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CUMBRIA ECONOMIC STRATEGY 2008 - 2028

Food & Drink

STRATEGY ACTION PLAN NO. 4

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

"In 10 years time the Food and Drink sector will be connected with primary agriculture through supply chains that ensure greater value is passed to the producers. Cumbrian produce will command a higher selling premium and be internationally recognised as products of the highest quality and provenance."

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1. Executive Summary

THE VISION – Where we are going

"In 10 years time the Food and Drink sector will be connected with primary agriculture through supply chains that ensure greater value is passed to the producers. Cumbrian produce will command a higher selling premium and be internationally recognised as products of the highest quality and provenance. "

THE CURRENT SITUATION
Cumbria has an outstanding reputation for Food & Drink; the agricultural systems that support production, processing of high quality local produce reaches out to a global market; this is currently under exploited in marketing and distribution. The County is also home to substantial large volume food processors that represent significant employment within the sector; there is little absolute data to map the activity in the sector to give an overview of the true economic value of this key sector.

Cumbria has market leading offers in –

Milk – the county produces in excess of 900 million litres of milk per annum; the majority of this is processed outside the County; there is an opportunity to add value by creating processing capacity within the County.

Red Meat – the County produces large volumes of lamb and beef, it provides the backbone of breeding stock for the sheep industry; currently, large volumes are taken out of the County for slaughter and processing

Barrow offers a large number of SME businesses involved in food production and processing adding to the quality regional food offer. The Waterfront developments offer a significant opportunity for the food service sector.

Copeland and Allerdale are home to a wide range of SME businesses taking full advantage of the produce from the sea and fells. It is also home to a significant part of the Cumbrian Milk Field, the rich pastures producing high quality milk with high butterfat and protein content.

Carlisle is home to a large number of significant food processing companies employing in excess of 4,000 people; the workforce is highly skilled in the process industry but is ageing with little or no new entrants. The sector is expanding and the renaissance of Carlisle offers new opportunities for the food service sector.

Eden & South Lakeland has a large stock of specialist food production and distribution businesses capitalising on the provenance of food from the fells and dales. The majority of these businesses employ less than 25 people and whilst successful, are constrained by the lack of employment land available for their businesses to expand.

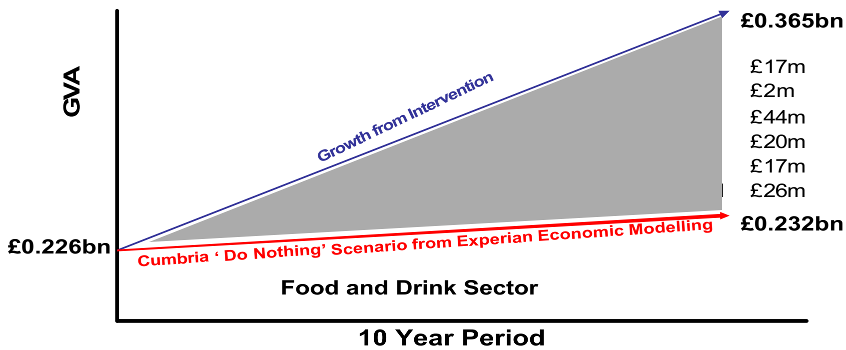
THE KEY ACTIONS

1. Identify sector activity and opportunities for cluster development.
2. Exploit the provenance of the Cumbrian brand through developing kite mark branding.
3. Increase the productivity of the sector through innovation and reduced consumption of raw materials.
4. Develop a large scale "Cumbrian Food City"
5. Reinforce the connection between primary production and consumers.

INDICATIVE OUTPUTS

6,000 new jobs created.

£140m 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 and Connectivity.

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

The value of the sector increased by 25% and **employment increased by 15%** by identifying opportunities for cluster development; increasing the productivity and profitability of businesses. Investigate and if applicable, **invest in brand development** that will return high prices to producers and processors. Cumbria will become an **exemplar of sustainable food production through lower consumption of energy and water.**

Increased and visible integration with primary agriculture by promoting and adding to the core messages of sustainable farming and food; allied to branding opportunities that re-enforce the value of local, high quality produce

Develop a Cumbrian Food City by creating a large scale development with significant anchor tenants that will provide the clustering opportunity along with a distribution hub.

2. Overview

2.1. UK context

The food and drink manufacturing industry is the largest manufacturing sector in the UK, with a turnover of £70bn, accounting for 15% of the total manufacturing sector.
The industry employs some 500,000 people - 13% of the UK manufacturing workforce.

Food and drink remains the biggest spending category. In 2005, consumer spending on food and drink was nearly £153.8bn - 20% of UK consumer expenditure.

In 2005, there were over 6,000 new food and drink product launches in the UK, by far the largest number of any European country (twice as many as in France, for example). The UK accounts for 8% of all worldwide product launches in food and drink, punching way above its size.

Exports

Total food and drink exports from January to September 2006 were worth £7.4bn, up 4% versus 2005. Total food and drink exports to the EU were worth £4.9bn in the period January to September 2006, up 5% on the previous year.

Ireland and France continued to deliver positive results, while exports to Spain declined. Germany and the Netherlands performed well, but this was offset by slumping markets in Portugal and Austria.

Value-added product exports (excluding spirits) were worth £2.5bn in the first nine months of 2006 (+8%). The fastest growing export product sectors were soft drinks (+17%), wine (+38%) and tea (+22%).

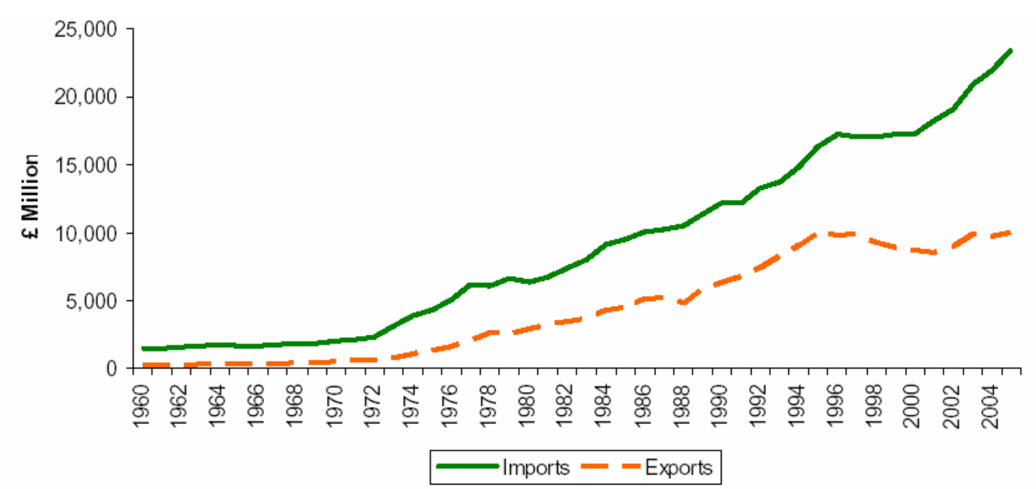
Exports to Ireland, the top UK export market, accounted for £1.4bn in the first three quarters of 2006, up 10% from the previous year. Excellent performance, in particular, has been delivered by soft drinks (+15% to £110m), chocolate confectionery (+8% to £91m) and breakfast cereals (+14% to £67m).

The table below highlights the importance of Food and Drink in the Northwest.

	Gross Value Added		Employment		Labour Productivity
	£m	% of GB	Employees	% of GB	GVA per Employee (£)
Scotland	2,608	18%	47,043	12%	55,000
North West	2,528	17%	56,384	15%	45,000
East Midlands	1,484	10%	35,522	9%	42,000
Yorkshire & Humber	2,199	15%	54,049	14%	41,000
South East	804	5%	21,215	6%	38,000
North East	410	3%	10,901	3%	38,000
London	929	6%	26,799	7%	35,000
East of England	1,669	11%	50,002	13%	33,000
West Midlands	1,072	7%	32,246	8%	33,000
Wales	520	3%	19,675	5%	26,000
South West	652	4%	26,876	7%	24,000
GB	**14,875**	**100%**	**380,712**	**100%**	**39,000**

Source: Regional ABI 2004

UK Trade in Food, Feed and Drink, 1960– 2005 (Current Prices)



Source: ONS/ HMRC

Distribution of Local units by region and employee Size Band 2006

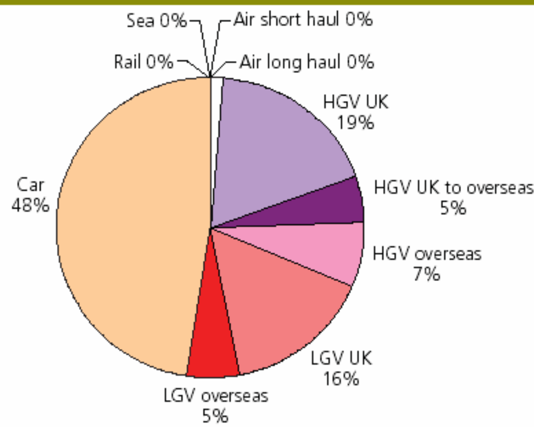
Region	Employment Size band								
	0-4	5-9	10-19	20-49	50-99	100-249	250-499	500+	Total
North East	90	125	50	45	15	25	10	5	**370**
North West	390	310	180	130	70	80	35	25	**1,225**
Yorkshire & Humber	285	245	175	105	70	85	30	25	**1,015**
East Midlands	215	115	85	85	40	50	25	35	**645**
West Midlands	265	105	75	80	30	30	20	15	**625**
East	250	110	110	95	40	50	30	10	**700**
London	330	155	100	70	45	30	15	10	**755**
South East	300	145	100	100	50	40	10	5	**750**
South West	350	185	125	110	50	50	15	15	**905**
Wales	210	110	65	50	20	35	15	10	**515**
Scotland	360	260	185	180	85	75	20	15	**1,185**
Northern Ireland	150	125	95	70	30	20	15	5	**505**
Total	**3195**	**1,995**	**1,345**	**1,120**	**540**	**580**	**245**	**175**	**9,195**

Source: Office of National Statistics[8]

The food and drink sector accounts for –

- about 14% of energy consumption by UK businesses and 7 million tonnes of carbon emissions per year;
- about 10% of all industrial use of the public water supply;
- about 10% of the industrial and commercial waste stream;
- 25% of all HGV vehicle kilometres in the UK;
- 12.5% of the UK workforce.

Chart 5: UK food vehicle-kilometres by transport mode (2002)



2.2. The North West Context

With nearly 1500 establishments (1494, according to ABI, 2005), the North West has the highest number of food and drink manufacturers of the seven regions that were included in the survey. In fact the North West accounts for just over a fifth of all establishments in the industry (22%).

The Bakery sub-sector is the most significant sub-sector in terms of the number of establishments it accounts for (35%). The Bakery sub-sector is also the most significant across the seven regions as a whole, but to a lesser extent than in the North West (28%).

The 'Other Food' sub-sector is the second most significant in terms of the number of establishments, accounting for just under a fifth of employers. Compared with the average across all regions establishments in the Beverages and Wholesale of Other Food sub-sectors are less apparent in the North West.

BREAKDOWN OF ESTABLISHMENTS BY SUB-SECTOR - %

	Total	North West
Bakery	28	35
Beverages	9	6
Confectionery	3	4
Dairy	6	6
Fish	3	2
Fruit and Vegetables	5	3
Meat	12	11
Milling & starches	2	2
Other food	17	18
Wholesale of other food	16	13
Source: ABI, 2005		

The 1494 food and drink manufacturers in the North West employ over 58,000 workers (58,333 according to ABI, 2005). The Bakery sub-sector employs a third of the total workforce (35%), which is a significantly higher proportion than across the English regions on average. The Meat sub-sector is the second largest employer in the North West, employing a fifth of the workforce. The proportions of workers employed in the Meat, Fruit and Vegetables and Confectionery sub-sectors are lower than average, when compared with the averages across the seven regions.

BREAKDOWN OF EMPLOYMENT BY SUB-SECTOR (BASED ON EMPLOYEES) - %		
	Total	**North West**
Bakery	**21**	**35**
Beverages	**8**	7
Confectionery	**6**	3
Dairy	**7**	6
Fish	**3**	2
Fruit and Vegetables	**10**	5
Meat	**25**	20
Milling & starches	**3**	**6**
Other food	**14**	12
Wholesale of other food	**3**	4
Source: ABI, 2005		

The workforce in the North West is biased towards males, although to a slightly lesser extent than elsewhere (63% males; 37% females). In terms of age the highest proportion of workers can be found in the 16- 24 years age group. The proportion of North West workers in this age group is significantly higher than average (44%, compared with 19% across the seven regions as a whole). The North West therefore has a generally younger workforce than is typical in the industry. The vast majority of workers from the North West are employed on a full time basis (94%).

PROFILE OF WORKFORCE – BY GENDER, AGE AND HOURS WORKED (ALL EMPLOYEES) - %		
	Total	**North West**
Male Employees	68	63
Female Employees	32	37
16 – 24 year olds	19	44
25 – 34 year olds	28	24
35 – 44 year olds	26	16
45 – 54 year olds	18	12
55 – 64 year olds	8	4
65+ year olds	1	*
Full Time Employees	91	94
Part Time Employees	9	6

By occupation, workers are most likely to be employed in elementary occupations, a trend which differs to the picture across England. A third of employees from the North West are employed in elementary occupations (35%), compared with less than a fifth overall. The North West also has a higher than average proportion of workers employed in Skilled trades

Occupations (22%, compared with 14% on average). While the employment of Process, Plant and Machine Operatives is less common in the North West than elsewhere.

PROFILE OF WORKFORCE – BY OCCUPATION (ALL EMPLOYEES) - %		
	Total	North West
Managers	11	8
Professional Occupations	7	4
Associate Professional and Technical Occupations	4	1
Administrative and Secretarial Occupations	6	5
Skilled Trades Occupations	14	22
Personal Service Occupations	*	*
Sales and Customer Service Occupations	4	3
Process, Plant and Machine Operatives	35	21
Elementary Occupations	17	35

The situation in terms of skills gaps in the North West is also very typical of the industry as a whole. The proportion with any skills gaps amongst employees, i.e. employees that are not fully proficient in their jobs, is exactly the same as the average, at 17%.

OCCUPATIONS THAT ESTABLISHMENTS HAVE SKILLS GAPS IN AND OVERALL PROPORTION WITH SKILLS GAPS (ALL RESPONDENTS) - %		
	Total	North West
Managers	4	4
Professional Occupations	*	0
Associate Professional and Technical Occupations	1	1
Administrative and Secretarial Occupations	2	2
Skilled Trades Occupations	3	3
Personal Service Occupations	*	0
Sales and Customer Service Occupations	3	3
Process, Plant and Machine Operatives	5	2
Elementary Occupations	4	5
ANY SKILLS GAPS	17	17
No skills gaps	83	83
Unweighted Bases	1200	227

2.3. Cumbrian context

There is little or no up to date data available on the sector as a whole across Cumbria.

Data has been collected by those providing grants such as ‘Distinctly Cumbrian’ but this only relates to those businesses with which they have had contact.

There is an urgent need to establish a baseline of data to define the sector, identify clustering activities and then work to identify opportunities for growth and investment.

Allied to this work, an audit of activities to date in terms of addressing problems of distribution must be addressed to enable producers and processors to connect to the marketplace.

There has been a large volume of public sector support for food and drink over the last 5 to 10 years; the true value of all of this activity has yet to be quantified. There has been considerable success in certain areas and within certain schemes; on the whole, the sector has demonstrated a good return on investment both in job creation, GVA increases and the associated supply chain activities.

3. Requirements

3.1. Businesses

Cumbria has a rich tradition of creating micro enterprise, a large number of these operating within the food and drink sector providing niche offerings to a limited marketplace.

The key for continued success is to continue the existing business start up activities, allow these new businesses to exploit niche opportunities and through the existing support structures, continue to grow and expand.

The SME organisations have perhaps the greatest opportunities for growth and the creation of employment.

Through the existing business support network, we will, with partners identify those which require assistance and support. That support may come in the form of grant aid, clustering opportunities, promotion of skills and the industry or by forging closer links to Tourism and the Rural agenda.

3.2. Turnover

The principle aim of this strategy is to improve the performance of all of the companies within this sector. This will manifest itself by increased turnover and increased profitability; during the next 20 years, the value of the sector will grow by a minimum of 25%.

A focus on productivity and cost reduction across the sector will increase profitability by 25% over the same period. This will come about by reducing input costs and improving productivity by implementing lean manufacturing techniques, improving the skills of employees and utilising the University of Cumbria to bring knowledge transfer activities into the sector.

3.3. Number of Employees

Across the sector, from production and processing to food service, the core aim is to increase the workforce by a minimum of 15% across the County as a whole. The geographic implications of this are explored below.

3.4. Location

Food and Drink businesses are located across the County as a whole; there are no significant clusters of activity outside of Carlisle.

Carlisle has a significant level of employment (circa 4,000) in food and drink related businesses. It is home to McVities, Cavaghan and Grey, Calder Foods and other supporting organisations.

The Lake District, spanning Eden, South Lakeland and the Furness peninsulas has large numbers of SME's trading on the provenance of the Lake District Brand in key niche markets. Their activity promotes the overall brand of Cumbria and adds significant value to the local economy.

3.5. Premises

Type

The businesses within this sector, having moved from the micro enterprise level will usually require specialist premises to enable them to expand. Food hygiene requirements push the cost of these premises far higher than standard industrial units or offices

Location

There is demand across the county for light industrial units that can be converted to the correct specification for the sector. The use of redundant farm buildings and other under utilised properties should be encouraged.

Large scale developments will be limited to the already established clustering activity centred around Carlisle.

The only exception will be to build a purpose built food and technology park; for access to key markets, this will be adjacent to a motorway junction, a trunk road or both. By attracting an anchor tenant, we will build on the clustering activities that can occur around this industry, marketing, packaging, labelling, refrigeration and distribution. It will also afford the opportunity to showcase the best of local produce and sustainable farming.

3.6. Housing (size & location)

3.7. Connectivity (Road, Rail, Sea, Air)

3.8. Jobs (number and location)

3.9. Skill (type & location)

4. Impact by location

4.1. Carlisle

It is Carlisle that currently has the highest concentration of employment within the sector. The continued presence of McVities, Cavaghan and Grey along with other employers, represent some 4,000 jobs in the city alone. We will continue, with Carlisle Renaissance to invest in the infrastructure and skills required to maintain this level of employment and promote the industry to new entrants to enable the continuation of food and drink production in the area.

4.2. West Coast

The Energy Coast master plan will give rise to a number of opportunities within the sector, though these are anticipated to be primarily within food service.

There is an opportunity to explore the links between the ports and sustainable fishery activity working within the aspirations of Sea Food NW's strategy. Recent developments at Haverigg with the creation of a new smokery in partnership with the Port of Lancaster Smokehouse open up the possibility of new product development based solely on Cumbrian sourced fish, red meat and dairy products.

4.3. Barrow

The development of the Waterfront complex and associated marina, retail and leisure facilities; there is the potential here to create 1,000 new jobs across the sector, primarily in food service.

4.4. Eden & South Lakeland

This area will see continued growth in quality food products, building on the success of the current indigenous businesses and trading on the brand qualities of the Lake District.

4.5. GVA

Through growth in the sector and productivity improvements allied to significant opportunities within food service, it is anticipated that this sector will grow by £130 million pounds based on a high growth scenario.

5. Strategy

What we are going to do in order to achieve Vision

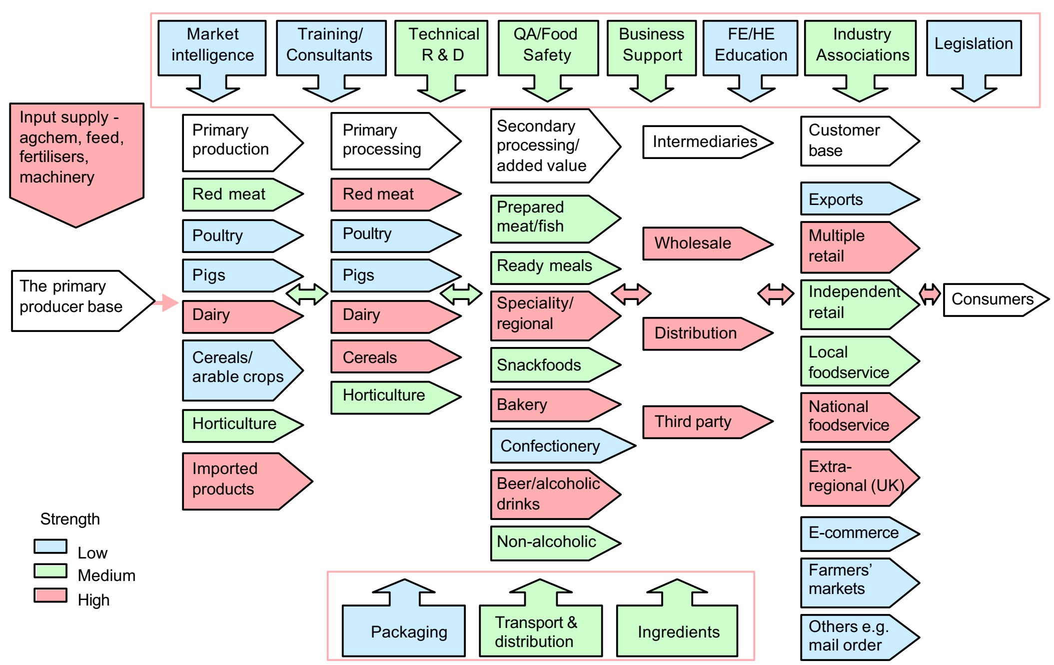
5.1. F1 Sector Mapping

In order to identify the areas in which we can, with partners use our resources to best effect, we will commission with Food NW an updated mapping exercise of the current food and drink related businesses.

This process will identify –

The type of business and location
Turnover and employees
Growth aspirations
Constraints
Skills required

It is anticipated that the cluster map will look like the following produced for the North West as a whole –



From this data, we can start to build on clustering activities and investigate the options for shared services.

5.2. F2 The Cumbrian Food Brand

We will undertake detailed research into the value of a Cumbrian brand. Based on the evidence this provides, we will if required instigate actions to create or build on existing brands. If indicated by the research, we will put in place the required quality control systems to ensure that the brand values remain intact.

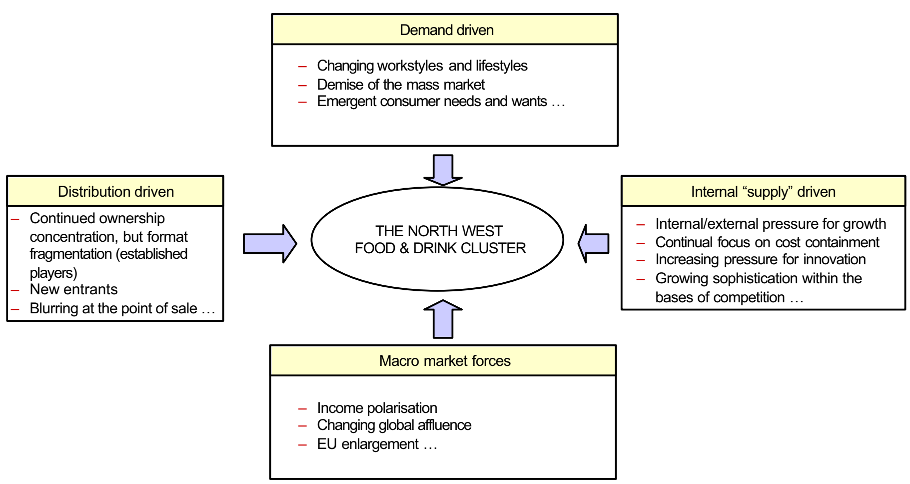
The key challenges for any brand activity to succeed will be –

Creating a brand with a clear, distinctive identity that means something to consumers
Creating clearly specified quality standards and assurance mechanisms, building on the need for Farm Assurance schemes to underpin brand values
Meeting managerial and co-ordination needs underpinning the operation of the brand
Overcoming geographical and infrastructural barriers to collective working
Overcoming attitudinal and working practice barriers to collective working
Identifying a clear strategy for the longer term future of the brand

The aim is to promote value added activity centred around core brand values

To utilise this brand to obtain better prices for the producers
To co-ordinate with other Cumbrian marketing activities either for Tourism or Business / Inward Investment
Promote Cumbria as the place to eat and drink; good food (ideally local food), well prepared and presented
Take advantage of emerging markets in food and drink
Promote Cumbrian food and drink to an International market

This work must ensure that we take into account the following and that we are responding to the market forces driving food consumption over the next ten years -



5.3. F3 "A Cumbrian Food City"

We will identify and if required build a major food processing site, this will –

Utilise European funding for the infrastructure
Be situated adjacent to the motorway or major trunk road to provide ready access to key markets
Be of sufficient size to support at least one major food processor
Will support other food and drink businesses
Offer a distribution hub for food and drink businesses
Will support associated businesses; refrigeration, packaging, marketing
Will be intrinsically linked to the Further Education network and the University of Cumbria

5.4. F4 Innovation and Productivity

We will support the adoption of innovative practices within the sector to increase productivity; this will include –

Capital funding to purchase of new equipment
Close collaboration with the Manufacturing Advisory Service and partners to improve productivity
Work with the National Skills Academy to develop specific Vocational Qualifications linked to Food Quality and standards
More efficient consumption of raw materials and energy to support efficiency savings of 20% and promote best practice in Climate change mitigation measures
Develop innovative supply chain practices that maximise vehicle efficiency and provide sustainable transport infrastructure and support greater collaborative working
Packaging Innovation
People Innovation
Product Innovation
Process Innovation
Provenance
Passport to Export and International markets

5.5. F5 Reinforce the connections in the Supply chain

Reinforce the links between primary producers, processors and the purchasers of food and drink.

Promote and add value to existing strategies from partner organisations such as Sustainable farming and food strategy, Food NW Action Plan, department of Health Food and Health Action Plan.
Promote best practice in local food procurement across all sectors including public procurement
Continue to promote the ethnic food chain throughout Cumbria, in particular the red meat sector and the ongoing work in the Halal supply chain.
Support and promote the NW Sea Foods strategy to encourage sustainable fisheries along the Cumbrian Coast

Support the creation and adoption of Quality Accreditation for the sector; this would cover production, processing and food service. Based on similar schemes existing within the North West, would allow different levels and progression through the scheme.

6. 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 Food and Drink industries 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.

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Timeframe	Ref	Activity	Detail	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	F1	Mapping of Sector	Produce, in conjunction with Food NW an updated mapping of the sector across the County.	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F2	The Cumbrian Brand		*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F2.1		Research into the potential benefits of creating a Cumbria Brand	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
			Assuming that the above recommends proceeding, the subsequent steps are-	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F2.2		Identify interventions that add value, market rationale and testing	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*

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	F2.3		Assessment of Market Failure and identify sustainable actions	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F2.4		Develop infrastructure and governance	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F3	Cumbrian Food City		*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F3.1		Creation of high tech inward investment site to cater solely for the food and drink sector and associated suppliers	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F3.2		Identify funding package to support purchase, build and implementation	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F4	Innovation and Productivity		*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F4.1		Creation of a School of Food Technology within the University of Cumbria, linking with other Universities to provide specialist support	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*

Immediate	3 – 5 years	5 -10 years

	F4.2		Drive innovation and new technology adoption with the Manufacturing Advisory Service and other partners	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F4.3		Maximise the value of Regional and Northern Way resources such as the North West Universities Association and access the Advanced Manufacturing Plant	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F4.4		Improve Productivity and Skills through Improve and the FE college network	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F4.5		Capital funding package for high growth potential businesses	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F4.6		Reduce consumption of raw materials and energy	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F4.7		Develop innovate supply chain practices that overcome the geography of the County utilising collaborative working and sustainable transport networks	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*

Immediate	3 – 5 years	5 -10 years

	F5	Reinforce the connections in the Supply chain		*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F5.1		Utilise existing partner strategies from GONW, NWDA, Food NW and others	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F5.2		Promote localised procurement of food and food service by all public sector in Cumbria	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*
	F5.3		Work with Food NW to promote and establish the Dairy and Red Meat sector strategies	*Allerdale*	*Carlisle*	*Copeland*	*Eden*	*Furness*	*South Lakeland*

Immediate	3 – 5 years	5 -10 years