality***

### **What does success look like?**

- People take a pride in their neighbourhood and get engaged in taking care of their environment.

### **What kind of actions will deliver this?**

- Neighbourhood Watch (anti-social behaviour and environmental crime).
- Community gardens and open spaces managed by local people.
- Community - led recycling programmes.

### **What do the mainstream providers need to do?**

- Set high standards of design and maintenance for the public realm.
- Extending neighbourhood policing and Police Community Support Officers and neighbourhood wardens.
- Using licensing powers to control rubbish from take-aways.
- Provide highways stewards and parish lengths persons.
- Control the use of off-road vehicles.

## **3.4 *Extending Schools***

### **What does success look like?**

- Schools are at the centre of sustainable neighbourhoods by providing community resources and venues for social enterprise, community facilities and public services.

### **What kind of actions will deliver this?**

- Support to schools for out-of school activities, including breakfast clubs and after-school activities which involve parents and community groups.
- Develop the enterprising capacities of school governing bodies to take on more self-managed services, and make those services available to the community as well as the school, providing a base load for new business development.

### **What do the mainstream providers need to do?**

- Build their services around schools as the centres of their communities.

### **Mainstream Public Providers**

Cumbria County Council, Allerdale Borough Council, Copeland Borough Council, Cumbria Constabulary, NHS Cumbria, Learning & Skills Council, JobCentre Plus.

### **Future Generation related strategies**

**Advantage Through Knowledge:** Energy Coast Plan (Cultural facilities).

**Quality Public Services:** Culture Plans; Environmental Services Plans; Children's Plan; Policing Plan.

## **4. Health and Well-being**

### **Promoting Healthy Living; Exercising the Community; Providing a Sure Start; Supporting People & Families.**

Poor health holds back the development of communities. Many of our communities suffer relatively poor health, and this is not just an issue in the poorest neighbourhoods; often it's a legacy of heavy industry. People in good health are more likely to feel positive, optimistic, and able to work for their communities.

Exercise is essential to good health and when it is a social activity, with friends and neighbours, it builds social capital. The health and well-being of pre-school children has a significant impact on their life chances.

Some hard-pressed families and young people need support to maintain independent living, and helping communities provide that support themselves, keeping people together within that community, itself builds community resource.

### **4.1 Encouraging Healthy Living**

#### **What does success look like?**

- People have healthy lifestyles; they have a good diet, do not smoke, take regular exercise, and avoid drugs and excessive drinking.

#### **What kind of actions will deliver this?**

- Healthy eating programmes in community facilities.
- Food co-ops, community gardens and allotments.
- Community gyms and other recreational facilities where people can access health advice.

#### **What do the mainstream providers need to do?**

- Resource healthy schools programmes.
- Promote healthy workplaces
- Support smoking cessation
- Promote walking and outdoor activities
- Restrict drug use and encourage responsible drinking.

## **4.2 *Exercising the Community***

### **What does success look like?**

- People take exercise, formally and informally.

### **What kind of actions will deliver this?**

- Community gyms.
- Physical activity for children.
- Community exercise schemes.

### **What do the mainstream providers need to do?**

- Develop safe walking routes, cycleways, etc.
- Make outdoor pursuits centres and facilities available to community groups.
- Make public parks and gardens accessible to all.
- Improve access to seashore and countryside.

## **4.3 *Providing a Sure Start***

### **What does success look like?**

- There are sustainable pre-school activities for children and families with a network of Children's Centres serving each Locality.
- Children and families have access to health care and parenting support.

### **What kind of actions will deliver this?**

- Extend and continue Parenting Plus, Triple P programme, and intensive family support targeting families with new babies to promote bonding and attachment.

### **What do the mainstream providers need to do?**

- Resource Children's Centres and ensure they are supported by links to schools and primary health care facilities.

## **4.4 *Supporting People & Families***

### **What does success look like?**

- West Cumbria remains a safe place. People are re-assured of their safety and that the law is at their service.
- Children in care enjoy and achieve as well as those in family homes, and children at risk are protected.
- There is integrated support for families, and for people who are homeless, and people can be housed in their own communities.

### **What kind of actions will deliver this?**

- Parenting support programmes.
- Access to impartial, confidential counselling services.
- Support for victims of rape, abuse and domestic violence.

### **What do the mainstream providers need to do?**

- Resource care services for adults and children.
- Establish community travel plans, safe routes to schools, and traffic calming.

- Make provision for supported accommodation, such as Extra Care Housing, in communities.
- Ensure there is affordable housing so people do not have to leave their own communities.
- Make primary health care facilities, with provision for mental health care, drug and alcohol treatment and sexual health, available in communities.

### ***Mainstream Public Providers***

NHS Cumbria, Cumbria County Council, Allerdale Borough Council and Copeland Borough Council.

### ***Future Generation related strategies***

**Quality Public Services:** Health Improvement Plan; Children's Plan; Culture Plan; Environmental Services Plan.

**Making Better Connections:** Transport Plan.

## **Outcomes for Community Development**

An underlying prerequisite for the success of this Plan is the active involvement of local people as community leaders, volunteers, and as campaigners. We have already described a lack of self confidence and aspiration in certain communities. We believe that community development work is needed.

By engaging communities through these funded activities we will develop that leadership and community capacity.

This approach takes time and will need to be reflected in our assessment frameworks.

There has been a move away from investment in community development work by key organisations.

### ***What do the mainstream providers need to do?***

Plan their service provision in partnership with local communities.

### ***Future Generation Impact***

Impact of the Communities that Work Plan overall will be monitored and reviewed by the West Cumbria Partnership – the Councils and their Partners who have prepared this Plan, together with the wider stakeholder network represented in the Partnership Forum (the LSP), as for the other transformational plans in Future Generation. The emerging Community Planning Partnerships for Localities and Parishes will have the same role in respect of their particular places.

## **Investing in the Community**

This section sets out the size and roles of the community and voluntary sector and its key challenges. These challenges inform the recommendations regarding the development of fund criteria, the assessment framework, and the need for funding.

### ***Background***

West Cumbria has a strong community sector. Research undertaken in 2006 by



University of Central Lancashire identified over 1600 community based groups delivering local activities. Income recorded by 612 registered charities in Allerdale and Copeland in 2005/06 was £86m (the figure for Cumbria as a whole was £307m).

The sector represents a significant component of the local economy and a much bigger contribution to community life. Together these organisations form the fabric of West Cumbria's communities. Their activities include: health and social care, leisure and recreation, play and youth, education and life long learning, advice and information, environment, arts, housing, economic and community development, community safety and criminal justice and heritage. These organisations are close to the community and its issues and so are ideally placed to develop solutions. They will be the organisations which provide direct support to people affected by decommissioning.

### ***Challenges for the sector***

The operating environment for community organisations is becoming harder:

- Demand for services is higher
- Funding is reducing
- Funding criteria are narrowing

### **Demand**

Charities are being squeezed by both an increase in demand for their services and increased costs, according to the Charity Commission (2008). One in five charities (21%) have seen an increase in demand for their services and at the same time, more than half (54%) have seen increased running costs. This is comes at a time when 70% say that activities have already been restricted by lack of funding (Cabinet Office, 2009).

The social impact of decommissioning will see a further increase in demand for services.

### **Funding Availability**

In recent years organisations in Cumbria have seen a considerable cut back in available grant funds. Research undertaken by the Community Foundation on behalf of Cumbria County Council in December 2007 identified a reduction in available funds of up to £3m. Since then the world economic collapse has had direct consequences in terms of reduced bank based giving and also much reduced investment income for endowed trusts. An initial assessment of this change suggests a further £2m loss as a conservative estimate.

Most funding available to community groups is short term. At best a grant may be payable over 3 years. Over 75% of funding to the sector is for less than 3 years (Cabinet Office, 2009). There are two inherent limiting problems for community based projects:

- Engaging with individuals who are excluded from society takes a long time and a three year programme will only begin to break down the barriers.
- Workers employed through grant funding leave before the end of the grant and recruitment to short term contracts is problematic.

Northern Rock has recognised that funding larger projects (£100k) is missing from the sector's economy i.e. a level that is sufficient to employ someone to keep them in post

for a few years.

## **Criteria Narrowing**

Funding criteria is narrowing to target new projects and direct delivery costs, creating the following gaps:

- Funding for business development enabling organisations to work towards becoming financially sustainable.
- Project feasibility funding.
- No accessible loan funding.
- Continuation funding – even if the project is extremely effective.

Some criteria exclude the very people they are targeting. For example, grants for training are linked to accredited courses. However, someone who has achieved poorly in the past will not have the confidence to sign up and complete accredited training. More informal training courses are required to make excluded individuals and those in disadvantaged areas ready to engage with the more formal worklessness initiatives provided by statutory bodies.

## **Accessing Funds**

As stated in the section Community Capacity Building, it is important that people and groups have the appropriate information and support to enable them to access funding and to deliver projects. Access to funding is underpinned by the capacity of organisations to apply for it in the first place. Francis C Scott has identified that their funding is not being accessed by “those that can’t play the funding game”. It is true that levels of formal community activity tend to be lower in the most disadvantaged wards where skills and confidence are low.

## **Governance**

The overall responsibility for the implementation of the plan lies with the West Cumbria Partnership.

The plan provides both strategic guidance and practical direction for the allocation of funds. The ongoing implementation and management of the plan will be overseen by a Leadership Group composed of the following organisations:

Allerdale Borough Council  
Copeland Borough Council  
Cumbria Community Foundation  
Cumbria County Council  
Nuclear Decommissioning Authority  
UK Nuclear Waste Management  
University of Cumbria  
Sellafield Limited.

This group will meet regularly, with senior political representation. It will fulfill the following roles:

- Champion the plan (internally and externally) and its priorities and proposals
- Present progress to the West Cumbria Partnership
- Receive regular monitoring reports on progress

- Undertake a review and refresh of the plan every three years
- Coordinate resources in line with the plans priorities

Executive support to deliver these and supporting functions will need to be put in place.

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## **Appendix 1**

### ***The 8 Transformational Plans that will deliver the Future Generation Strategy***

1. Advantage through Knowledge and Managing Transition : Enterprise Plan
2. Lifestyle Choice : Environmental Quality and Climate Change Plan
3. Coastal Renaissance : Development Frameworks
4. Making Better Connections : Transport Plan
5. Communities that Work : Social Investment Plan
6. Networks & Leadership : Governance Framework
7. Quality Public Services : Cumbria Agreement
8. Respect for Rights and Responsibilities (Regeneration Framework): Energy Coast Spatial Master Plan

Together they build a Sustainable Community.

## Appendix 2

### ***Future Generation section 6.5 “Communities that Work”***

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

We want our communities to be places where everyone has access to the services they need and is able to become involved in activities in their community. Masked by the high quality of the local environment, communities and individuals continue to suffer disadvantage. We will ensure good life chances for all by creating inclusive communities and continuing to look for new ways to narrow the gap between their experience and the best.

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

Our communities can be enterprising and able but too often, these attributes are not used to their full potential. We will value life-long learning and creativity, for its own sake and for its role in empowering people to exercise greater control over their lives and to engage with others with respect and tolerance. We will create opportunities to study at the highest levels locally. We will enable people to take up other appropriate learning to allow them to fulfil their potential. We will also increase peoples' understanding of what makes communities work so that they can make the right decisions for a sustainable community.

We also recognise the value of supporting and developing the local cultural and leisure opportunities available to residents and visitors. We need leisure, cultural and sporting facilities that will engage the imagination and make our communities places that people want to live. We must face the challenge of creating a society which will retain and attract young people. That means being prepared to be challenged on conventional norms in areas such as housing, relaxation and lifestyle. We commit to innovative and 'access to all' solutions.

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

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

Recognising the value of unpaid and voluntary work, we will promote volunteering as an opportunity for work experience, skills development and general well-being. Through these and more formal preparation for employment, we will ensure there are varied 'routes to work' so that there is equal access to jobs which value the skills and worth of people.

West Cumbria is a safe place. However, we must do more to reassure the public, especially those at risk of harm so that they feel safe. We will ensure that children in our care or in need remain safe and well and will strengthen protection for children at risk of abuse. We must put the law at the service of the people.

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