

CUMBRIA ECONOMIC STRATEGY

2008 - 2028

RURAL & AGRICULTURE

STRATEGY ACTION PLAN No. 10

Purpose

The purpose of this Strategy Action Plan is to bridge the gap between the strategy as outlined in the Economic Plan and the delivery of the actions which will be outlined in the next Sub-regional Action Plan (due for release in December 2008). Each document accordingly takes a long term view when seeking to provide clarity and strategic prioritisation to an otherwise 'wish-list' of projects and programmes.

It should be noted that these Strategy Action Plans are progressive documents which look up to 20 years ahead; but which nonetheless focus on providing, where possible and evidenced, hard targets and economic impact over the next 10 years. The Strategy Action Plans thus begin to describe a future Cumbria and show, through aspiration, what the spatial impact of the Economic Plan could be across the 4 distinct delivery areas in the county; Barrow, Carlisle, West Coast, South Lakes & Eden.

Whilst these Strategy Action Plans acknowledge existing Cumbrian strategies, they try to reflect the impacts of an aspirational level of future economic growth. Each document is therefore deliberately challenging and ambitious, yet remains non-prescriptive in nature.

The plans attempt to identify the impacts and inter-relation between other closely linked priority industry sectors and assess the cumulative effects on cross-cutting themes highlighting, for example, how the spatial patterns of growth may necessitate the provision of appropriate housing, connectivity, employment land etc., and thereby examining whether current strategies could meet requirements in terms of employment, skills, infrastructure and the like, if we were to grow in accordance with our aspirations.

A significant amount of debate has already taken place to get to this point and we now open up the floor for full public discussion of the themes and actions highlighted by each Strategy Action Plan.

Whilst all comments are welcome, we would appreciate, in particular, comments which will aid in the prioritisation of the key actions. For example: What do you think would or would not work? Where should we be focusing most of our attention? What key actions would achieve the greatest results or which would bring little benefit?

Vision

"Cumbria will build on its unique qualities and landscape to deliver long term sustainability in the agricultural sector that will underpin sustainable communities of all sizes and maintain the landscape that is essential to support the visitor economy."

Table of Contents

1. Executive Summary	3
2. Overview	6
2.1. UK and Regional Policy Context	6
2.2. Cumbrian context	7
3. Strategy	11
3.1. R1 Agriculture	11
3.2. R2 Energy crops and Forestry	12
3.3. R3 Measures which adapt to the change in demographics	13
3.4. R4 A balanced housing market	13
3.5. R5 Conditions for Business Growth	14
3.6. R6 Sustainable local tourism which connects people and places	14
3.7. R7 The promotion of key service centres across the County to connect rural areas and larger settlements.....	15
3.8. R8 Sustainable local communities and services	15
4. Actions and Impacts by Priority Sector.....	17
4.1. Energy and Environment	17
4.2. Specialist Manufacturing	17
4.3. Tourism	17
4.4. Food and Drink.....	17
4.5. Digital, Cultural and Creative	17
4.6. Outdoor Sport, Education and Recreation	17
5. Actions and Impact by Location	18
5.1. Carlisle	18
5.2. West Cumbria	18
5.3. Barrow	18
5.4. Eden.....	18
5.5. South Lakeland	18
6. Delivering the Strategy	19

1. Executive Summary

THE VISION – Where we are going

“Cumbria will build on its unique qualities and landscape to deliver long term sustainability in the agricultural sector that will underpin sustainable communities of all sizes and maintain the landscape that is essential to support the visitor economy.”

THE CURRENT SITUATION

Across the County Cumbria has a rich and diverse rural landscape; this flows down from the Solway, through the Eden Valley, North Pennines and into the Lake District and on to the Furness Peninsula.

The County faces numerous challenges across the rural agenda ranging from structural changes in agriculture; an ageing population; spiralling house prices; increasing numbers of people visiting and ensuring sustainable communities of all sizes.

Barrow the lowland areas around Barrow and the Furness coast are home to a wide variety of agricultural businesses mainly dairy and beef and sheep. The area also supports a diverse business portfolio from manufacturing to creative industries.

Copeland and Allerdale have high grade pastures and are the home to larger more intensive dairy farms, contrasted by upland farms grazing sheep and beef. There are several market towns connecting and servicing large rural hinterlands acting as key service centres. A wide variety of industry is also represented from high value added manufacturing through to strong creative industries clusters.

Carlisle and the Solway plains have lowland farming, intensive dairy production and arable farms; contrasted by the high fells of the Pennines in the East. The area has a broad rural hinterland connected by key service centres and provides a wide variety of employment but is under represented in tourism related businesses.

Eden & South Lakeland comprises the bulk of the Lake District National Park and the distinctive upland areas which so many visitors come to enjoy. There are large numbers of smaller agricultural holdings mainly in upland areas along with large, intensive dairy operations. The area also has a wide variety of industry types, many of these are in tourism, creative and cultural businesses; there are also large numbers of specialist manufacturing businesses servicing key international markets.

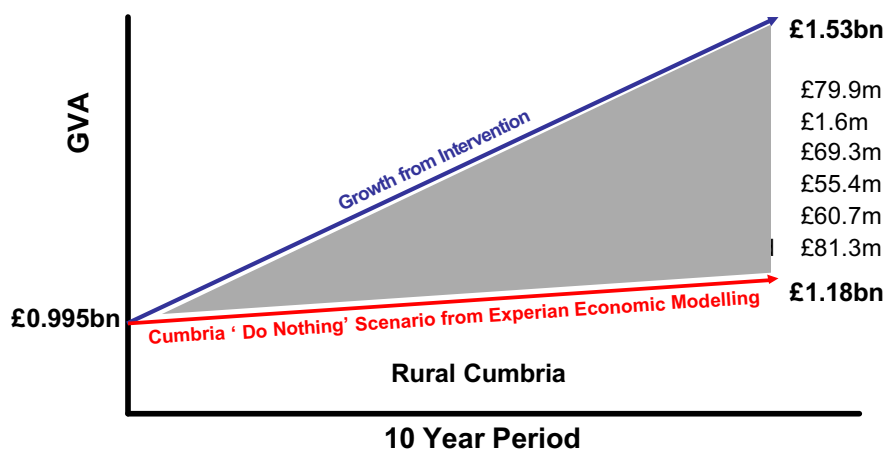
THE KEY ACTIONS

1. Increase the competitiveness and sustainability of the Agricultural sector.
2. Sustainable Energy production and Consumption
3. Diversification of the Forestry sector into higher value added activities.
4. Measures to adapt to changes in the demographic profile.
5. Increase housing allocations, completions and affordable housing.
6. Improve the vitality and viability of key service centres and provide the conditions for business growth.
7. Sustainable tourism.
8. Sustainable Rural communities.

INDICATIVE OUTPUTS

19,000 new jobs created.

£450m added to Gross Value Added figures.



Data does not always total correctly due to rounding up.

District growth won't sum to County-wide figure due to spill over benefits falling outside the local area when modelling data at lower geographical levels.

This strategy is linked and therefore must be understood in conjunction with; Specialist Manufacturing, Tourism, Food & Drink, Education & Skills, Housing, Enterprise & Business, Rural & Connectivity.

THE GOALS – What Cumbria will look like in 10-20 years time

Cumbria will have a **competitive and sustainable farming and food sector with viable, competitive farm units**, with further diversification into off farm income generators;

enhanced collaboration between farmers; marketing activity that will increase farm gate prices and programmes that take advantage of structural change in the industry.

Diversification of the Forestry sector into higher value added activities capitalising on the National School of Forestry to drive up skills within the sector; delivering public good through schemes such as Newlands, replanting Brownfield sites and promoting the use of wood fuels for localised power generation.

Cumbria will provide **balanced housing markets** by providing higher numbers of affordable houses; redevelop redundant rural buildings for work and housing; identify and promote Greenfield sites for housing.

Sustainable key service centres connecting rural areas by providing the conditions that will allow businesses to flourish; investment in public realm improvements and by capitalising on the on the economic contribution of older people in society. Promote the use of **spatial planning** to cover all areas of rural communities from agriculture, transport and employment. Promote **working from home** based businesses **exploiting the investment in ICT infrastructure** and **extend the reach of primary care using ICT**.

Become an exemplar of sustainable energy production and consumption promoting localised energy production through wind, hydro and wood fuel; investigate and promote the use of on farm energy production through anaerobic digestion and other means; reduce the energy consumption of businesses across the County. Cumbria will become an **exemplar in delivering eco tourism** destinations and products and promote the **green tourism agenda** through increasing the environmental efficiency of tourism businesses.

2. Overview

2.1. UK and Regional Policy Context

In 2004, the Government published their vision for the creation of sustainable rural communities. The 5 year strategy highlighted three key priority areas for action:

- economic and social regeneration – supporting enterprise across rural England, but targeting greater resources at areas of greatest need.
- social justice for all – tackling rural social exclusion wherever it occurs and providing fair access to services and opportunities for all rural people.
- enhancing the value of our countryside – protecting the natural environment for future generations.

This Rural Strategy laid the foundation for the creation of Regional Rural Delivery Frameworks (RRDF), agreed parameters for local action in rural areas, supporting the process of devolving decision-making to local and regional levels. The North West RRDF, published in 2006, contains 6 headline priorities for the rural North West:

1. Maximising the economic potential of the region's rural areas
2. Supporting sustainable farming and food
3. Improving access to affordable rural housing
4. Ensuring fair access to services for rural communities
5. Empowering rural communities and addressing rural social exclusion
6. Enhancing the value of our rural environmental inheritance

The Regional Rural Strategy Group was set up to provide strategic direction for implementation of the priorities within the RRDF and co-ordinate actions. The role of the North West Rural Affairs Forum also changed slightly to provide a basis for stakeholder engagement in the RRDF. Task groups have been formed to deliver each of the headline priorities and as the sub-regional economic development organisation for Cumbria, Cumbria Vision, will play a vital role in ensuring interventions within the rural economy meet the priorities of the RRDF.

Since 2004, Government policy on rural areas has shifted in emphasis away from specific rural interventions to mainstreaming into public policy and delivery. The Comprehensive Spending Review 2007 instigated both the sub-national review of economic development and a new set of Public Service Agreements (PSAs) for government departments. The Sub-National Review promotes the view that there is a need to maximise prosperity in all parts of England, whether rural or urban, to enable places to reach their potential. It also proposes that economic development must be managed at the right spatial level, strengthening the role of sub-regional authorities in regenerating their economies, with the Regional Development Agencies playing a key strategic role.

In the previous spending review, there was a specific PSA target for the Department of Environment, Food and Rural Affairs (Defra) to reduce the productivity gap between the least well performing rural areas. However, in the current review there is no specific PSA for rural areas, this being merged into PSA7 to improve the performance of all English regions. This move to mainstreaming recognises that all communities, whether rural or urban, are different and the implementation of the outcomes of the sub-national review will allow local communities to respond flexibly to local circumstances and needs.

Stuart Burgess, the Rural Advocate to the Prime Minister, delivered his report on England's rural areas: Steps to release their economic potential, in June 2008. This also recognises the diversity within rural economies and the varied challenges they face. The Rural Advocate

argues that the key issue for rural practitioners will be to develop innovative solutions to these challenges. In particular, it called for action in 4 areas:

- inspiration and leadership – from all spatial levels
- investment – to realise the unfulfilled potential of businesses in rural areas
- supporting innovation in product development and service delivery
- empowerment to tackle environmental disruptions

The Northwest Regional Development Agency (NWDA) has recently adopted a rural policy statement which takes forward the key drivers for growth identified in the Regional Economic Strategy (RES). By building on the three drivers it outlines the ways in which strong rural growth can be achieved in the North West.

1. **Improving productivity and growing the market** – Economic activity in rural areas accounts for £21 billion or 23% of the region's GVA. However, given 40% of all firms and 25% of employment occurs in rural areas, there appears to be issues around productivity, innovation and diversity, compounded by accessibility to markets and a lack of workspace.
2. **Conditions for sustainable growth** – The rural North West is an area of stable business formation but productivity and growth remain dominant recurring issues. Key Service Centres (KSCs) are at the heart of many rural communities and it is imperative that they evolve to function as vibrant networks, collectively addressing local retail, housing, employment and service needs of the rural population.
3. **Growing the size and capability of the workforce** – Worklessness does not appear to be a consistent issue in the majority of rural communities in the North West, although specific pockets of multiple deprivation exist. There is a need to increase the range of higher value-added jobs in rural areas and promote the take-up of learning opportunities to rural businesses and the wider population to meet current and future skills needs.

2.2. Cumbrian context

The following economic assessment of rural Cumbria is based on research undertaken by BMG Research Ltd in 2004, which gave a detailed baseline position of the rural economy, refreshed, for the purposes of this document, with the latest statistical information. Key points are:

- The dominance of three sectors – public services with around 43,000 jobs, distribution (which includes hotels and restaurants) with around 63,000 jobs and manufacturing with around 37,000 jobs.
- A strong agricultural sector (the sector directly employs 13,000 people, yet its indirect contribution is substantially higher). Furthermore agriculture has shaped Cumbria's landscape and its role in maintaining that landscape, which then benefits the tourism sector, is obvious. Agriculture's vulnerability to changing market pressures and changing subsidy regimes means that it is likely that farm incomes will remain depressed for the foreseeable future.
- Cumbria's economy is made up of a large number of small companies – 82.7% of firms employ less than 10 people and a very small proportion (less than 0.5% of the total) of large companies employing more than 200 people. This is because small firms tend to have limited capital and management skills, restricted markets, limited growth ambitions, low investment in training and limited promotional opportunities for staff. Small firms are rarely able to kick start the local economy by themselves. This

“small firm economy”, potentially brings with it competitive weakness, although there are strengths in having a flexible and diverse business base.

Cumbria has relatively few jobs in the business and financial services sector – 11.4% of jobs are in this sector compared to 20.6% nationally. These sectors, including those businesses involved in ICT development and support, have been the major engine for economic growth in the UK over the past twenty years, and may well be a factor in slow economic growth in Cumbria.

Despite the more positive analysis contained in parts of the assessment the statistical position of the Cumbrian economy continues to worsen. Towards the end of 2006, the Office for National Statistics published the sub regional accounts for the UK. This information included details of the economic performance down to county level and below, provided in the form of Gross Added Value (GVA). This showed that since 1995 Cumbria had slipped behind the national average although the economy of the county has recovered somewhat since 2000 to the extent that Cumbria was the fastest growing sub-region in the northwest between 2003 and 2004 (see Table 2.1). As a result GVA per head of population in Cumbria had declined from 92% of the national average in 1995 to 76% of the national average in 2004. Only Durham, Merseyside and Cornwall had a lower GVA per head.

GVA per head of population	1995 (£)	2003 (£)	2004 (£)	Change 95-04 %	Change 03-04 %
West Cumbria	9,507	11,157	11,655	+22.6%	+4.5%
East Cumbria	10,448	13,435	14,262	+36.5%	+6.2%
Cumbria	9,988	12,344	13,017	+30.3%	+5.5%
North West	9,729	14,230	14,994	+52.5%	+5.4%
United Kingdom	11,037	16,549	17,451	+58.1%	+5.5%

Source: Office for National Statistics sub regional accounts 2006

The Gross Added Value statistics indicate that Cumbria's economy is stabilising at a new base level well below the national and regional average. It is known that neither unemployment, (which has exhibited a downward trend in Cumbria over the past few years), nor the total number of jobs in the county or the size of the working population, (both of which have remained steady over the past few years) lie behind the long-term reduction in the GVA per head of population. The cause of the relative decline is far more likely to be as a result of the reduction, relative to other areas, in the number of jobs in high value added sectors such as manufacturing and a commensurate growth in low value added sectors such as retailing and tourism. There has also been an increase in the proportion of part time jobs in the county.

There are, however some success stories. As the assessment noted between 2001 and 2004 the total number of jobs increased by 17.1%, and unemployment in much of rural Cumbria remains low. Across Cumbria as a whole, official unemployment in June 2007 stood at 4,777, a rate of 1.6% of the workforce, significantly lower than the national average. There are, however, sharp contrasts between the east of the county, where rates of unemployment are extremely low, and the west of the county where they are higher - Eden (0.5%) and South Lakeland (0.6%) have some of the lowest unemployment rates in the UK. Carlisle (1.7%) is also below the national average. This has meant that in some parts of east Cumbria such as Carlisle, Penrith and Kendal the lack of labour supply has meant that companies have started

to import labour to fill job vacancies – there are 3,130 registrations on the Worker's Registration Scheme located in Cumbria (data to March 2007). These registrations log the number of jobs filled by migrant workers from the 8 Eastern European countries that joined the EU in 2004.

Considerable discussion often surrounds the issue of incomes in Cumbria, much of the debate concerning the extent to which it is justified to regard parts of the county as a "low wage" or "high wage" economy. The government's official data is based on the Annual Survey of Hours and Earnings, and the most recent information is for 2006. Cumbria has average gross weekly earnings of £422, which is almost identical to the North West average of £421 but lower than the England average of £453. However there are marked variations across the County. Gross Weekly Earnings are lowest in Carlisle (£377) followed by South Lakeland (£391). The low figure for South Lakeland implies that full time jobs in the most rural areas of the county are relatively low paid – although household incomes may be much higher due to the influx of more wealthy retirees on pensions, and people taking on multiple jobs. By contrast GWE's are highest in Copeland (£577) which is clearly related to the high rates of pay in the manufacturing sector particularly the nuclear sector.

However, although rural Cumbria is a relatively low wealth generator in economic terms, this is ameliorated by

- A reasonable level of employment. Wages may be lower on average but there is not a high level of unemployment or of inactivity. Indeed labour shortages in some parts of East and South Cumbria are causing firms to import labour
- Income earned by people working outside Cumbria. It is noticeable that in South Lakeland and Eden, Cumbria's wealthier districts – not only have higher levels of employment than elsewhere and more people employed in managerial and professional jobs, but are able to commute via the M6 to jobs in Lancashire etc.
- The pension and investment income of older retired people who move into Cumbria for lifestyle reasons – particularly South Lakeland and Eden.

Agriculture (including forestry and fishing) directly employs around 13,000 people, yet its indirect contribution to other sectors is undoubtedly much higher (e.g. agricultural engineering, construction, transport, food processing etc). Furthermore, agriculture has shaped Cumbria's landscape and its role in maintaining that landscape is fundamentally important to tourism. Agriculture's vulnerability to several pressures (animal health, supermarket pressure on prices and consequent low margins, and changing subsidy regimes that seem likely to depress farm incomes further) is obvious.

Agriculture and fishing in total generated £184m of Gross Value Added for Cumbria in 2003, equivalent to 2.9% of the County's GVA, by far the highest share of any part of the Northwest region. However, Cumbrian agricultural output is declining not only in relative, but also in absolute terms. Over the five years 1995 - 2004 total output in Cumbria has increased by £1,578m (over 32%). However, within this overall figure, an increase of £1,454m from services has been offset by a fall of £24m in agriculture, hunting and forestry (whose difficulties were evident even before foot and mouth disease). Manufacturing output has increased by £149m

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Agriculture, hunting & forestry	208	207	176	169	169	156	149	158	172	184
Industry, inc. energy & construct.	2 129	2 150	2 169	2 149	2 119	2 072	2 093	2 101	2 174	2 278
Service activities	2 525	2 683	2 813	2 932	2 976	3 042	3 187	3 416	3 700	3 979
Cumbria	4 862	5 040	5 158	5 250	5 264	5 270	5 429	5 675	6 046	6 441

Table 2.2 Cumbria's headline GVA at current basic prices 1995-2004, by broad sector (£million)

Source: Office for National Statistics Regional Accounts Unit

Self-employed incomes in agriculture are very low. Using data from the Inland Revenue the median self-employed income in Cumbria for 2004-05 was just £7,820, compared to £10,300 in the UK.

To emphasise the seriousness of low farming incomes, the average annual income from agriculture, hunting & forestry in 2003-2004 was equivalent to an hourly rate of £4.24 (assuming 39 hours a week for 48 weeks a year), less than the contemporary National Minimum Wage. In reality, self-employed farmers often work much longer hours than these assumptions (and bear significant responsibilities and financial risks). As many as 24.1% of all VAT registered businesses in Cumbria are in agriculture and fishing (4,275 businesses). A detailed analysis of changes in Cumbria by sector of VAT registered businesses reveals that agriculture has lost 430 businesses since 1994.

3. Strategy

What we are going to do in order to achieve Vision

3.1. R1 Agriculture

There are many issues facing agricultural businesses across the UK currently; but one of the overriding characteristics of the sector has been the ability to adapt and improve to meet changing market circumstances.

Cumbria has a broad and diverse agricultural sector one that embraces arable, dairy, lowland and upland farming. Each one has significant challenges and opportunities; the dairy sector is key to sustainable farming in the County and this is directly opposed by the challenges of upland farming.

The key challenges going forward will be –

- Recognise the intrinsic link and value between Primary Agriculture, Landscape Management and Tourism particularly for upland farming
- Increased input costs primarily for fuel, feed and fertiliser
- Increased demand for food security and improved animal welfare standards
- New market and new product opportunities
- Increased capital costs for continuing investments and new entrants
- Ageing labour force and lack of new entrants
- Increase sustainability of farming through new diversification measures to increase farm incomes
- Protect and invest in the dairy sector to increase the yield and the farm gate price

To address these issues we will –

Increase the competitiveness and sustainability of the farming and food sector

This will be achieved through the following measures –

- Lead on policy that will produce spatial plans for the upland areas of the County that integrate activity to create sustainable communities
- Lead on policy that will link landscape management, particularly in upland areas, to the tourism product offer
- Commission research to define policy on landscape management and define appropriate actions that bring together existing initiatives
- Commission activities which increase further the efficiency and productivity of each viable farm unit

- Develop On-farm renewable energy production, biogas and anaerobic digestion
- Support new product development
- Support moves into new and emerging markets
- Support measures to introduce new entrants to land based industries
- Implement measures to provide re-training and off farm employment opportunities linked to local needs to provide additional income for farmers
- Promote local or Quality Regional Food
- Undertake research into sub regional food & drink branding
- Develop integrated supply chain activity which passes greater value to the farm gate
- Actively promote and enhance the arable and dairy sectors to bring greater economic gain to the County

3.2. R2 Energy crops and Forestry

Consideration needs to be given to the use of the land within the County for other uses outside of primary agriculture if this can be more economically productive;

- Use of existing land for energy crops, short rotation coppice, miscanthus, oil seed rape meal and further tree planting
- Investigate the potential for bio-ethanol, bio-gas and bio-diesel plants within Cumbria

The diversification of the forestry and woodland sector, and increasing added value in woodland products

Cumbria has a large amount of forested areas both ancient, semi natural woodlands and conifer plantations. Within this sector we have a diverse offer from forestry work, arboriculture businesses to high quality furniture manufacture. Cumbria is also home to the National School of Forestry based at the Penrith campus of the University of Cumbria.

To promote the sector and add value, we will –

- Forge strong links with land use, climate change and renewable energies across the County
- Create opportunities to develop skills at all levels within the sector utilising the asset of the National School of Forestry
- Deliver enhanced public benefits from woodland areas through programmes such as Newlands, supporting the public health agenda and through maximising the resource for tourism
- Look towards creating a pool of resources of labour and machinery to assist the smaller producer or farmer who has turned land over to forestry to manage and harvest

Develop measures that increase energy efficiency, sustainable use of energy, and increasing capacity for renewable energy

In conjunction with the above and moves to on farm energy production –

- Investigate and develop where appropriate localised power generation
- Support increased woodland planting and localised wood chip production
- Exploit the use of hydro based power systems across the County
- Link current initiatives to reduce the energy footprint of business

3.3. R3 Measures which adapt to the change in demographics

The county's population is growing older, with 40% predicted to be over 50 by 2015 ensure that the under 25's stay in local areas to make the best use of resource –

- Enhance the ability of the ageing workforce to continue to contribute to society and increase / extend the labour pool
- Define measures that capture and distinguish between economic activity and social contributions
- Improve access to services for all members of the community
- Extend the reach of primary and social care through the exploitation of technology
- Promote measures which further integrate inward migrants into the County and provide employment opportunities and progression
-

3.4. R4 A balanced housing market

One which reflects local needs across the County with an emphasis on affordable housing

Cumbria's rural areas are highly desirable places to live which has increased the cost of all housing stock. Constraints on housing allocations regionally are being addressed but a significant increase in completions is still required to meet demand. Affordable housing needs are still acute across the County, linked with low incomes and innovative solutions are required to link buyers to property.

To improve the situation, the following measures will be implemented –

- Lead on policy to reduce the volume of second home ownership across the County
- Increase the housing allocations and completions for the County as a whole
- Identify, promote and agree 'Greenfield' developments
- Redevelop redundant properties and farm buildings
- Increase the percentage of affordable dwellings in all completions
- Instigate schemes to reduce the income to house price ratio to enable entry or progression in the market

3.5. R5 Conditions for Business Growth

It is well recognized that the rural economy is no longer restricted to agriculture, forestry and fishing. But the extent of the diversity has not perhaps been fully understood. It is not just about land-based activities diversifying. It is also about the growth of a much wider range of manufacturing and service industries, including a more recent upsurge in home working.

To ensure that appropriate conditions are put in place, we will –

- Ensure that planning policies are sufficiently flexible to allow businesses of all types to exist and flourish in rural areas
- Ensure that the current and future needs for employment land are met
- Ensure that workspace is available for both start up and growing rural businesses whilst safeguarding against losing skilled workforces
- Ensure access to business support for rural businesses that encourages innovation and productivity such as long-term business planning, enterprise, training and development of workforce, leadership and quality accommodation.
- Ensure that, appropriate, flexible business support is available to support business start-up activity; business growth and key sector activity. This can be delivered by partnership working or by localised contracts dependant upon proven need
- Provide ubiquitous access to high speed internet connections, 3rd generation broadband and next generation access is available across the whole County
- Provide appropriate infrastructure and training to enable both businesses and citizens to take advantage of ICT developments
- Put in place the conditions for Social Enterprises to take advantage of the need to deliver local services

3.6. R6 Sustainable local tourism which connects people and places

The Tourism strategy promotes the move away from the core area of the Lake District to extend the reach of Tourism out into the other rural areas of the County.

Within this move, the overall aim is to improve the quality of the offer both in accommodation and services.

In rural areas, this must be achieved with regard to lowering carbon emissions, promoting eco-tourism, assisting tourism businesses to be as 'green' as possible and implementing measures or levies which offset carbon emissions.

Within this context, we will –

- Investigate, invest in and promote sustainable forms of transport that allow people access to rural areas but reduce their carbon footprint
- Provide assistance to tourism businesses to improve their environmental credentials
- Actively promote, through partners the areas outside the attack brand of the Lake District

- With partners, develop a Green Infrastructure Strategy for the County and agree the priorities which will influence economic development across the County

3.7. R7 The promotion of key service centres across the County to connect rural areas and larger settlements

The economy of rural areas is strongly influenced by the flows of people and goods; the roles of different key service centres should be defined and developed in ways that are complimentary and build on their strengths.

To ensure the success of key service centres –

- We will review and act upon the evaluation of the nine Market Town Initiatives in Cumbria
- Identify the key settlements that act as service centres across the County, using the County Structure plan as a baseline
- Define a process that will map key strengths and opportunities leading to local employment, greater services, community cohesion and hubs for wider community engagement and regeneration
- Influence planning policies to ensure that Key Service Centres do not become dormitory towns
- Provide appropriate conditions for business to flourish through high quality localised business support and business to business opportunities
- Increase the attractiveness of key service centres for economic development activities, inward investment and new development

3.8. R8 Sustainable local communities and services

The eight components of any sustainable community are defined as –

- **Governance** - Well run communities with effective and inclusive participation, representation and leadership.
- **Transport and Connectivity** - Well connected communities with good transport services and communications linking people to jobs, health and other services.
- **Services** - Public, private and community and voluntary services that are accessible to all.
- **Environmental** - Providing places for people to live in an environmentally friendly way.
- **Equity** - Fair for everyone in our diverse world and for both today's and tomorrow's communities.
- **Economy** - A thriving and vibrant local economy.

- Housing and the Built Environment - High quality buildings.
- **Social and Culture** - Active, inclusive and safe with a strong local culture and other shared community activities.

Our aim will be to provide this environment in as many of our rural communities as practically possible recognising the potential barriers due to geography and population.

To achieve this we will –

- Continue support for initiatives which build on local leadership and governance
- Pursue innovative and sustainable transport systems, designed to meet diverse needs
- Enhance the capability and capacity of the Third Sector to deliver services across rural Cumbria
- Exploit the potential of the rural areas whilst protecting the key environmental attributes of the County.

4. Actions and Impacts by Priority Sector

4.1. Energy and Environment

4.2. Specialist Manufacturing

4.3. Tourism

4.4. Food and Drink

4.5. Digital, Cultural and Creative

4.6. Outdoor Sport, Education and Recreation

5. Actions and Impact by Location

5.1. Carlisle

5.2. West Cumbria

5.3. Barrow

5.4. Eden

5.5. South Lakeland

6. Delivering the Strategy

Delivering the Strategy

- 6.1** The following Action Plan is a comprehensive list of all identified programmes, projects and activities that have the potential to make a positive contribution towards achieving the vision for the Rural economy in Cumbria, as detailed above. To successfully deliver this Action Plan will require a co-ordinated approach, and commitment and investment from Public, Private and voluntary sectors. The Action Plan does not therefore relate to particular funding bodies or programmes (for example the North-West Development Agency Single Programme, or the European Regional Development Fund) and is not a representation of any future Sub-Regional Action Plan.
- 6.2** The Red / Amber / Green classification in this Action Plan reflects priorities in terms of timescales for delivery only, in recognition that a number of actions (particularly major, transformational projects) will take substantial time to develop and deliver, whilst others can be delivered within a much shorter timescale. Please also note that the classification are based on timetable for final completion, so actions that are a mixture of short-term and long-term components will be listed by the targets for long-term completion.
- 6.3** Within each colour group, projects are listed in order of their reference number which relates to the key actions within section xxx (NB section 4 currently) of the Strategic Action Plan. Neither the colour-coding nor the numerical listing within each colour classification are indications of the importance of actions relative to one another.
- 6.4** A key role of Cumbria Vision will be to monitor, evaluate and update the Action Plan on an ongoing basis. This process will be undertaken in close consultation with stakeholders from the county and region.

Timeframe	Ref	Activity	Detail	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R1	Agriculture	Increase the Competitiveness of the Farming and Food Sector	<i>Allerdale</i>	<i>Carlisle</i>	<i>Copeland</i>	<i>Eden</i>	<i>Furness</i>	<i>South Lakeland</i>
	R1.1		Activities to increase the efficiency and productivity of viable farm units	<i>Allerdale</i>	<i>Carlisle</i>	<i>Copeland</i>	<i>Eden</i>	<i>Furness</i>	<i>South Lakeland</i>
	R1.2		Promotion and investment in on farm energy production	<i>Allerdale</i>	<i>Carlisle</i>	<i>Copeland</i>	<i>Eden</i>	<i>Furness</i>	<i>South Lakeland</i>
	R1.3		Support new produce development and move into new markets	<i>Allerdale</i>	<i>Carlisle</i>	<i>Copeland</i>	<i>Eden</i>	<i>Furness</i>	<i>South Lakeland</i>

Immediate	3 – 5 years	5 -10 years

	R1.4		Enable new entrants into the Sector	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	Ref	Activity	Detail	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R1.5		Implement measures to provide retraining opportunities and off farm employment	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R2	Energy crops	Investigate and promote if necessary, the use of land outside of food production	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R2.1		Investigate the potential for bio-ethanol, bio-gas and bio-diesel production and localised power production	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland

Immediate	3 – 5 years	5 -10 years

	R2.2	Forestry	Diversification of the sector	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R2.3		Skills development utilising the National School of Forestry	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R2.4		Creation of labour and machinery rings	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R2.5		Deliver enhanced public benefits through schemes such as Newlands	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R3	Demographic change		Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland

Immediate	3 – 5 years	5 -10 years

	R3.1		Extend the labour pool beyond retirement age	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R3.2		Improve access to services	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R3.3		Extend the reach of primary and social care services	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R4	Balanced Housing Markets		Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland

Immediate	3 – 5 years	5 -10 years

	R4.1		Increase housing allocations and completions	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R4.2		Increase the % of affordable housing	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R4.3		Bring forward Greenfield sites and redevelop redundant buildings	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R5	Conditions for Business Growth		Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland

Immediate	3 – 5 years	5 -10 years

	R5.1		Influence planning policy and the Local Development Framework	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R5.2		Influence the provision of appropriate business support to reflect market needs	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R5.3		High Speed Next Generation	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R5.6		Conduct feasibility studies to determine the development of appropriate workspace	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R6	Sustainable tourism		Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland

Immediate	3 – 5 years	5 -10 years

	R6.1		Develop a sustainable transport strategies for rural areas	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R6.2		Develop a Green Infrastructure Strategy	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R7	Key Service Centres		Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R7.1		Commission research to identify and define process for Key Service Centres development that will overcome barriers to growth	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R7.2		Provide appropriate conditions for business growth, suitable planning polices in place and investment plans	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland

Immediate	3 – 5 years	5 -10 years

	R8	Sustainable Communities		Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R8.1		Exploit the unique potential of the rural areas whilst protecting the environment.	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R8.2		Provide innovate and sustainable transport systems	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	R8.3		Enhance the capability of local governance and the third sector	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland

Immediate	3 – 5 years	5 -10 years