



REPORT TO EXECUTIVE

PORTFOLIO AREA: HEALTH & COMMUNITY ACTIVITIES

Date of Meeting: 27th October 2003

Public

Key Decision: Yes/No

Recorded in Forward Plan:

Yes

Inside Policy Framework

Title: CARLISLE & EDEN DRAFT JOINT COMMUNITY STRATEGY
Report of: STRATEGIC & PERFORMANCE SERVICES
Report reference: SP27/03

Summary:

This report informs the Executive of the progress of the draft Carlisle and Eden Joint Community Strategy, together with an outline of the feedback already submitted. The Draft Strategy and the Action Plan are attached at Appendix 1 and the feedback at Appendix 2.

It is proposed that each of the Overview & Scrutiny Committees are given the opportunity to be consulted and to give comments before it is resubmitted to Executive in December and then to Council for approval in January 2004.

Recommendations:

It is requested that the Executive note:

1. The content of the draft Carlisle and Eden Joint Community Strategy and the Action Plan.
2. The feedback already submitted.
3. The progress of the Draft Strategy and the three Overview & Scrutiny Committees, for resubmission to Executive in December and to Council for approval in January 2004.

Contact Officer: Martin Daley

Ext: 7508

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

1. BACKGROUND INFORMATION AND OPTIONS

1.1 Members will be aware that in May 1999 the Government published 'A Better Quality of Life: A Strategy for Sustainable Development in the United Kingdom'. The intention was to promote sustainable development by improving the quality of life for present and future generations. The following year, the Local Government Act placed a new duty upon local authorities to prepare a Community Strategy which would promote and improve the economic, social and environmental well being of the area and achieve sustainable development. The underlying principles that would underpin all community strategies were:

- Active engagement and involvement of local communities.
- Active participation of councillors within and outside the Executive.
- Preparation and implementation by a broad 'Local Strategic Partnership' through which the local authority can work with other local bodies.
- Be based upon a proper assessment of needs and the availability of resources.

1.2 Carlisle and Eden produced their own separate Community Plans in 2000 and 2002 respectively. There was an agreement in December 2002 that the Carlisle and Eden Local Strategic Partnership (LSP) to integrate both the City Vision and Eden Futures strategies into one Joint Community Plan serving both communities.

1.3 A draft of this document was produced in July 2003 and presented to the LSP partners at their meeting on 9 July. The plan is divided into eight themes:

- Communities
- Health & Wellbeing
- Economy
- Young People
- Housing
- Environment
- Transport
- Promoting Carlisle and Eden

1.4 The Strategy was redrafted in September 2003 and it is this document that is attached to the report.

1.5 The intention at this stage is to provide a period of consultation for all the relevant partners to comment on the Draft Strategy. A key consideration is to ensure that the priorities of City Vision are reflected in the Draft Joint Community Strategy.

- 1.6 Whilst most of the City Vision partners have representatives on the LSP and may well have been involved in discussions about the Draft Strategy, it is important that all partners and especially elected members of the City Council have the opportunity to make comments. A meeting was held on 23rd September 2003 for City Vision partners to develop a collective response to the draft.

2. CONSULTATION

- 2.1 The launch of the Carlisle and Eden Joint Community Strategy will be in March/April 2004 and before that a range of consultation activities will take place. These will include a Cumbria Youth Alliance event in November and a Children and Young Peoples consultation event in January /February 2004.
- 2.2 Attached to the report is supporting information which outlines some of the feedback already received, which will inform the final version of the Strategy. This feedback has been taken from:

CITY VISION PARTNERSHIP:

At its meeting of 23rd September 2003 City Vision partners gave their comments on the Draft Strategy and this included the following points:

- The delivery of the Joint Strategy relies on all partners and this must involve a high level commitment.
- There has to be clear action for delivery of the strategy.
- It should strive for clarity and reduce duplication.
- The housing needs of the two areas needs to be reflected in the document.
- There is too much focus on the needs of the rural areas, which distorts the Strategy. The needs of the urban area need to be recognised.
- There are public transport issues
- The current City Vision document has to have clear and measurable targets, as has the Joint Strategy, to enable the Vision to be delivered.

CARLISLE AND EDEN ENVIRONMENT FORUM

At its meeting of 17th September, the Forum discussed the Draft Strategy, including the following points:

- There should be a tighter focus in the Strategy which is aimed at promoting Carlisle and Eden as a place to live, work and play and this might serve investment and tourism aims better.
- Environment and Transport need to be separated in the document.
- The Environment section can be restructured and built around what is there now – bio-diversity, waste and pollution.
- The Economy section should have more focused, defined outcomes for key skills training.
- Overall the appraisal of the Strategy showed the need to make connections between themes and the environment.

2.3 The consultation process to date has also included the Council's Business Units, with the Heads of Service making some early comments. More work needs to be done to ensure that the Council's priorities are embedded in the Joint Strategy.

2.4 Consultation needs to progress to ensure that all key organisations are involved in drawing together the Strategy. This will of course include Officers and Members of Carlisle City Council.

3. RECOMMENDATIONS

It is requested that Executive note:

1. The content of the draft Carlisle and Eden Joint Community Strategy and the Action Plan.
2. The feedback already submitted.
3. The progress of the Draft Strategy and the three Overview & Scrutiny Committees, for resubmission to Executive in December and to Council for approval in January 2004.

4. REASONS FOR RECOMMENDATIONS

4.1 The recommendations are made to allow the Executive to have sight of the Draft Strategy; to note the feedback received to date by Carlisle partners and to note the progress the draft document will take before it is resubmitted to the Executive in December 2003.

5. IMPLICATIONS

- Staffing/Resources – not applicable at this stage
- Financial – not applicable at this stage
- Legal – not applicable at this stage
- Corporate – not applicable at this stage
- Risk Management – not applicable at this stage
- Equality Issues – it is felt that the consultation activities taking place will ensure some of the hard to reach groups in our local communities – children and young people, will have the opportunity to influence the Strategy
- Environmental – not applicable at this stage
- Crime and Disorder – not applicable at this stage

Notes of City Vision Meeting – 23 September 2003

Tullie House

Welcome

Cllr Mitchelson thanked and welcomed everyone for attending the meeting. He spoke briefly about the City Vision to date and how he would like to see it move forward and be more action focused.

He invited Cllr Bloxham to share information about a funding commitment from DEFRA, which was providing £1 million to increase curb-side re-cycling throughout the whole of the Carlisle and Eden area. The intention being to have the scheme up and running by April 2004. Cllr Bloxham commented that was an excellent example of the type of partnership working which we are trying to develop.

Draft Joint Community Plan – Lesley Dixon

Lesley explained that the purpose of this meeting was to begin to prepare a collective response from the City Vision Partnership to the draft Joint Community Plan for the Carlisle and Eden area. Each partner represented may already have responded on behalf of their organisations and Carlisle City Council as one partner would be responding itself. She explained that Carlisle would be asking for a short extension to the consultation period to mid November. This would mean the actual production of the plan would then move back to nearer March/April 2004. To assist in the preparation of a response a series of questions were asked regarding the draft:

What are the benefits of the joint strategy?

- It suggested better co-ordination between partners
- There are benefits from joint working
- There is a reduction in administration and an increase in action
- There are cost benefits and the sharing of expertise will see resources used more effectively
- It should strive for clarity and reduce duplication
- Theory is that delivery of the plan is down to all partners, but we need to ensure that there is high-level commitment from all partners.
- We need to ensure that there is proper feedback and communication with all partners and a clear action plan for delivery.
- There has been no consultation with the wider community about the principle of a Joint Community Plan for the two areas.

Does the draft plan reflect the City Vision Document?

- Don't think higher education/further education is reflected enough in the City Vision or the new joint document. It needs to recognise the impacts and benefits for the area of the increased number of young people now living here.
- We are currently two very different authorities and we need to recognise there is a difference between joining together and working together.
- We should reflect very deeply on what we want Carlisle and Eden to be like and link this to priorities for action.
- Economic growth has brought us to where we are now. We should continue to identify the strengths of the area and build on this.
- The housing needs of the two areas need to be reflected.
- Too much focus on the needs of the rural area, which distorts the plan. Little recognition of the needs of the urban area.

Is there anything missing from the Joint Strategy?

- Housing. Where there is reference to housing, it is in terms of affordability of housing. The draft does not properly reflect the problems of low demand and abandonment which are experienced in some parts of the urban area.
- Need to look carefully at wealth creation and growth areas, reflecting on how we can continue to attract these organisations.
- How do we attract people in, to enhance the culture of the city?
- We need to be careful that we work with existing groups drawing these together and co-ordinating their activities, rather than starting new groups.
- There is mention of the A66 at Temple Sowerby, but nothing of the Carlisle Northern Development Route and the upgrading of the A69.
- There are public transport issues on some of the estates in Carlisle.

Are there any barriers to the delivery of the joint community plan?

- Conflicting philosophies eg. Housing in rural areas and planning policies/ car ownership and public transport. Decisions we make on one issue can in themselves become barriers.
- We need to facilitate activity and find people who can solve problems and communicate well with individuals and organisations. We need to identify contacts/ telephone numbers so that people can find help and assistance.
- Time lag in identifying the plan and seeing action on the ground.
- Possible political barriers between both authorities – perhaps adopting a different approach?
- Possible conflict of interest between parties (i.e. transport; the use of cars)
- The ability to make decisions without having to constantly refer back to the political process.
- Community ownership and involvement – capacity building and support. Communicating the joint vision with the communities in the Carlisle and Eden area.
- It may work at administrative and political level but will it work for the community?
- Cathy commented that she felt the next stage is to put together measurable targets. She also felt the action plan should identify gaps in the strategy.
- Clarity about priorities for the Carlisle area.
- Linkages with the Cumbria Strategic Partnership.
- Not clear how the plan would be monitored, there aren't any targets linked to a clear action plan in support of its desired outcomes.

How can we ensure the interests of Carlisle are fully reflected in the Joint Strategy?

- Look for those actions which benefit both areas ie. the win/wins. Ensure that there is influence at regional and national level.
- We have to work together and recognise that there are different needs and ensure that these are reflected in the plan.
- City Vision to continue as a Carlisle Reference Group, but we needed to be sure that this would not be counter-productive or duplicating something else.
- Suggestion that CV was extended to include representatives from the Eden area.
- Ensure that all CV partners are on the LSP mailing list.
- Introduce a community forum, along the lines of the environmental forum, which can feed views in to the LSP.

A discussion on Carlisle City Vision

It was expressed that if a joint community plan is the way forward then:

- We need to be clear about what the priorities for Carlisle are; and
- We need to be vocal about them when feeding them into the Carlisle and Eden LSP.

The City Vision document had a wide-ranging vision with which few could disagree. The challenge of the document was in identifying a clear outcome focused action plan, with clear targets and measures, to deliver the vision.

On this we have made little progress. If the LSP is to be meaningful, then this needs to be addressed. There is a need to continue with this partnership in some form or other to ensure that Carlisle's needs are clearly articulated within the wider LSP framework.

The group were informed that the council itself was currently prioritising activity to contribute directly as a partner.

The discussion concluded with Peter Stybelski saying that regardless of what happens to the authority after next year, Carlisle City will still be here and we still need to focus on the needs of the city.

CARLISLE & EDEN ENVIRONMENT FORUM

Feedback on the Carlisle/Eden draft Community Strategy Appraisal

Taking a broader look at the strategy document there are 3 cross –cutting themes that should permeate the strategy. These are:

- Sustainable development;
- Equal opportunities; and
- Active citizenship.

These are taken from the strategy itself (see p15 of the draft strategy). It would make for a better plan if it was made clear at the outset that the Strategy was built on these 3 founding principles.

This would allow a fresh look to be taken at 'promotion' as one of the 7 themes and more clarity given as to how the area is to be marketed. As it stands the promotion theme has mixed objectives. The tighter focus aimed at promoting the area as a place to live, work and play might serve investment and tourism aims better. It would also add value to the natural environment and landscape character and the whole quality of life agenda, because without this what are we promoting? Tourism needs to think beyond 'green globe' accolades for hotel owners. It needs to address issues like mass influx by car, waste and wear and tear of the natural environment.

Environment and transport need to be separated. Environmental damage is not caused by transport alone. It doesn't fit and doesn't make sense. The interpretation of environment is too narrow: waste, biodiversity and environmental pollution. This came out of the sustainability appraisal. The continued support for LA 21 is welcomed. One option might be to simply look at the other themes and try and make them environmentally neutral at worst and environmentally beneficial preferably. So taking transport as an example, the strategy has to think its way through urban congestion and the need to travel and air quality linked with public transport and access to shops, schools and services. There may well be different solutions for rural areas and urban areas.

The draft strategy recognises some of this but doesn't sketch out what it will do or cause to happen to provide an 'integrated transport system'. It may be that realistically the strategy can only express aspirational aims here and set up a mechanism with other players e.g. bus companies, the highways authority and rail companies as a prerequisite to influencing local transport policy and outcomes.

The environment section can be restructured and built on around what is there now – biodiversity, waste and pollution. It needs to also bring in: the built environment; climate change; pollution could be extended to protect land and water; demand for natural resources (mineral and energy) reduced to maintain stocks; and the conservation and enhancement of local landscape character.

The Housing section needs to link back to minerals and energy use: housing should be sustainable in terms of construction, access and ongoing use (e.g. energy and water use

and waste outputs). How do holiday homes fit with sustainable communities? Does this apply to student accommodation also? What realistically can the strategy do?

The contents of the Kids Strategy will determine what may have been omitted from the Young People section. Environmental issues and the natural local environment appear to have been overlooked as a way of enhancing and developing young people. It depends on the extent to which orienteering, sailing and rock climbing etc. are regarded as sports. There is a whole regeneration agenda in terms of footpath restoration, tree planting and dry stone walling under organisations like BTCV which could be linked here. The importance of education on local and global environmental issues, and education for sustainable development, should also be mentioned. This brings up the issue of life-long learning which should be brought into the 'Communities' theme.

The Economy section should have more focused desired outcomes for key skills training. The strategy would be more sustainable if the links between the economy, natural resources and the environment were emphasised (e.g. tourism and renewable energy technologies). Business needs to be reminded of the importance of the areas unique environment and the economic gain to be made by adopting environmentally friendly practices. 'Creating new and developing existing infrastructure to encourage and support business development' should include developing the ICT network. It is unclear what the strategy will deliver in terms of accessibility to jobs, such as encouraging businesses to start up in areas of high unemployment and providing adequate non-car based access.

Health and well-being would benefit from a greater emphasis on community/stakeholder involvement in deciding health priorities. Ensuring adequate local health facilities (e.g. NHS dentists) is another very important issue that should be addressed, as a lack of local services causes excessive travel and denies people easy access to a basic service. The link between health and good quality housing should also be included. Action/desired outcome is needed on promoting healthy living to all (could relate to healthy living and local food links).

The Communities section needs to better address a number of the social progress criteria. In terms of sustainable communities, it would be strengthened by including more issues such as; access to basic goods, services and facilities, including recreational opportunities; community cohesion; local distinctiveness; and life-long learning. While there is no argument about encouraging active citizenship, it is felt that if this is a founding, cross-cutting theme then the communities section need not focus on that exclusively as more focused action on community engagement will span all 7 or 8 themes.

Overall the appraisal showed the need to make connections between themes and the environment. Clearly the environment is a somewhat novel concept and as a rule we are not accustomed to looking after it. The appraisal exercise demonstrated the links and cause and effect. It highlighted a limited understanding of 'environment'.

In moving forward, the Strategy's Executive Group could in re-working the plan, keep the sustainability criteria to hand and simply ask how will this theme or series of actions work with each of the criteria. In other words use the criteria as a sort of simple checklist to identify environmental negatives and rethink things to make them positive.

Alex & Kathryn – 17TH September 2003



Carlisle and Eden Community Strategy

Vision for the Future

SECOND DRAFT

SEPTEMBER 2003

MAP first page

Contents	Page
Introduction	3
Section One – Carlisle and Eden in Context	4
Section Two – The Local Strategic Partnership	6
Section Three – Turning Strategy into Action Themes	8
Section Four - Progressing the Community Strategy	16
Section Five – Partners	21

INTRODUCTION

It is with great pleasure we introduce this joint community strategy. The key aim of this plan is to ensure that different initiatives and services across the Carlisle and Eden districts support each other and work closely together to improve the quality of life for the local community.

This joint community strategy sets out the vision which the Carlisle and Eden Local Strategic Partnership will pursue in order **to ensure a high quality of life for all in our urban and rural communities.**

Much work has already been achieved and with the continuing support of all our partners real progress on the themes identified within this plan is ensured.

The plan cements our commitment to partnership working and we are confident that by working together, listening to our communities and pooling our efforts and resources we will tackle some of the problems being faced by local people.

The people of Carlisle and Eden want to be involved in building a better future for our area and we aim to harness this energy and enthusiasm so that we all work together to achieve this.

Making real and lasting improvements to local services will not happen overnight and we look forward to working in true partnership to improve the quality of life for the people of Carlisle and Eden.

Kate Braithwaite
Ian Bruce
Peter Stybelski

Section One

CARLISLE AND EDEN IN CONTEXT

A Profile of North Cumbria

The Carlisle and Eden areas are located in the north and east of Cumbria and cover an area of more than 1,200 square miles.

They have a combined population of over 152,000, with almost 102,000 living in the Carlisle area and over 50,500 in Eden district. There are two main population centres - Carlisle city and Penrith town.

There are approximately 75,000 people living in Carlisle city (77% of Carlisle district's population) and 15,200 people living in Penrith (30% of Eden district's population). The remainder of the population lives in the many market towns and villages throughout the area.

The area is sparsely populated. Carlisle has a population density of one person per hectare, while Eden is considered to be a super sparse area as there are only 0.2 persons per hectare.

The population of the Carlisle area has increased slightly over the last ten years (1.1%), while the population of Eden has risen by approximately 10% over the same ten years. Much of this rapid growth has been due to people moving into the area and this is expected to continue in the future.

Unemployment is relatively low in the area, with less than 3% unemployment in Carlisle and under 1.5% in Eden, which is the lowest in Cumbria and one of the lowest in the North West. However, average weekly wages in Carlisle and Eden are much lower than both the national and Cumbrian figures. This is most apparent in Eden where the average gross weekly earnings are approximately £100 lower than national earnings.

The North West Region

The districts of Carlisle and Eden are included within the North West region of England. The following organisations work to maximise the voice of the region:

The North West Development Agency (NWDA) exists to further the sustainable economic development and regeneration through the promotion of business competitiveness, efficiency, investment, employment and skills development. It funds a wide range of initiatives throughout the region.

The North West Regional Assembly is a partnership of local government, business organisations, public sector agencies, education and training bodies, trade unions and co-operatives together with the voluntary sector, working to promote the economic, environmental and social well-being of the North West of England.

The Government Office North West (GONW) supports the delivery of a range of Government services and programmes and also assists councils throughout the regions, including support to Local Strategic Partnerships. GONW promotes the improved delivery of services that have cross-cutting outcomes and which make a real difference on the ground to local people.

A wide range of other regional partners also work to promote the area.

The National Agenda

In November 2000 the Government published a Rural White Paper which promotes a fair deal for rural England. It has five key policy initiatives which comprise: the development of dynamic and sustainable rural economies, improved access to services, conserving and enhancing rural landscapes, increased opportunities for accessing and enjoying the countryside and increased co-ordination between national and local agencies and government on rural initiatives.

Carlisle and Eden do not operate in isolation, events and priorities regionally and nationally affect local circumstances and initiatives.

Existing national priorities which central and local government tackle together are very closely aligned to the themes identified for Carlisle and Eden's Vision for the Future. The national priorities are:

- Raising standards across our schools.
- Improving the quality of life for children, young people, families at risk and older people.
- Promoting healthier communities by targeting key local services, such as health and housing.
- Creating safer and stronger communities.
- Transforming our local environment.
- Meeting transport needs more effectively.
- Promoting the economic vitality of localities.

Section Two

THE LOCAL STRATEGIC PARTNERSHIP

The two district councils, Eden and Carlisle City, chose to come together to form a Local Strategic Partnership (LSP) in 2001. This was a response to the special circumstances of the Foot and Mouth outbreak, with the area being particularly affected and the economy and communities requiring recovery measures.

This joint working has been successful, resulting in a number of regeneration programmes.

The area does not receive Neighbourhood Renewal Funding, so there are no dedicated resources to achieve the development of the LSP apart from those allocated by the two councils to employ one full time LSP Officer. Partners must therefore generate impact by the more imaginative deployment of existing resources and by continuing to develop, progress and assume the full responsibilities envisaged by the Government for Local Strategic Partnerships.

LSP members have identified the need for a sophisticated multi-disciplinary approach to solving some of the intractable problems experienced in this area of Cumbria. It is considered that partners now have a good understanding of the needs of the area and that at this stage sufficient consultation has taken place for initial priorities for action to be identified.

A Local Strategic Partnership (LSP) is described as a single body that:

- Brings together at a local level the different parts of the public sector as well as private, business, community and voluntary sectors so that different initiatives and services support each other and work together
- Is a non-statutory, non-executive organisation
- Operates at a level which enables strategic decisions to be taken and is close to individual neighbourhoods to allow actions to be determined at community level
- Should be aligned with local authority boundaries

This is important because public, private, community and voluntary sector organisations all have a part to play in improving quality of life. The more they can work together, with local people, the more they can achieve and the more likely it is that:

- The benefits of sustainable growth are achieved across the area
- Economic, social and physical regeneration happens – and is sustained in deprived areas
- Public services work better and are delivered in ways which meet people's needs
- Local people can influence decision making and take action to improve their neighbourhoods
- Business and the community and voluntary sectors can play a full and equal part

How the Partnership Works

In order to be able to work strategically and at a grass roots level it was agreed that the Carlisle and Eden LSP will have three elements:

Management Board

This meets bi monthly and is responsible for managing the work programme that contributes to the achievement of the strategic aims of the LSP.

Local Strategic Partnership Group

This meets twice a year, and its role is to oversee the overall strategic direction of the LSP. In addition this group provides a focus for the co-ordination of lobbying activities, accessing resources and for building links to county/regional and national bodies and initiatives. Its final, critical role is to set and agree a six month work programme for the Executive Group and Management Group

The Executive Group

The group meets bi-monthly and is responsible for the multi-agency delivery of the strategic aims of the LSP. This Group will provide an effective dialogue between the two district councils and corresponding leaders of key partner agencies to

- Implement the LSP vision via the Carlisle & Eden Community Strategy
- Provide an overview of strategic issues relating to social, economic and environmental regeneration addressing key issues of health and well-being, housing, education, crime and jobs
- Define and agree the strategic policy direction for the area to be implemented through the Carlisle and Eden LSP
- Monitor progress of key actions against LSP outcomes and action plan
- Promote key actions for the further development and implementation of the joint community strategy for the Carlisle and Eden area
- Influence respective organisations/agencies at a strategic level to effect improvements in the planning, procurement and delivery of services and initiatives to achieve the effective implementation of the joint Community strategy
- Encourage and promote joint working between partner agencies and the reshaping of the individual agency resources to the LSP's agreed priorities and outcomes.

Section Three

TURNING STRATEGY INTO ACTION

The structure of the Local Strategic Partnership (LSP) clearly demonstrates the involvement of the partners in identifying priorities for the future work. It also shows how this strategy will contribute to future developments.

Based upon comments received from partners, a new revised structure has been implemented and this will encourage and promote the delivery of initiatives on the ground, within a strategic framework developed and managed by the wider partnership.

Eight cross-cutting themes have emerged from the extensive and comprehensive community planning consultation process, undertaken to develop Carlisle City Vision and Eden Futures. These themes have now been pulled together to form this joint community strategy for the future and will be the focus for the delivery of actions, performance management and specific, measurable, achievable and realistic targets (SMART).

INTRODUCING THE THEMES

The following section of this strategy is devoted to the eight themes identified as being important to the social, economic and environmental well-being of Carlisle and Eden.

The interrelated themes reflect the priorities expressed by local people through Carlisle City Vision and Eden Futures and community needs and aspirations. The themes also identify outcomes for improvements over the coming years.

As we achieve desired outcomes for one theme, we also progress achievements for other themes. For example jobs and health are closely linked. Some topics run through many themes, including arts and culture, using information technology and improving accessibility in rural areas.

In order to monitor progress on achieving outcomes and to measure success key partners will be asked to submit targets, update action plans and report back through the LSP.

The LSP overall will consider and adopt a selection of Quality of Life Indicators from the national set. These will include measures of both short and long term outcomes. These indicators and targets will be measured by the LSP on a regular basis and reported on widely.

COMMUNITIES

Overarching Aim

To support the development of a strong community network which encourages all residents to participate in and contribute to their communities. To reduce crime and fear of crime.

Building stronger communities is vital to an inclusive society. Communities across Carlisle and Eden can be made stronger by effective action on issues like health, transport, safety and income maximisation. The LSP supports all partners in developing new approaches to the delivery of services at a local level to achieve greater integration and accountability to the communities which they serve.

Many LSP partners are involved in service provision and have a responsibility to be responsive to the local needs, expectations and aspirations of the community.

We aim to increase the participation of local people in decision-making and encourage support on issues that affect their communities.

The LSP will work in partnership with key public agencies and the private and voluntary sectors to promote public services, highlight achievements and promote active citizenship and social inclusion.

Innovative ways will be found to involve people in the decision-making processes and to ensure that the views of the public as customers and recipients of services, are taken fully into account.

Tackling crime and promoting a safe and secure place to live is an essential component of the LSP. Much work has been achieved with the Carlisle and Eden Crime and Disorder Reduction Partnership which ensures a co-ordinated approach to community safety.

Priorities for Action	
To ensure effective action on the views of the people of Carlisle and Eden to involve communities more actively in decision making in the area and improve voter turn out at elections.	
Desired Outcomes	
Targets to increase the accessibility of council services and partner organisations through IT are met.	Residents are encouraged, through projects such as the development of village and market town action plans, and particularly the development of this Community Strategy, to express their views about how an area should be improved

HEALTH AND WELL-BEING

Overarching Aim

To improve the health and well-being of our communities by reducing health inequalities, promoting healthy living and supporting locally accessible, high quality health care.

Everyone has the right to good health and personal well being, regardless of who they are or where they live. The local Primary Care Trusts and many other organisations have a responsibility to make sure that everyone is able to use this right.

The North Cumbria Health Improvement and Modernisation Plan 2002-2005 addresses both national priorities and additional local priorities where there is evidence of particular health problems. These include child health, diabetes, learning disability, teenage pregnancy and mobility and sensory impairment.

The LSP is determined to use every opportunity to improve the health and well being of local people. The NHS National Plan highlights the importance of reducing health inequalities and taking action through treatment and care. Giving children a healthy start, reducing smoking, improving diet and nutrition and tackling drugs and alcohol-related crime are all important national and local issues. The national priorities of reducing the extent of coronary heart disease, cancers and mental ill-health are also priorities for Carlisle and Eden. The NHS Plan affects not only hospitals, but also all health and social care services.

Priority for Action			
To ensure health improvement, reducing health inequalities and improving health care is focused at a local level wherever possible to ensure that health information and advice is easily accessible and for a high standard.			
Desired Outcomes			
Increased preventative measures to improve health	Reduced health inequalities	Work with local communities to meet their health needs	Increased physical activity rates, particularly for the obese and inactive in disadvantaged areas
Improved emergency services.	Reduced waiting times.	Continued implementation of the national cancer strategy	Continued implementation of the national service frameworks for coronary heart disease, mental health and services for older people

ECONOMY

Overarching Aim

To support the development of an economically prosperous area that encourages investment, supports business development and enables local people to achieve their full potential.

The LSP is committed to developing a stronger economy in the future enabling both Carlisle and Eden to be a centre for diverse, growing and competitive businesses of all sizes, bringing jobs and increased prosperity to the community through sustainable economic development. As the pattern of employment and economic activity broadens from agriculture and its services to a more diverse economy, the labour market is becoming more fragmented with an increasing demand for higher skills and a greater risk of social polarisation. Against this background, we will promote sustainable economic development, support creation of new enterprises (including small businesses) nurture existing ones and support communities to reach their potential.

The LSP will focus on developing initiatives that will increase the ability of communities to participate in diversifying and developing the local economy. They will also look at creating new and developing existing infrastructure to encourage and support business development in the rural areas of Carlisle and Eden. Greater co-operation between businesses and economic development agencies will also help to support existing businesses and develop the local food supply chain to maximise farm incomes. The promotion of the opportunities available to businesses from the M6 Corridor will also help encourage new investors and companies into the area.

The LSP will develop strong links between education and business to ensure a match between skills and jobs opportunities and to retain skills in the area. Empowering local communities is integral for future economic development particularly those from disadvantaged groups and the LSP will support the development of grass-root economic development of local business.

Priority for Action			
Have a diverse, mixed economy which embraces new technologies and a vibrant rural economy which nurtures and supports the best of traditional industries whilst encouraging new ventures and opportunities.			
Desired Outcomes			
The fragmentation that restricts the development of rural businesses, particularly in tourism and agriculture is overcome	The economic base of the area diversified through support to indigenous businesses and appropriate inward investment	An entrepreneurial culture that generates new businesses and employment that supports rural communities is developed	The draw down of external resources to support regeneration initiatives across the LSP operating area is maximised

YOUNG PEOPLE

Overarching Aim

To provide a framework where children and young people can thrive and improve their life chances.

The LSP recently developed a strategy for Children and Young People which includes a number of key objectives and is committed to progressing these throughout 2003-2006.

Investing in children and young people has been identified as a key priority through the community planning process. The LSP's aim is to ensure that all local services for this target group are centred upon their needs, to ensure that children and young people in local communities across both districts have the opportunity to reach their full potential. Moreover it is the membership of the LSP that ensures high quality services for children and young people are emphasised throughout all areas of work.

The LSP will work in partnership with key public agencies, private and voluntary sectors to improve and promote active citizenship and social inclusion among young people. Innovative ways will be found to involve young people in decision-making processes and to ensure that their views are taken into account.

We recognise the role schools, sports, **voluntary youth organisations** and arts play in enabling young people to develop their full potential, raise their personal aspirations, improve their access to employment opportunities and provide an enhanced quality of life. Young people from disadvantaged circumstances must also be given every help to benefit fully from services, and the Carlisle and Eden Education Business Partnerships are committed to this priority through a range of initiatives to ensure children and young people's lives in the districts are enhanced and supported.

Priorities for Action		
To provide a framework where children and young people can thrive and improve their life chances.		
Desired Outcomes		
Services for young people are improved and developed	Partners become more responsive to their needs.	The best use of resources is made.
A Child Protection Policy is developed	Current good practice is shared and built upon	Awareness of all services available to young people is raised

HOUSING

Overarching Aim

To support the development and maintenance of decent, affordable housing and support services which meet the needs of local people and supports economic and community development.

The quality of housing is an important element of the attractiveness of the villages and market towns of the Carlisle and Eden area. The increase in the local population, a national trend to smaller, dispersed family units and the popularity of the area to incomers and visitors all exert pressures on the availability of good quality homes at affordable prices for everybody who needs them.

Nationally the requirement is that new homes should be built, where possible on previously developed land and in urban areas. Priorities exist for the re-use or conversion of existing buildings in urban areas, particularly accessible by public transport. Where undeveloped land is used this should avoid areas of open space and be located near houses, jobs and other services. A proportion of housing should be affordable and seek to satisfy need within a local settlement.

A community that is sustainable needs to be able to evolve; it cannot remain static and be allowed to become accessible only by households with financial advantage. To ensure this, accessible good quality affordable housing for all who want it cannot be dealt with in isolation.

Service provision in respect of the needs of local people also involves the provision of housing aid and advice, support and resettlement together with accommodation for those who are homeless. The responsibility of local authorities is to provide a strategic direction regarding the development of general and specialist services for those in need.

Priorities for Action		
To support the development and maintenance of decent, affordable housing and support services which meet the needs of local people and supports economic and community development		
Desired Outcomes		
Property unfitness is tackled	Issues of growing prices and affordability are addressed	Sites and properties made available which satisfy sustainable objectives
Homelessness across Carlisle and Eden reduced	Strategic direction for housing and balancing housing markets provided by local authorities	General and specialist housing services enabled to be developed

ENVIRONMENT

Overarching Aim

To protect and enhance our environment.

The area of Carlisle and Eden is one of the most attractive and unspoilt parts of the country, and as such the LSP recognises the need to conserve and enhance this.

There are many different factors that can affect our environment, both the built environment and local landscape, and all of these need to be considered. Also, the way in which the built environment and landscape are managed has an impact upon the community’s wider quality of life.

The LSP recognises the need to reduce, reuse and recycle of all forms of waste, and also to use energy recovered from waste.

Sustainable and renewable energy sources will also be encouraged by the LSP, in order to reduce the consumption of non-renewable fossil fuels and the pollution they can cause. Also, any potential negative impacts from the construction of renewable energy sources needs to be kept to a minimum.

The loss of greenfield sites and areas of open space needs to be minimised, with developments on brownfield sites encouraged. The LSP will also promote and support sustainable design, construction, operation and ultimate disposal for existing and new buildings in the area.

The quality of water resources in Carlisle and Eden need to be maintained, and where possible, improved.

Priority for Action			
To protect and enhance our environment			
Desired Outcomes			
Support for Agenda 21 and continued involvement of our partners, young people and community groups are recognised as key to improving	The amount of waste produced is reduced and alternatives to land fill are encouraged.	The biodiversity and landscapes across Carlisle and Eden are protected, enhanced and managed	Environmental damage is reduced and pollution is monitored and controlled. Economic opportunities which support the control of environmental

Appendix I

our environment			damage are explored
-----------------	--	--	---------------------

TRANSPORT

Overarching Aim

To assist in the development of an effective, accessible and sustainable transport system.

Transport and access are essential issues that need to be addressed if the prosperity of the area is to be enhanced and the environment protected.

Whilst the Carlisle and Eden district areas benefits from the M6 Motorway and the A66 trans-pennine trunk route, local public transport in rural areas is limited.

The Carlisle and Eden district area is diverse and has to consider both rural and urban dimensions by addressing the needs and issues presented through both the city centre and isolated villages and hamlets. The LSP will work towards developing a fully integrated transport system which balances the needs of both our urban and rural communities.

The LSP understands that the need to improve access has to be balanced against the need to protect, and enhance, our environment ensuring environmental factors are given prominence in the decision making process.

The LSP supports this principle to improve strategic planning with individuals, local groups, commerce and industry. This will ensure that they act jointly to develop local priorities for promoting a healthy environment.

Priority for Action			
To assist in the development of an effective, accessible and sustainable transport system			
Desired Outcomes			
Services and initiatives that work well are retained	Access for older/disabled/low income families is improved	Services are planned and delivered at a local level to match local need	The Temple Sowerby by-pass (A66) is supported

PROMOTING CARLISLE AND EDEN

Overarching Aim

To promote the heritage and unique qualities of the area both locally, nationally and internationally.

There are many positive aspects to the Carlisle and Eden district such as the landscape, history and culture. Promotion of the work of the LSP and its partners is an essential element in raising the awareness of the real benefits made to the community. Promoting Carlisle and Eden is embedded across all the themes within this strategy.

The LSP has developed a communication protocol and through this will promote Carlisle and Eden districts. The members of the LSP are responsible for communicating information between Carlisle and Eden Local Strategic Partnership and the organisation or sector that they represent. The following will be used to support and achieve the identified outcomes;

- Promote the participation of local people in decisions that affect their daily lives and their communities.
- Promote sustainable development and ensure that environmental factors are given prominence in the decision making process.
- Promote and develop learning activities that support our commitment to inclusive lifelong learning.
- Uphold the principle of equality of opportunity and promote measures to reduce inequalities.
- Promote positive health and wellbeing in the communities we serve and reduce health inequalities.
- Promote the projects implemented by the Carlisle and Eden Crime and Disorder Reduction Partnership making Carlisle and Eden a safer place to live, work, visit and invest.

Priorities for Action		
To ensure a strong, clear identity for the Carlisle and Eden area is in place which is properly communicated and consistent across all sectors.		
Desired Outcomes		
Improving the image of Carlisle and Eden	Promoting Carlisle and Eden as a tourist destination	Having facilities of an excellent standard
Our heritage and natural surroundings are valued	Inward investment is secured	The number of visitors to the area is increased

Progress towards the delivery of specific action plans in support of the key priorities for the LSP should be the next step. A number of priorities have been identified in both plans. For the LSP to be most effective it will be necessary to identify the key priorities and use these to identify an action plan which links tasks to performance measures.

In order to do this it is suggested that the LSP hosts a session along the lines of the Consultative Forum used by the Crime and Disorder Reduction Partnership. The purpose would be to look at those areas where progress is being made and those where it is not. This could assist the LSP in focussing its energies on aspects and issues that would benefit from the LSP's combined effort.

Section Four

PROGRESSING THE COMMUNITY STRATEGY

The integration of the two community plans will ensure progress on each of the themes identified and support the development of actions to address these.

Priorities for Action

The LSP will progress work to tackle some of the more intractable problems. This will be achieved by bringing together multi-disciplinary teams focussing on action initially in the South of Carlisle and Kirkby Thore areas. Local plans already exist in these areas and the Partnership will aim to support a co-ordinated approach to the delivery of services.

These two areas have been identified by the Executive group of the LSP as being priorities due to the multifaceted problems faced by them and the recognised need for an innovative and joined-up approach to tackle the issues.

The Partnership will demonstrate that;

- There has been a rigorous identification of needs, and resources have been identified to meet these needs
- There is targeting, and a concentration of resources where they will best deliver economic, social and environmental well-being
- That priorities are clearly set out and transparent. The partnership will also show that some things will not be a priority
- There is a commitment to share information about scale of budgets, timing of budget cycles and a timetable for agreeing a process of budget pooling

How the plan will be progressed

There will be a clear rationalisation of plans and the Partnership will show which parts of the community strategy and which targets will have the greatest impact on Carlisle and Eden's most pressing areas of needs.

- The LSP will build upon the wide range of existing strategies and activities from both the regional agenda and local partners.

- Progress will happen through a commitment to improve and adapt the strategy through the dynamics of further consultation and will ensure that there will be an agreement to;
- Ensure that the partnership focuses on a delivery plan for those strategic issues where joint action is the most efficient and effective means of tackling the matter
- Provide an initial strategic analysis of how partners currently contribute to delivering the vision of the partnership and identify quality of life high level measures to monitor progress in achieving the vision
- Provide an overview of local plans, partnerships and initiatives and ensure that key bodies work effectively together to deliver them
- Ensure that the delivery and commissioning of services in the Carlisle & Eden area corresponds with the agreed vision and objectives
- Seek the views and involvement of our communities and ensure this 'voice' is heard at a sub-regional, regional and national level
- Lobby European, national, regional, and sub-regional partners and seek access to funding and assistance to effect the Carlisle & Eden Community Strategy.

For many themes, existing partnerships and strategies are already in place and these are being monitored by key partners.

Effecting and monitoring action

This community strategy now offers an opportunity to add value to existing partnerships. Actions will be brought closer together to improve the social, economic and environmental well-being for the people of Carlisle and Eden.

Greater co-ordination of existing activity, more effective use of time and resources and a greater understanding of partners' different cultures can help to tackle identified priorities.

All agencies and organisations are invited to use this strategy to reassess the potential of increased partnership working and to recognise the added values to other themes that each initiative may bring.

Monitoring partners' achievements against specific pre-set targets is an important development area for all partnership working. The LSP will wish to have the evidence to demonstrate progress and achievement over time. Therefore the identification of specific actions and targets to measure these is a priority for partnership development.

The attached action plan identifies the future proposals and SMART targets in relation to the key objectives of the community strategy.

Section Five - Partners

List of Partners

The following is a list of organisations that support the LSP. Many are either currently actively involved in the LSP or have expressed an interest to contribute in the future as the LSP develops and increases its scope for action:

Age Concern, Carlisle & District
Alston Moor Business Association
Appleby Alliance
Appleby Grammar School
Appleby Heritage Centre
Armstrong Watson & Co
Breed UK
Bulloughs (Carlisle) Ltd
Business Link for Cumbria
Capita dbs
Carigiet Cowan
Carlisle & Rural Tenant's Federation
Carlisle and Eden Business Environment Network
Carlisle and Eden Crime and Disorder Reduction Partnership
Carlisle and Eden Local Health Group
Carlisle City Council
Carlisle College
Carlisle Council for Voluntary Service
Carlisle Council for Voluntary Service
Carlisle District Primary Care Trust
Carlisle Environment Forum
Carlisle Job Centre
Carlisle Tourism
Carrs Milling Industries
Cavaghan & Gray
Churches Together Council for Agricultural & Rural Life
Citizens Advice Bureau
Classics
Connexions Cumbria
Countryside Agency
Cumbria Chamber of Commerce & Industry
Cumbria College of Art and Design
Cumbria Community Foundation
Cumbria Constabulary
Cumbria Inward Investment Agency
Cumbria Learning & Skills Council
Cumbria Probation Service
Cumbria Rural Enterprise Agency
Cumbria Social Economy Forum
Cumbria Tourist Board
Cumbria Village Homes Ltd
Cumbria Waste Management Environment Trust
Cumbria Youth Alliance
Cumbrian Newspapers Group Ltd
Debenhams, Carlisle

DEFRA**Disabled Association Carlisle & Eden (DACE)****East Cumbria Countryside Project****Eden Health Alliance****Eden Access for all Forum****Eden CALC****Eden District Council****Eden Arts Trust****Eden Education/Business Partnership****Eden Forum against Domestic Violence****Eden Health Alliance****Eden Housing Association****Eden Local Health Partnership****Eden Sports Council****Eden Tourism Forum****Eden Valley Primary Care Trust****Eden Youth Work Partnership****Eden Environmental LA21****English Nature Cumbria Team****Fell Runner****Forestry Commission****Government Office for the North West****Marks & Spencer PLC****National Farmers Union****North Cumbria Ambulance Service****North Pennines Partnership****Northern Arts****Penrith Civic Society****Penrith Partnership****Penrith Rotary Club****Penrith Voluntary Transport****Pirelli Ltd****Queen Elizabeth Grammar School****Rural Development Service (RDSS)****St Aidans County High School****St Cuthbert's (C of E) Church****St Martins College****Samuel King's School****Scandahut****Stagecoach in Cumbria****Travelling Light****Ullswater Community College****University of Northumbria****University of St Martins****University of Central Lancashire Newton Rigg Campus****Visual Link****Voluntary Action Cumbria****Youth Offending Team**

Communities

To support the development of a strong community network which encourages all residents to participate in and contribute to their communities. To reduce crime and fear of crime.

What are we aiming to achieve?	Aims/Targets	Who will be involved?	When will it happen?	What is the desired outcome?
To ensure effective action is taken on the views of local people	<p>Participation in citizenship education, and involving young people in local decisions</p> <p>The views of the major faiths are reflected in the future decisions of the LSP</p> <p>By facilitating group forums to discuss community issues</p>	College		To increase the accessibility of council services and partner organisations through IT
To reduce crime and fear of crime	To annually reduce the total number of offences by 4%	Churches Together in Cumbria	Between 2002 and 2005	A community programme that engenders open, honest discussion
	To annually reduce violent crimes by 7%, burglaries by 4% and vehicle crime by 3%	Crime & Disorder Reduction Partnership	Between 2003 and 2005	

Health and Well-Being

To improve the health and well-being of our communities by reducing health inequalities, promoting healthy living and supporting locally accessible, high quality health care.

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
To reduce health inequalities	To reduce incidents of teenage pregnancy by 50% by 2010 and 15% by 2004	Cumbria Teenage Pregnancy Partnership, Cumbria Children's Fund	50% by 2010 15% by 2004	To reduce social exclusion caused by teenage parenthood To reduce social exclusion among the young
	To reduce health inequalities amongst 5-13 year olds	Cumbria Children's Fund		
To ensure health improvement	To develop healthy eating habits within schools	Ullswater Community College Cumbria Catering		Increased preventative measures to improve health Increased physical activity rates, particularly for the obese and inactive in disadvantaged areas
To ensure health services, advice and information are available locally	To develop a Community Learning Strategy to include health and well-being	Carlisle College		Improved emergency services Reduced waiting times

Economy

To support the development of an economically prosperous area that encourages investment, supports business development and enables local people to achieve their full potential.

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
To encourage investment and actively support local business development and expansion	To provide training opportunities to local businesses	Ullswater Community College, Carlisle College		
	To increase work-based learning programmes and develop more vocational pathways	Carlisle College		
	To encourage tourism operators to be inspected under graded schemes and to undertake workforce development	Cumbria Tourist Board		
	To promote the local purchase of local goods and services	Penrith Market Town Initiative		
	To promote the provision of sites to meet industrial and commercial needs along with adequate transport links	Penrith Market Town Initiative		
	To improve and update the skills of businesses to help realise the full wealth-generation potential of the cultural, creative and media sectors in the region	Cumbria Institute of the Arts, Eden Arts		

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
To embrace new technologies	To increase availability of Broadband facilities	Cumbria Tourist Board		Improved e-business in the area
	To enable tourism operators to trade electronically	Cumbria Tourist Board		
To support traditional industries whilst encouraging new ventures and opportunities	To encourage enterprise skills and enterprising businesses	Ullswater Community College		

Young People

To provide a framework where children and young people can thrive and improve their life chances.

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
To ensure that services for children and young people are developed and improved	To ensure that in each area there is an agreed programme of effective interventions that pick up on early signs of difficulty, identify needs and introduce young people and their families to appropriate services.	Cumbria Children's Fund		
	To ensure that children and young people who have experienced early signs of difficulty receive appropriate services in order to gain maximum life-chance benefits from educational opportunities, health and social care to ensure good outcomes.	Cumbria Children's Fund		
	To support actions for the provision of wide ranging entertainment opportunities	Penrith Market Town Initiative		

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
To be more responsive to the needs of children and young people	To increase by 50% the number of number of young people who access substances misuse services having been identified as having substance misuse issues	Connexions		Young people are more actively involved in the decision making process
	To reduce the number of young people who are not in education, employment or training by 12.5% between Nov 2002 and Nov 2004	Connexions		
	To increase the number of young people who are teenage parents accessing education and training by 25% between Nov 2002 and Nov 2004	Connexions, Cumbria Teenage Pregnancy Partnership		
	To increase the proportion of young offenders who access employment, training and education to 85% by 2004	Connexions		
	To promote opportunities in Penrith and its hinterland to young people to remain / locate in the area	Penrith Market Town Initiative		
	To improve access to and take-up of local education and training opportunities	Penrith Market Town Initiative		

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
To make the best use of resources for young people's services	To develop funding resources for educational activities To increase enrolments in further education establishments: 2003, 10% more enrolments, 2005, 30% more enrolments	Ullswater Community College Carlisle College		

Housing

To support the development and maintenance of decent, affordable housing which meet the needs of local people and supports economic development.

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
To improve co-operation between agencies	To develop a voice for young people in citizenship programmes, working with Eden Housing Association	Ullswater Community College, Eden Housing Association		
To address the issues of growing house prices and affordability	To promote positive approaches to meeting local housing needs, especially to secure the provision of affordable housing types	Penrith Market Town Initiative		
To support an established programme of sites and properties that satisfy sustainability	To promote the provision of sites to meet housing needs along with adequate transport links	Penrith Market Town Initiative		

Environment

To protect and enhance our environment.

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
To ensure environmental damage is reduced and pollution is monitored	To educate people about sustainability through the provision of 25 sessions on waste awareness	Eden Local Agenda 21 English Nature Cumbria Team		Increased awareness of sustainability issues
	To improve the integration and sustainability of tourism and transport through increased product development and production	Cumbria Tourist Board		
To reduce the amount of waste produced and encourage alternatives to landfill	To promote home composting through the provision of subsidised composting bins and advice how to use them	Eden Local Agenda 21		Increased home composting
	To meet the targets specified within the Cumbria Biodiversity Action Plan	English Nature Cumbria Team		The biodiversity and landscapes across Carlisle and Eden are protected, enhanced and managed

Transport

To assist in the development of an effective, accessible and sustainable transport system.

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
To ensure that transport services and initiatives that work well are retained				
To ensure that transport services are planned and delivered at a local level to match local need	To support actions to improve the integration of existing transport services and innovation in satisfying unmet transport needs	Penrith Market Town Initiative		
To ensure that transport access for older/disabled/low income families is improved				

Promoting Carlisle and Eden

To promote the heritage and unique qualities of the area both locally, nationally and internationally.

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
To ensure a strong, clear identity for the area is in place	To ensure that Cumbria – the Lake District is a strong brand with a clear identity to attract and disperse visitors around the county	Cumbria Tourist Board		
	To strengthen Penrith as a vibrant town centre attractive to both residents and visitors, and develop a positive image for the town	Penrith Market Town Initiative		
To promote the heritage and unique qualities of the area	Through promotion on the Rotary website By highlighting the artistic qualities of Eden and Carlisle	Penrith Rotary Club	Website to be completed end 2003	To promote the profile of Eden as a place of varied cultural activities and increase the number of visitors to the area
	To increase visitor numbers, spend and revenue	Cumbria Tourist Board		
To further develop the social, economic and environmental well-being of the area.	To generate measurable economic benefit for Cumbria through vigorous marketing and promotion of tourism.	Cumbria Tourist Board		