

Cumbria's

Cultural

Strategy

Ambition

Confidence

Talent

Foreword

Cumbria is an extraordinary place and has much to be proud of – a landscape of international repute, a quality of life which is the envy of the rest of the country and a tradition of sporting and artistic excellence which continues to enthral and inspire.

Cumbria County Council's aim is to encourage everyone living in Cumbria to get involved in arts, sport and cultural activity. Our ambition is to create a county of opportunity where people feel proud of being Cumbrian and where they can explore and fulfil their potential.

We want more people to share the experience of culture in all its forms. We want them to understand the legacy of the past and the issues for the future and to have gained the confidence to meet the challenges ahead.

This Strategy acknowledges the county's main cultural achievements and promotes our aims for developing and supporting culture into the future. Our three main themes are:

- **Make Cumbria more prosperous by developing the cultural and creative infrastructure of Cumbria**
- **Enhance the quality of life for individuals and the community of Cumbria**
- **Celebrate our local culture and our status as a tourism destination**

What do we want to achieve through this? We want Cumbria to be recognised and promoted as a positive, inspirational open place, with a rich environment, able to identify and nurture creative talent.

We have an opportunity to invest in and build the fabric and infrastructure of a dynamic, modern creative economy. For Cumbria's economy to compete with competitors in a global markets, it must build diversity, creativity, new technologies and new ways of working into every aspect of its delivery,

It must invest in culture!

We hope you share this vision

Cumbria's Cultural Strategy

Culture: what it is, where you might find it, and the importance of having a clear strategy

Culture plays a crucial role in our lives. It helps us discover more about our surroundings, our history and ourselves; it regenerates communities and brings people together; it contributes to the local economy; and it makes our life more enjoyable.

Our culture is what makes Cumbria distinct from other regions – it is our own identity, our own way of life and it is what makes us distinctive: as individuals and as a county.

'Culture' and cultural activities embrace a huge variety of choices: it could be seeing a live band on Saturday night; researching your ancestors, tackling a climbing wall; brushing up on contemporary art; a game of five-a-side; opening a craft shop; listening to a live poetry reading; a mountain walk – or even just relaxing with a book from the local library – all of these cultural activities can give us new perspectives and skills.

What gives Cumbria its distinctive cultural strengths?

Cultural activities are an integral part of the economy of Cumbria, and for good reason. We live in an undoubted area of natural beauty, graced by lakes, fells, rivers and coast; whilst our architecture, museums and galleries, archives and heritage centres, libraries and sports facilities, visitor attractions, celebrations and festivals all provide an alternative physical backdrop for Cumbrian culture. We have an excellent portfolio of activities and a strong track record of delivering new initiatives.

Added to this, our pool of creative talent including artists, architects, designers, musicians, software developers, broadcasters, writers, craftspeople and fashion designers play a growing role as generators of wealth and employment in Cumbria.

The combination of landscape, business activity, history, sport and culture is what makes Cumbria special. Our strategy for culture will focus on these strengths and opportunities in order to achieve lasting benefits for Cumbrian residents. It will be inclusive and targeted, and not simply designed as a means to attract visitors.

Developing our ambition

We began the process of formulating our objectives for culture, following on from our first Strategy published in 2003. This revised document is based on consultation with key players, which defined our strategic aims and proposals to promote the cultural well-being of the county, in line with the strategies of other agencies operating in Cumbria.

Specifically, Cumbria County Council has been looking at how the cultural sub-sectors of *sport, tourism, heritage, the arts* and some specific *creative industries* can make a real difference to the economy and quality of life in the region. We want to strengthen the impact of these cultural activities and the contribution they make to the improved integration of equality and diversity into the cultural values of the county.

Cumbria County Council is working closely with its partner District Authorities in this process, taking into account their own Cultural and Arts Strategies. Our Strategy will also advocate the relevance and importance of Cumbrian culture in the political arena.

What will this mean for the people of Cumbria?

At the heart of this strategy lies the ambition to enable everyone to participate in and benefit from culture, art and sport. This will require the coordination of activities across a range of County Council services, the development of effective tools for measuring our success and the promotion of opportunities to a wide audience. By the end of the three year period we want to see:

- **More people taking part in sport and cultural activity**
- **More people visiting Cumbria to experience our cultural offer**
- **More opportunities for young people to develop their creative ambition within the county**

The themes

We have set three main themes for achieving the objectives of this cultural strategy for Cumbria. These will be our reference points for the future.

Cultural theme 1

We want to make Cumbria more prosperous by developing the cultural and creative infrastructure of Cumbria

Objective 1 – We will work to ensure culture is integrated into the county’s tourism, regeneration and economic strategies

Cultural activities have a real impact on the economy of Cumbria, and spending on these activities sustains thousands of jobs in our region. This cultural value and potential must be recognised, and Cumbria needs to make its case for culture both regionally and nationally, to ensure it receives the necessary economic support to continue to improve the prosperity of our people.

Creative thinking, risk taking and the nurturing of talent, the use of new media and technologies should be embedded across all directorates of the county council and should become more embedded in Cumbria’s regeneration plans and policies. The outcome should be that we can preserve and enhance the quality of our natural and physical environment; improve town and country life for our residents; and initiate appropriate tourism developments. Culture should be used to enhance quality of life and community capacity for managing change.

A strong creative and cultural sector is also vitally important to the emerging University of Cumbria for attracting staff and students to the county and keeping them here.

Objective 2 - We will support initiatives to develop Cumbria’s creative talent

Cumbria’s creative talent must also be recognised as a significant potential contributor to our economy and success. Support structures are essential to nurture existing talent and attract new businesses and individuals.

Key initiatives include:

Creative Cumbria: the sub-regional creative industries development agency. Their key objective is to bring the proportion of Gross Value Added (GVA) generated from creative industries in Cumbria from 1.8%, first to the North West national average of 5%, and subsequently to the current national average of 8%, creating around 4,000 new jobs in Cumbria, doubling the current total.

Desire Lines - The Cumbria Cultural Asset Investment Strategy: The development of an ambitious strategy which will help take Cumbria's cultural and creative industries sectors forward into the next decade.

Both these initiatives include partners such as the Cumbria Cultural Forum, the Arts Council for England, Museums Libraries and Archives North West and Cumbria Vision.

Objective 3 - We will support initiatives to develop Cumbria's sporting economy

The Cumbria Sport's Partnership *Strategy for Sport and Physical Activity 2006 –2009* includes objectives to use sport as a tool to impact on 5 key themes that are important to achieving a 'Sustainable Cumbria':

- Unique Landscape Value for Outdoor Recreation and Sport
- Training, Skills, Education and Lifelong Learning
- Economic Impact and Sector Development
- Health and Well Being
- Sustainable, Safer and Stronger Communities

There is an obvious synergy with the sports sector integrated into a wider cultural setting in promoting a shared vision for Culture in Cumbria.

The sports' economy has been growing in Cumbria since 1998 at higher than national and regional employment growth levels, and shows evidence of further employment and GVA growth potential to 2010 and beyond. Building the capacity of the sector is seen as an essential step to maximise the potential growth of the sector in Cumbria.

The Sports Economy Action Plan 2006-2010 is also critical to maximise the contribution that sport brings to the Cumbrian economy. The key objective is to build the capacity of the sector to help grow the Cumbrian contribution to GVA in sport by 13% by 2014, through various planned initiatives and interventions. Led by Cumbria Sport and Sport England other partners include North West Regional Development Agency, Learning and Skills Council, West Lakes Renaissance, Rural Regeneration Cumbria, Invest in Cumbria, Cumbria Tourist Board, Job Centre Plus, St Martin's College, Cumbria County Council and Carlisle City Council.

Cultural theme 2

We want to enhance the quality of life for individuals and the community of Cumbria

Objective 1 - We will contribute to the creation of vibrant towns and communities

To achieve successful regeneration and thriving communities we need a flourishing cultural sector. Culture can make a profound contribution to the building of vibrant and sustainable communities. It does this through improving the image of an area, improving quality of life, attracting economic investment, improving social cohesion and transforming perceptions of different communities. In partnership with the Arts Council, Local Strategic Partnerships and the District Councils we will seek to achieve a step change in the provision of and access to the arts in their priority area of West Cumbria.

We share Cumbria Vision's priorities for rural Cumbria and will work with them to support the development of a diverse range of economic activity in rural areas, embracing knowledge-based and creative industries. Developing a sense of place through access to and understanding of their heritage is a also vital tool for developing social cohesion in remote communities.

Continued support of the indigenous, not for profit, charitable, and voluntary arts and sports sector, is imbedded in this strategy, helping to build the widest community access routes to involvement and participation in arts, sport, creative and cultural activity and raising Cumbrian community aspirations, ambition and confidence.

Objective 2 - We will foster diversity in our population

Diversity of participation in cultural activities can only help our region to attract and retain a mixed population of workers and residents. Cumbria's cultural strategy must ensure there are no barriers to participation for reasons of age, disability, gender, race, religion and belief, sexual orientation.

The power of cultural activity to reduce prejudice should be utilised to the full. Cultural services need to be accessible to residents in their local areas and we need to increase local participation in the planning and delivery of services.

Objective 3 - We will continue to develop cultural opportunities for all children and young people

Cumbria will continue its work sparking an interest and enthusiasm, in cultural activity at an early age through culture and arts programmes in a wide range of educational settings. These should aim to provide children and young people with creative skills and attitudes to prepare them for adult life and engage them in lifelong learning.

Provision will include the 'traditional' educational settings such as schools, higher and further education colleges and universities (the creation of the University of Cumbria, for example will be at the centre of a major Lifelong Learning Network). A core partner in this work will include the Council's Children's Services Directorate. The emerging 14-19 Creative and Media Diploma will provide a new opportunity for skills development in young people and we will seek to support its growth in Cumbria.

Provision will also focus on the wider context in which children and young people are developing. Extended Schools, the work of Cumbria Art in Education, Creative Partnerships and Soundwave (the Youth Music Action Zone) and the County Dance Initiative will also make a major contribution to broadening out the impact of creativity on young people in targeted areas of the county. The new Arts Award initiative has already led to a Cumbrian success and this will be built on in the next two years.

All this will ensure that families and other members of the community recognise the valuable role that the arts have in helping young people achieve their potential and see them become more proactive in this process. Less formal learning opportunities provided by the Youth Service, arts and heritage organisations, the Workers Educational Association, the Adult Education Service, the University of the Third Age, Cumbria Credits and individual clubs and societies, will also be involved.

Cultural Theme 3

We want to celebrate our local culture and our status as a tourism destination

Objective 1 - We will develop cultural tourism in Cumbria

Between 2000 and 2004 there has been a significant increase in all aspects of tourism in Cumbria, including cultural tourism. We must provide an environment in which the tourism industry can continue to flourish.

Three key initiatives are the development of the *Cumbria Cultural Forum* (to act as an independent voice for culture in Cumbria, and identify and fill gaps in cultural tourism); the *Destination Management Plan* (developed by the Cumbria Tourist board, which provides a framework and rationale for investment in the region); and the implementation of the *Cumbria Historic Environment Strategy* (an initiative led by Cumbria County Council to ensure our historical assets are protected and promoted for current and future generations). Like the wider popular tourism in Cumbria, cultural tourism needs to work with the natural environment, not against it.

Objective 2 - We will foster a coordinated approach to cultural activity

By working closely with and supporting the cultural sector in all its forms – including volunteer-supported cultural activity in Cumbria – we aim to engage many more communities and individuals in cultural activity.

One issue for Cumbria at present is the wide range of projects and organisations operating in similar fields and who naturally align in their objectives and outcomes for example Cumbria Arts in Education and Creative Partnerships. A more coordinated approach ensuring greater networking will add value to their work and enable them to share the objective of increasing participation.

Objective 3 - We will make it easier for the people of Cumbria to get information on cultural activities

To celebrate Cumbrian culture and help people develop and grow through that culture, we must be ready to invest in promoting all of the different cultural activities our region has to offer. Providing better information about Cumbria's culture at county and local level for local people, should work hand in hand with the goal of improving cultural education, attracting a more diverse audience and enhancing life long learning.

These three themes and their objectives take into account the policies of our partner organisations; including the Cumbria Strategic Partnership, the Cumbria Cultural Forum, Creative Cumbria, Cumbria Vision, Rural Regeneration Cumbria, West Lakes Renaissance, the Arts Council for England, Sport England North West and the Cumbria Sports Partnership and the District Councils across Cumbria.

Cultural sectors and their economic contribution

Sport

Source: *Sports Economy Action Plan 2006-2010 – Impact Research*

Sport and Active Leisure Sector Skills and Productivity Alliance (SALSPA) research, Impact Research April 2005

- Sport employs 4,000 people in Cumbria in 814 organisations, representing 1.9 per cent of total employment
- The sports' economy has been growing in Cumbria since 1998 at higher than national and regional employment growth levels, and shows further GVA growth potential to 2010 and beyond
- Cumbria represents 8% of sport employment in the NW region compared to 7% of regional employment in all sectors
- Cumbria receives £96 million in sports-related grants which is equivalent to £12.60 per person: one of the lowest rates for all English regions
- Spending by tourists directly on sports is worth £13.6m with a further £16.2m spent on associated accommodation

Heritage

Source: *Cumbria Historic Environment Strategy*

- 71% of local groups, 60% of domestic visitors and 63% of international visitors rate the Lake District's sense of history and tradition as extremely or very important
- There are 830 scheduled monuments within the county, (as at December 2003) more than 60% of the total for the whole of the North West region
- Cumbria has more than 7,000 listed buildings, by far the highest number for any county in the North West
- It also contains far and away the greatest extent of common land in England having 41% of the total hectareage of commons for the whole country

Tourism

Source: *Cumbria Tourist Board*

- Tourism now employs over 25,000 people in Cumbria
 - 16 out of Cumbria's Top 20 Visitor attractions are cultural attractions. They received over 3.5 million visitors in 2005
 - Visitor numbers overall to Cumbria grew from 14 million in 2000 to 15.5 million in 2005
 - The economic impact of tourism in Cumbria is now worth £1.1 billion
 - The historic environment is an essential part of the tourism offer and underpins the Tourism Vision for England's North West
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Creative Industries

Source: *Creative Cumbria*

- There are over 26,000 companies employing 140,000 people, representing 5% of the total workforce in Cumbria and the North West
 - The North West has a thriving creative industry sector contributing £6 billion per annum to the UK economy
 - Employment in the region grew by 29% between 1995 and 2002 and is forecasted to grow by 18% over the next 8 years
 - However, creative industries in Cumbria operate at less than a half to a quarter of the value they should have in a typical economy
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Working with our partners

Working effectively in partnership across the county will help us to deliver this strategy successfully. At a local level the Local Area Committees of the County Council will be key forums for putting the strategy into practice.

At a countywide level the Cumbria Cultural Forum and the Cumbria Strategic Partnership will review how the cultural strategy is put into practice through the accompanying action plan and make sure that culture and sport are part of the community planning process.

We will also work closely with the Cumbria Vision and the six District Councils to deliver the strategy in conjunction with their own specific strategies and policies.

At a regional level we will work with the Arts Council for England, the Museums Libraries and Archives Council, the Northwest Development Agency and Culture Northwest to ensure that we develop joint programmes in support of this strategy.

Developing the strategy

This strategy outlines our aims and roles we want to play in the cultural life of Cumbria. This document builds on the impetus from the first Cultural Strategy for Cumbria and continues our ongoing programme of assessment for the effectiveness of our interventions in the cultural sector.

In this document, Cumbria County Council sets out its ambition for the future of cultural activity in our region and its economic and social impact for the coming three years. Many individuals and local organisations are participating in shaping this Vision, and Cumbria County Council continues to recognise that a partnership approach is essential to optimise cultural assets.

We will also produce a detailed 3 year action plan (Appendix 1) to support the cultural strategy; this will be the framework for cultural development from 2007-2010, and it will be reviewed and updated annually by the County Council.

Cumbria County Council has also published its Council Plan '**Building Pride in Cumbria**' for the next three years. The Plan sets out its priorities and the values that underpin its work. It reflects what people have said is important to them and what improvements are necessary to the services it provides.

The primary targets that will apply to this Strategy are contained within the *Making Cumbria More Prosperous* Theme of the County Council's Council Plan. It is owned by the Economy, Culture and Environment Directorate under the Key Aim of *Regenerating Cumbria through heritage and culture*.

Within the Council Plan there are related targets under each of its Themes which will work in support of the delivery of the Cultural Strategy. Full details of these can be found in the Council Plan - Building Pride in Cumbria at www.cumbria.gov.uk

This is a working document that will develop as people comment on and help monitor the achievements of the action plan. The Strategy will continue to change over the next three years reflecting new ideas and changes at local, countywide and regional level.

How do I get more information?

Further information about Cumbria County Council's activities in culture can be found at www.cumbria-artefacts.org.uk/ or by contacting us at:

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Cultural themes - Strategic key objectives and actions for the future

Theme 1: We want to make Cumbria more prosperous by developing the cultural and creative infrastructure of Cumbria

Objective	Activity	How	Outcome
<p>1.1 We will work to ensure culture is integrated into the county's tourism, regeneration and economic strategies</p>	<p>We will work in partnership with Cumbria Vision and the Council's Economic Development Team to deliver their Strategies for the specific Key Sectors of - <i>Tourism, image and the environment, and Culture and the Creative Industries</i></p>	<p>Through Board membership of Cumbria Vision and Board membership of Creative Cumbria. Membership of the <i>Desire Lines - The Cumbria Cultural Asset Investment Strategy Steering Group</i></p> <p>We will contribute to the development of the North West Development Agency's plans for Lowther Castle</p>	<p>Successful integration of specific cultural targets in the Cumbria Vision Sub Regional Economic Action Plan 2006 - 2009</p> <p>Agreement on overall Master Plan for Lowther Castle and Estate incorporating sustainable proposals for community and cultural activity</p>
	<p>In preparation for Culture being part of CPA we will prepare info and participate in regional commentaries by ACE, MLANW, Cumbria Sport</p>	<p>Self assessment completed December 2006</p>	<p>Recommendations fed into Action Plan January 2007 onwards</p>

Objective	Activity	How	Outcome
We will contribute to the development process for the Lake District World Heritage Site bid		Membership of the Advisory Groups for the bid development process	Countywide agreement on the way forward for the WHS bid process
We will work to develop the proposal for a Cumbria Historic Environment Forum (ref. Cumbria Historic Environment Strategy 2006)		We will be a partner in the development process with North of England Civic Trust (NECT), English Heritage, National Trust, Lake District National Park. Potential Forum member	Establishment of a Cumbria Historic Environment Forum by Autumn of 2007
We will support the development of a Cumbrian Traditional Skills Centre and network. (ref. Cumbria Historic Environment Strategy		Partner in development process with North of England Civic Trust (NECT), English Heritage, National Trust, Lake District National Park	Proposals for a Traditional Skills network to be considered by a newly established Historic Environment Forum late 2007

Objective	Activity	How	Outcome
<p>1.2 We will support initiatives to develop Cumbria's creative industries</p>	<p>Create a new market based on inward migration of businesses locating in Cumbria to serve national and international markets</p>	<p>Through ongoing support of Creative Cumbria, Cumbria Film Office and the implementation of their Business Plans</p>	<p>Increased resources for implementation of the business plans agreed by relevant agencies</p>
	<p>Maximise the development of indigenous business</p>	<p>Support West Lakes Renaissance Retention Strategy for 18-30 demographic sports, arts, creative industry, higher education and evening economy</p>	<p>Increased activities for 18-30 age group leading to greater retention</p>
	<p>Continued development of Cumbria Cultural Skills Partnership and realignment with Creative Cumbria</p>	<p>Explore similar package for Eden South Lakes and Carlisle</p>	<p>70 training sessions delivered</p> <p>Significantly increase the take up of training and professional development with the cultural and creative industries sector</p>

Objective	Activity	How	Outcome
<p>1.3 We will support initiatives to develop Cumbria's sporting economy</p>	<p>Reference the recommendations in 'Sustainable Cumbria The Sports Economy Scoping Exercise and Action Plan 2006-2010'</p>	<p>Reference the recommendations in 'Sustainable Cumbria The Sports Economy Scoping Exercise and Action Plan 2006-2010'</p> <p>Help ensure that GVA growth in sport in Cumbria could increase from £95m to at least £125m by 2014 in line with regional GVA sector performance</p>	<p>Create 332 new paid sport-related jobs in Cumbria by 2010</p> <p>Stimulate a 5% increase in sports participation by Cumbrian residents to 2010</p>
		<p>Help create 25 new sport businesses and 15 sport social enterprises</p>	
		<p>Help tackle worklessness and promote social inclusion</p>	
		<p>Stimulate up to £1m additional investment in the Cumbrian economy through hosting a major world sporting event by 2015 and contribute to a 2% increase in activity tourism per annum</p>	

Cultural themes - Strategic key objectives and actions for the future

Theme 2: We want to enhance the quality of life for individuals and the community of Cumbria

Objective	Activity	How	Outcome
2.1 We will contribute to the creation of vibrant towns and communities	We will work with Arts Council England on implementing their Agenda for the Arts in the North West 2006-8	Through Arts Council CCC partnership agreement delivery	Arts project advocacy over local area agreement thematic programmes
	We will work with Arts Council England to support sustainable arts development in West Cumbria	Support the development of the West Cumbria Arts Partnership	Greater efficiency of working, increased volume and quality of activity through joint working
Expansion of key strategic arts delivery venues - capital developments		Work with the Cumbria Vision County and District Council's and key strategic arts venues to support research on emerging arts opportunities for capital development	Increased effectiveness of key arts venues in delivering relevant services and opportunities for local people and visitors

Objective	Activity	How	Outcome
	We will continue to support Local Arts Development Agencies across Cumbria	Through investment in the development of countywide participatory projects	Increased volume and quality of activity through joint working Increase participation in cultural activity by 5% over 3 years
	Develop closer links with Local Strategic Partnerships within each area to place culture at the centre of local priorities	Create arts programme and arts advocacy events	Support LSP and LAA delivery enabling greater efficiency of working, increased volume and quality of creative activity through joint working
2.2 We will foster diversity in our population	Ensure greater awareness of equality and diversity issues amongst those being supported through the activities of the Cultural Policy Unit	Carry out an Equality Impact Assessment of the Cultural Strategy	Improved ethnicity and disability monitoring of uptake of all cultural activities supported by Cultural Policy Unit

Objective	Activity	How	Outcome
Support the development of diverse international arts projects that build sustainable links with Cumbria creative sector and communities	<p>Support Creative Partnerships Cumbria <i>'the abominable traffic'</i> programme including the 'Not from Round Here' Festival marking the abolition of the British trade in slaves</p> <p>Support the Highlights Rural Touring Canadian programme in village halls</p> <p>Artgene international programmes of arts residencies Nan Tate Centre</p>	<p>Demographic monitoring of workforce in culture and creative industries</p> <p>Establish base line targets for 2007 - Review completed April 07</p>	
Encouraging events that promote multi-culturalism, gay and lesbian, minority ethnic and disability culture	<p>Support Prism Arts to develop a Disability Arts Forum, expanding starfish junior learning and disabled theatre opportunity</p> <p>Review criteria advertising and monitoring procedures linked to cultural grants</p> <p>Continue to support the Library Services Reader Development Initiative</p>		

Objective	Activity	How	Outcome
<p>2.3 We will continue to develop cultural and creative opportunities for all children and young people</p>	<p>Work in partnership with Children's Services and Cumbria Art in Education, to deliver on the Every Child Matters agenda and the Council's Children and Young People's Plan</p>	<p>Work with Children's Services and Cumbria Art in Education to provide a coordinated Arts and Cultural Entitlement offer to schools</p> <p>Work with Children's Services on the Year 2 Children and Young People's Plan to incorporate more cultural activity</p> <p>Maximise Extended Schools arts and cultural opportunities</p>	<p>Creation of four youth dance companies by 2008 working with 12,000 young people</p> <p>New dance plan 2008/09</p>
	<p>Deliver 2nd and 3rd year of the County Dance Plan</p>	<p>Implement Youth Dance programme</p>	<p>Social Enterprise established 2007/08</p>
	<p>Deliver Soundwave Youth Music Action Zone Programme Phase 2</p>	<p>Establish Soundwave as a social enterprise</p>	

Objective	Activity	How	Outcome
Work with key music delivery partners to develop a youth music delivery plan	Implement youth music delivery plan	Improved music opportunities and delivery to young people	
Support the establishment of a consortium of organisations to ensure strategic and cohesive provision and delivery of creative, cultural, arts based programmes which meet the needs of children and all young people across Cumbria	Strategic developments outlined in Cumbria Arts in Education and Creative Partnerships action plan	<p>Consultation ends March 2007 Consortium established April 2008</p> <p>Improved team working within schools, increased environmental developments within schools, greater creativity embedded within schools mainstream curriculum delivery</p>	
Develop strong sustainable links with Liverpool capital of Culture 2008 and London Olympics 2012	Develop proposals for cultural activities, partnerships and opportunities for both projects based on the principle of growth for indigenous cultural businesses and activity within Cumbria	Increased cultural tourism resulting from specific awareness of Cumbria's cultural offer through promotion and marketing linked to both projects	

Objective	Activity	How	Outcome
	Support the establishment of the University for Cumbria	Network opportunities during the course of establishment through the Cumbria Cultural Forum and Creative Cumbria	

Cultural themes - Strategic key objectives and actions for the future

Theme 3: We want to celebrate our local culture and our status as a tourism destination

Objective	Activity	How	Outcome
3.1 We will develop cultural tourism in Cumbria	<p>Develop a coherent marketing programme branding and promoting Cumbria's cultural highlights in a joined up and attractive way.</p> <p>Supported by integrated information and booking systems that also provide details of complementary attractions</p>	<p>Establish partnership through the Cumbria Cultural Forum to steer appropriate development</p> <p>Achieve buy-in sector, funders and stakeholders</p> <p>Agree brief delivery and bodies with clear timescale</p>	<p>Increased focus on cultural tourism by Cumbria Tourism.</p> <p>Increased numbers of visitors to and participants in cultural tourism venues across the county</p>
		<p>We will seek to develop a Cumbria Heritage Festival built around the Heritage Open Days in September 2007</p>	<p>Increased participation in heritage related events, greater access to heritage sites not normally open to the public, greater understanding of the contribution of heritage to the wider social and economic health of the county</p>

Objective	Activity	How	Outcome
<p>3.2 We will foster a coordinated approach to cultural activity</p>	<p>Foster the development of the role of the Events Development Officer in partnership with Cumbria Vision</p>	<p>Provide shared accommodation and resources for the role and through membership of the Events and Festivals Steering Group</p>	<p>Greater cooperation and coordination of events and festivals across Cumbria resulting in more effective use of resources and increased participation</p>
<p>3.3 We will make it easier for the people of Cumbria to get information on cultural activities</p>	<p>Work with partners to deliver an action research project to facilitate the growth and sustainability of Cumbria's Voluntary Arts Sector</p>	<p>Delivery of voluntary arts training opportunities Seek to raise profile of Voluntary Arts Sector through a celebration event</p>	<p>Expansion of Cumbria's voluntary arts sector, improving community access to arts volunteering. Increasing the numbers of arts services delivered by voluntary sector</p>
<p>3.3 We will make it easier for the people of Cumbria to get information on cultural activities</p>	<p>Work with the Cumbria Cultural Forum and Cumbria Tourism on communication opportunities</p>	<p>Development of communication opportunities using electronic and print based media</p>	<p>Increased awareness of cultural activities leading to increased participation</p>

