



COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE

Committee Report

Public

Date of Meeting: 13th November 2003

Title: CARLISLE & EDEN DRAFT JOINT COMMUNITY STRATEGY

Report of: STRATEGIC & PERFORMANCE SERVICES

Report reference: CE 24/03

Summary:

This report informs the Community Overview & Scrutiny Committee of the Carlisle & Eden Joint Community Strategy, together with an outline of the feedback already submitted. The Draft Strategy and Action Plan are attached at Appendix 1 and the written feedback at Appendix 2. The verbal feedback to date is in the body of this report.

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 the Executive in December and then to Council for approval in January 2004.

Recommendations:

It is requested that Community Overview & Scrutiny Committee note:

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

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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

1.0 BACKGROUND & 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, but there was little input made by the City Council between July and early September because of staff shortages.

- 1.5 The launch of the Strategy has now been postponed from the end of this year, until March/April 2004. This will enable the consultation process to be as wide as possible and will ensure that Carlisle City Council's Overview & Scrutiny Committees, Executive and Council meetings have the opportunity to contribute to the final document. It is clearly important that Carlisle City Council's elected members are given the time to make their own contributions.
- 1.6 The document attached has changed since its redraft in September 2003. Members are likely to be aware that it was submitted to Infrastructure Overview & Scrutiny Committee on 23rd October and members raised a number of significant concerns about the document, not least that they felt it reflected Eden's view of its own communities, needs and aspirations and that Carlisle's was hardly represented at all within it.
- 1.7 Hopefully these concerns have now been addressed to a significant extent and, given that Business Unit Heads have had an opportunity to identify key issues, the document is beginning to take shape in terms of giving it a Carlisle balance.
- 1.8 However it must be stressed that the document is still in draft form and more changes and additions need to be made. The structure and format of the document and especially the Action Plan has created some concerns which hopefully will be resolved in discussions with the LSP Executive at their meeting on the 19th November. For instance it is felt that the Action Plan's current format does not allow for measurable targets to be identified and this has to be addressed. In the meantime the Action Plan has been used by Carlisle City Council to outline the key issues, without any details given at this stage.
- 1.9 All amendments to date have been underlined, with some statements (from the original document) scored through.

2.0 CONSULTATION

- 2.1 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.

2.2 As mentioned at 1.6 the Infrastructure Overview & Scrutiny have expressed concerns at the early draft and gave guidance on the key issues which need to be reflected in the document. Hopefully these are now within it, but again, much work needs to be done to ensure both the Strategy and the Action Plan look like a coherent piece of work. The redrafted document will be resubmitted to Infrastructure Overview & Scrutiny Committee at their next meeting in December.

2.3 Heads of Business Units have also made contributions, and specifically in relation to the headline issues which are part of the Action Plan. They, as well as Members, will have the opportunity to make amendments up until the end of November (the deadline for the final document to be submitted to the Executive). CMT will take responsibility for co-ordinating the responses from Business Units.

3.0 RECOMMENDATIONS

It is requested that Community Overview & Scrutiny Committee note:

- 1 The content of the draft Carlisle & Eden Joint Community Strategy and Action Plan.
- 2 The feedback from the first stages of consultation.
- 3 The progress of the draft Strategy and the three Overview & Scrutiny Committees for resubmission to the Executive in December and to Council for approval in January 2004.

4.0 REASONS FOR RECOMMENDATIONS

- 4.1 The recommendations are made to allow Community Overview & Scrutiny Committee to have sight of the redrafted Strategy and Action Plan; to note the feedback received to date and to note the progress the draft document will take before it is resubmitted to the Executive in December 2003.



CARLISLE + EDEN partnership

Carlisle and Eden Community Strategy

Vision for the Future

~~SECOND~~THIRD-DRAFT

~~SEPTEMBER~~NOVEMBER 2003

Amendments made by Carlisle City Council 4/11/03. Final changes to be made end of November, before submission to Executive in December. Amendments are underlined.

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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 encouraging their active involvement 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. We will also ensure that we reach the most hard to reach groups to encourage their participation.

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.

Similarly in its White Paper entitled: *Our Towns and Cities – the future*, the government expressed its desire to help and regenerate urban communities by enabling. Its key aims were to:

- To provide sustainable homes that are attractive, safe and practical.
- To retain people in urban areas and making the areas a more desirable place in which to live.
- To improve quality of, opportunity and economic success through tailored solutions in towns and cities.

The government are also keen to see:

- People shaping the future of their community, supported by strong and truly representative local leaders;
- People living in attractive, well kept towns and cities which use space and buildings well;
- Good design and planning which makes it practical to live in a more environmentally sustainable way, with less noise, pollution and traffic congestion;
- Towns and cities able to create and share prosperity, investing to help all their citizens reach their full potential; and
- Good quality services - health, education, housing, transport, finance, shopping, leisure and protection from crime - that meet the needs of people and businesses wherever they are.

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: (where do these come from? They need to be focused)

- 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 and pooling resources across Partnership members to meet 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. To ensure that people from all sectors of our local communities have equal access to services represented by the LSP; that our communities are safe and attractive and that participation and influence in the decision making process across all sectors is significantly increased.

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. Addressing poverty and deprivation in our most disadvantaged wards is a key concern for the LSP and our Action Plan and priorities within it will be shaped to ensure that local communities and individuals have their needs met across all our partner organisations

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. But we know there is still much to do in terms of harnessing our commitment to funding and to being collective and responsive to community needs.

Through our partnership working we are constantly working towards giving all members of our communities greater access to basic services and facilities, including recreational opportunities and life-long learning.

We aim to increase the participation of local people in decision-making and encourage support on issues that affect their communities. We understand that we need to shift from the service delivery model of providing services to our local communities and consulting with them at key stages. We are committed to actively involving our local communities in the decision-making process and to ensure that the most hard to reach groups are represented on the Partnership, by working with community leaders and developing a strong community network, which encourages all residents to participate and contribute.

The LSP will work in partnership with key public agencies and the private and voluntary sectors to promote public services, services highlight achievements and promote active citizenship and social inclusion. We are concerned to ensure that our local communities have equal access to our services represented on the LSP, especially those people living in the most deprived urban and rural areas of Carlisle and Eden. Such activity is being pursued away from the large urban conurbation through the Longtoun Market Towns Initiative.

Another way for members of the community to feed views directly into the LSP is through a Community Forum and the setting up of such a body is currently being studied.

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, services are taken fully into account. We will take note, for instance, of the forthcoming recommendations of Carlisle City Council's Best Value Review of Democratic Engagement. At the interim stage of the Review it is clear that Carlisle City Council needs to be creative in its engagement with local communities if participation in the democratic process is to be significantly increased.

The involvement and active participation of young people, our future generation, is a key issue for the LSP to address during the next 1 – 2 years. This will be done by working closely with existing groups and co-ordinating activity to ensure duplication is avoided. Further engagement with the community is currently underway through work carried out by the Supporting Communities Best Value Review Team. This review involves working with the Sure Start Partnership to tackle poverty and deprivation by ensuring regeneration is focused on areas of greatest need.

Another of our key priorities is to improve voter turn-out at elections and ways of encouraging and engaging all members of the community in the Carlisle area are being looked at through the work currently being carried out by the Democratic Engagement Best Value Review.

Both of these reviews are due to be completed in spring 2004.

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 Partnership, We will use models of good practice of active communities, especially Sure Start Carlisle South, to build up future community initiatives. We shall also contribute towards the County Councils LPSA – Building Active Communities. We understand the need to work together, deliver local services and private multi-disciplinary activities. which ensures a co-ordinated approach to community safety. Examples of this are the tackling of anti-social behaviour on council estates through partnership working with the police, providing Neighbourhood Watch signs and installing CCTV cameras throughout the area.

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.
Would suggest that we list all the "Aiming to achieve" issues here

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 people are encouraged to have healthy lives, everyone is able to use this right. The LSP has a key role in supporting this key concern and will ensure that it supports Health parties in delivering its priorities.

Developing an excellent quality of life for all is another key objective. This is being progressed through Carlisle's Physical Activity and Sports Strategy that is working towards improving health and wellbeing by encouraging active lifestyles for people of all ages between now and 2008.

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.

We recognise that the community should have a say in deciding health priorities. Ensuring adequate local health facilities is essential to the well-being of all members of the community. Failure to provide such facilities causes excessive travel and denies people easy access to a key basic service.

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. The LSP will develop a partnership approach in identifying and addressing the priorities for Health & Wellbeing in Carlisle and Eden. Members will actively contribute to community projects and, whenever possible, pooling funding (using, if appropriate, Health Act Flexibilities).

One of the major concerns will be to reduce health inequalities especially in our most deprived communities. Therefore we will contribute towards national, regional and local initiatives, and support Health parties in the drawing together of a Carlisle and Eden Community Health Strategy.

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. To support and develop an economically sustainable and prosperous area within which investment is encouraged, skills are developed and retained and new and existing businesses are supported.

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 in the rural areas 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 all 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. There are a number of initiatives that the LSP is committed to lobbying and supporting as part of its Joint Strategy. These include: promotion of opportunities for businesses along the M6 Corridor; the West Coast Rail Mainline; the development of Carlisle Airport as a key economic driver; development of access to Broadband Services.

The LSP will develop strong links between education, training 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.

We are concerned that the Post 16 full time participation rates are low and that Basic Skills (especially literacy and numeracy) need to be significantly improved if our local communities are to be empowered. We understand clearly that to be educationally disadvantaged is to be economically disadvantaged.

In Carlisle we are promoting the 'Learning City' ethos and the LSP will be actively involved in the consultation on Post 16 education; the Higher Education agenda and the needs of our students in their out of school/college pursuits. We see the significant links between post 14 education; work-based training; further education; higher education and employment. We will ensure that these links are strengthened and that the LSP makes a real contribution to this important agenda.

We believe that through partnership working, we can promote and develop local growth sectors and continue to provide opportunities for individuals to access information and communications technology. At the same time we understand that once the skills of individuals are developed, we need to retain them in our area.

Carlisle Housing Association have been working directly with the LSP in Carlisle South on initiatives designed to improve the economic environment and promote individuals' skills development and retention.

Another key area of skills retention involves local graduates. Through the local Education Business Partnership, we are continuing to promote the employment and retention of our local students once their further education is completed.

We are continuing to promote and develop local growth sectors and are committed to improve the rate of business start-ups by 2005. The Kingmoor Park Development demonstrates an example of this activity.

The development and promotion of tourism initiatives is vital for our unique area. Through our work with relevant key partners we will continue to capitalise on the spectacular beauty and heritage qualities of our area.

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. These are identified in the Action Plan (attached)

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 lobbies and supports high quality services for children and young people, are emphasised throughout all areas of work.

Through the Surestart Partnership, we are continuing to provide new and better childcare facilities in the area of Carlisle that are in the most need.

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 must be found to involve young people in decision-making processes and to ensure that their views are taken into account. Such consultation will continue at Children and Young People's Events organised in conjunction with partners and bodies such as the Cumbria Youth Alliance.

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 who are disengaged and disadvantaged 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.

The Physical Activity and Sports Strategy has direct benefits for young people and also contributes to the wider development of the community. An example of this is the promotion of physical activity and sport as a medium to combat anti-social behaviour. This links into the Carlisle and Eden Crime and Disorder Partnership.

We understand that young people not only have to be consulted, but need to be actively involved. Therefore the recommendations of the Carlisle City Council's Best Value Review of Democratic Engagement, will be an important contribution to the LSP's work with young people.

The LSP feels it can make a major contribution to the work of the Statutory Services, especially Education and Social Services and we will do all we can to commission projects wherever appropriate and be actively involved in partnership to achieve the priorities of this important area of our work.

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.

One of our key objectives is to co-ordinate a strategic approach to housing in our area. This includes dealing with cases of homelessness and ensuring people on low income receive their full entitlement to Housing and Council Tax Benefit.

Nationally the requirement is that new homes should be built, where possible on previously developed land and in urban areas. This is already taking place in Carlisle in areas such as the Raffles estate. 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.

With the Office of National Statistics forecasting that the number of households is expected to grow by 7% over the next ten years, we recognise that there is a direct link between housing and environmental issues. We are committed to providing housing in our area that will be sustainable in terms of use of construction materials, access and ongoing energy and water usage.

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.

Both Carlisle and Eden Councils hold the statutory responsibility for the Housing Strategies, including ensuring a balance of social and private housing. The LSP will work closely with the relevant Housing Associations and each other to ensure this is established. The needs of the homeless is a particular concern as is the needs of families who need refuge accommodation because of domestic violence

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. An example of our continuing activity in this area is a recent £1m partnership contract with DEFRA to improve kerbside recycling in the area, across Carlisle and Eden.

We are committed to pursuing cleaner streets and open spaces in our urban areas, making them attractive places to live and work in.

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.

One of our priorities for action is to seek opportunities to encourage sustainable management practices in local businesses. We do this through our continued consultation with the Environment Forum and Business Environment Network.

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. We understand the need to encourage sustainable management practices in partnership with local businesses and will collaborate with them, supported by the Environment Forum and the Business Environment Network.

Priority for Action			
To protect and enhance our environment			
Desired Outcomes			
Support for Agenda 21 and continued	The amount of waste produced is reduced and	The biodiversity and landscapes across Carlisle	Environmental damage is reduced and pollution is

involvement of our partners, young people and community groups are recognised as key to improving our environment	alternatives to land fill are encouraged.	and Eden are protected, enhanced and managed	monitored and controlled. Economic opportunities which support the control of environmental damage are explored
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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 system, which~~ balances the needs of both our urban and rural communities. Examples of activity in both communities are demonstrated through the feasibility study of introducing a Park and Ride Scheme to Carlisle that is currently under way and the developing of initiatives such as a Dial-a-Bus Scheme for people in rural areas.

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.

We recognise the different transport needs of local communities and the balance needed to ensure that transport practices minimise damage to the environment.

We recognise the need to ensure there is a consistent message on issues such as the use of car ownership against that of public transport, and the need to reduce urban congestion and yet still offer access to shops, schools and services. With these and other issues in mind, we are continuing to work in partnership with other public and private agencies

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.

We are continuing to work in partnership on all aspects of transport and transport related issues in our area; issues as diverse as the Northern Development Route for Carlisle and the West Coast Main Line, to improving cycle path networks and ensuring council car parks are affordable and secure. By working towards sustainable transport, improving transport choices and reducing congestion, we will contribute significantly to environmental improvement.

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
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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. We have an enviable mix of urban and rural geography. Promoting Carlisle and Eden is embedded across all the themes within this strategy. We have experienced success in promoting our area through a series of festivals and events that are consistent with the County's Cultural Strategy. Perhaps the best example of such an event is the annual Carlisle Fire Show: an event that attracts 35,000 people, including visitors from all over the country.

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.
- Support and promote the development and continuation of higher and further further education facilities in our area and to promote Carlisle as the Learning City.
- 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 JOINT 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 Delivery already exists 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

Draft

Carlisle & Eden

Joint Community Strategy

ACTION PLAN

**Amendments made by Carlisle City Council 4/11/03. Final changes to be made end of November
before submission to Executive in December. Amendments are underlined.**

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. To ensure that people from all sectors of our local communities have equal access to services represented by the LSP; that our communities are safe and attractive and that participation and influence in the decision making process across all sectors is significantly increased.

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
Addressing poverty and deprivation by ensuring equal access to services, especially for our hard to reach groups in the most deprived wards and rural areas.		All LSP Partners		% increase of services delivered to local communities % increase of access to services through IT
Increased participation and influence in the decision-making processes across the Public Sector		Eden and Carlisle Councils; Cumbria County Council (i.e. LPSA); Health, Police; Social Services; Area Forums	Carlisle City Council's Best Value Review – 'Increasing Democratic Engagement' – recommendations will be time-scaled from ? to ?	% increase voter turnout in Local, European and General Elections % increase of adults surveyed who feel they can influence decisions affecting their local area. % increase of people surveyed who feel that their local area is a place where people from different backgrounds and communities can live together harmoniously.

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
<u>Reduce levels of poverty and disadvantage through strategic and sustained intervention in the most deprived neighbourhoods in urban Carlisle.</u>				
<u>Community led regeneration in Longtown through the Market Town Initiative.</u>				
<u>Improved physical, intellectual and social development of pre-school children who thrive when they go to school, through the Sure Start programmes in Carlisle South and Longtown.</u>				
<u>Good inter community relationships and positive community spirit.</u>				
<u>Increased participation in the decision-making process by young people.</u>		<u>Young People's Committee (LSC); Youth Forums; Local primary, secondary and special schools; FE and HE institutions</u>		<u>% increase in young people's participation in elections; consultative process.</u>

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
To involve communities more actively in decision making	Increasing participation in citizenship education, and involving young people in local decisions	Ullswater Community College		To increase the accessibility of council services and partner organisations through IT
To ensure effective action is taken on the views of local people	<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>	Churches Together in Cumbria		A community programme that engenders open, honest discussion
To reduce crime and fear of crime	To annually reduce the total number of offences by 4%	Crime & Disorder Reduction Partnership	Between 2002 and 2005	
	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?
<u>To develop a partnership approach to identifying and addressing the priorities for Health across Carlisle and Eden.</u>	<u>Commissioning projects which contribute towards the priorities (including using Health Act Flexibilities)</u>	<u>Health and all LSP Members</u>		<u>% improvement in the priority Health targets across Carlisle and Eden.</u>
<u>To contribute towards the preventative measures for Health improvement</u>	<u>Encourage healthier lifestyles</u> <u>Support action against drug/alcohol misuse</u> <u>Increase access to leisure, fitness, sport and culture.</u> <u>Exploit and promote fresh healthy food from community organisations</u>	<u>All LSP Members.</u>		<u>% improvement in the Health targets within the MD Index</u> <u>% increase in leisure, fitness, sports and cultural participation</u> <u>% increase in above for young people</u>
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		

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
To ensure health improvement	To develop <u>contribute towards healthy eating habits within schools</u>	Ullswater Community College Cumbria Catering, <u>Carlisle & Eden primary, secondary and special schools</u>		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 <u>contribute towards a Community Learning Health Strategy to include health and well-being</u>	Carlisle College		Improved emergency services Reduced waiting times
Through partnership working, <u>make opportunities available for low paid and no waged groups to participate in culture and leisure.</u>				
<u>Increase leisure opportunities to help improve people's health and assist with reducing anti-social behaviour.</u>				

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. To support and develop an economically sustainable and prosperous area within which investment is encouraged, skills are developed and retained and new and existing businesses are supported.

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
<u>To promote the economic potential of the M6 Corridor</u>				
<u>To develop the access to Broadband (ICT) services</u>				
<u>To encourage a diverse range of job opportunities and equal access to them for all sectors of the community.</u>				
<u>To support Carlisle Airport as a key economic driver and encourage its development.</u>				
<u>To lobby to achieve the West Coast Mainline Rail</u>				
<u>A broad economic base, seizing opportunities to develop new sectors and supporting vulnerable sectors where they are an important part of the local economy.</u>				

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
<u>Local people have the knowledge, training and support to access local job opportunities and new demands in existing sectors.</u>				
<u>The intermediate labour market is developed as a route to help people into work.</u>				
<u>The importance of Kihgmoor Park acknowledged and the need for policy support and infrastructure, in public transport, IT infrastructure, rail access etc to enable its development as a true strategic employment site.</u>				
<u>A wide range of local economic intelligence available and interpreted to enable informed debate of strategy and policy</u>				

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
<u>To develop, in partnership, a range of economic renewal initiatives which focus upon the most deprived areas.</u>				
<u>To support the development of HE for Carlisle to become the 'Learning City' of Cumbria and for enterprise to be linked to FE/HE capabilities, graduate retention and the development of the knowledge sector.</u>				
<u>To encourage investment and actively support local business development and expansion, whilst supporting traditional industries.</u>	To provide training opportunities to local businesses	Ullswater Community College, Carlisle College <u>Work Based Training Providers; LSC Cumbria</u>		
	To increase work-based learning programmes and develop more vocational pathways	<u>Carlisle College; HE Institutes; LSC Cumbria</u>		
	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	<u>Penrith Market Town Initiative/ Longtown Market Town Initiative</u>		

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
	To promote the provision of sites to meet industrial and commercial needs along with adequate transport links	Penrith Market Town Initiative/ <u>Longtown Market Town Initiative</u>		
	To embrace new technologies			
	To allocate and encourage development of land			
	To provide a supply of business premises available to meet the needs of new and existing businesses.			
	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 creative industries.	Cumbria Institute of the Arts, Eden Arts, <u>Tullie House</u>		
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		

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
<u>A broad economic base, seizing opportunities to develop new sectors and supporting vulnerable sectors where they are an important part of the local economy.</u>				
<u>Provide support through local, regional and national agencies for new and existing businesses.</u>				
<u>Reverse the under investment in commercial property on industrial estates in Carlisle</u>				
<u>Assist with and increase the size of the creative industry sector.</u>				
<u>Make North East Cumbria a destination in its own right – as an experience which has alternative but equally attractive appeal as the central lakes.</u>				

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
<u>Produce an integrated cultural strategy.</u>				
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; <u>FE Institutes;</u> <u>Work Based Providers</u>		
	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/ <u>Youth Offending Team</u>		
	To promote opportunities in Penrith and its hinterland to young people to remain / locate in the area	Penrith Market Town Initiative/ <u>Longtown Market Town Initiative</u>		
	To improve access to and take-up of local education and training opportunities	Penrith Market Town Initiative/ <u>Longtown Market Town Initiative</u>		

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?
<u>To improve the balance of Housing and to ensure the needs of rural and BME population and specific needs of younger and older people are addressed</u>	<u>To improve co-operation between Agencies and develop a voice for young people through work with Housing Associations.</u>	<u>Carlisle Housing Association; Ullswater Community College; Eden Housing Association</u>		
<u>To ensure that the needs of homeless people are met</u> <u>To reduce the numbers of homeless people.</u>		<u>Carlisle City Council; Eden District Council; Relevant Housing Associations</u>		
<u>To improve co-operation between agencies</u>	<u>To develop a voice for young people in citizenship programmes, working with Eden Housing Association</u>	<u>Ullswater Community College, Eden Housing Association</u>		
<u>To address the issues of growing house prices and affordability</u>	<u>To promote positive approaches to meeting local housing needs, especially to secure the provision of affordable housing types</u>	<u>Carlisle City Council; Eden District Council; Penrith Market Town Initiative</u>		

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
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 <u>Carlisle City Council</u> ; <u>Eden District Council</u>		
<u>To support families who are in domestic violence refuge accommodation</u>				

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?
<u>To sensitively develop our built heritage and natural environment.</u>				
47 To ensure environmental damage is <u>minimised</u> 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		
<u>Improve waste management</u> 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

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
	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
<u>Utilise planning regulations to ensure sustainable development.</u>				
<u>Improve through interpretation and sustainable development people's understanding and enjoyment of the natural environment.</u>				
<u>Increasing Air Quality in line with national regulations.</u>				

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?
<u>To promote and develop alternative forms of transport</u>				
<u>Improvements to the West Coast Main Line</u>				
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				

What are we aiming to achieve?	Aim / Target	Who will be involved?	When will it happen?	What is the desired outcome?
<u>Implementation of the Carlisle Northern Development Route</u>				
<u>To improve the east west road links – A69/A689/A75 in partnership with TERN.</u>				
<u>Raise the profile of Carlisle as the primary transport interchange for the county, including rail investment</u>				
<u>Create a comprehensive cycle network</u>	<u>To have cycle paths no further than 400-600 metres from each household</u>			

Promoting Carlisle and Eden

To promote the heritage and unique qualities of the area both area 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?
<u>Recognition of Carlisle as the regional administrative centre with a high quality retail centre and attractive visitor destination.</u>				
<u>Develop and raise profile of Carlisle and Hadrians Wall as a brand for tourism in the NW region.</u>				
<u>High quality tourism product development encouraged and facilitated, adding value to the existing product range.</u>				
<u>Increased business tourism through an improved range of facilities and services and targeted marketing</u>				

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, <u>individual and combined identity</u> for the area is in place <u>for Carlisle and Eden</u>	To ensure that Cumbria – the Lake District is a strong brand with a clear identity to attract and disperse visitors around the county <u>To develop Carlisle into a Learning centre in the NW of England</u>	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 <u>visitor</u> 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		