

CUMBRIA ECONOMIC STRATEGY 2008 - 2028

TOURISM

STRATEGY ACTION PLAN NO. 3

Purpose

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

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

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

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

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

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

Vision

"Cumbria -The Lake District will have an unrivalled reputation for its high-quality landscape, accommodation, attractions, public realm, heritage and cultural offer, exceptional customer service, and a year-round programme of activities and events centred on the area's unique culture and natural environment. "

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1. Executive Summary

THE VISION – Where we are going

“Cumbria -The Lake District will have an unrivalled reputation for its high-quality landscape, accommodation, attractions, public realm, heritage and cultural offer, exceptional customer service, and a year-round programme of activities and events centred on the area’s unique culture and natural environment. “

THE CURRENT SITUATION

Across the County tourism is Cumbria’s largest industry. Visitor expenditure supports over 36,000 people (21,322 FTE’s) and contributes significantly to the county’s broader social, economic and environmental strategic objectives. In 2007 tourism contributed £1.1 billion to the Cumbrian economy accounting 18% of the County’s spending (GDP). The value of tourism has grown by 32% since 1992 (£812m) and is forecast to grow to £1.5 billion in real terms by 2018.

Barrow offers a wealth of attractions and culture, along with stunning coastline and broad sandy beaches. The accommodation offer is growing to meet market demands with new developments and investment in the pipeline. The creation of the Waterfront in Barrow will be a catalyst for further visitor economy developments.

Copeland and Allerdale on the fringe of the Lake District offer visitors a rich cultural heritage, historic ports and unspoilt coastline. The investments in the ports and marina facilities have provided significant economic benefits to the area. There are significant opportunities to further develop the product offer and provide larger, higher standard hotels that will cater to the emerging business tourism market on the back of the Energy Coast developments and Roman Maryport.

Carlisle has a reputation for history, culture, conferencing supported by a strong retail offer. Through Carlisle Renaissance, the City has the opportunity to extend its appeal to a wider audience by developing the historic and cultural quarters. Along with the close proximity of Hadrian’s Wall and the Solway Estuary, the developments of Carlisle Airport will provide connectivity and opportunities to explore new markets.

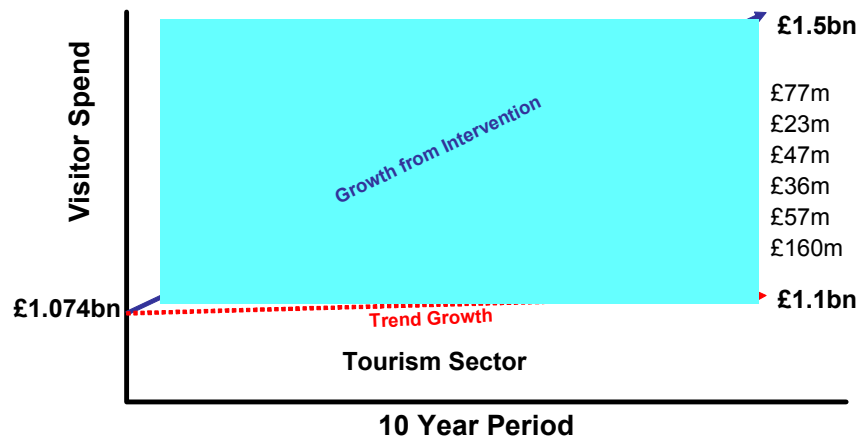
Eden & South Lakeland capturing the Lake District National Park, one of the most iconic visitor destinations in England and drives the County’s visitor numbers. It offers a unique landscape and complementary cultural attractions that are complemented by high class outdoor activities and a high quality food and drink offer.

SUMMARY OF KEY ACTIONS

1. Better integrated Tourist Information offer across the County including the integrated management of Tourist Information Centres.
2. Step change in the quality of all accommodation types.
3. Higher levels of skills across the sector.
4. Promote Welcome host initiatives to instigate a step change in Customer Service.
5. Implement a Sustainable Transport Strategy for Cumbria.
6. Extend the season and the offer outside of the core of the Lake District and promote the County as a whole.
7. Marketing activity to support the above plus targeted activity to promote Carlisle, Hadrian’s Wall, West Cumbria and Furness.
8. Improvements to public realm at key sites to add to the overall visitor experience.
9. Promote the links between the Visitor Economy and Primary Agriculture as custodians of the landscape through the development of a Green Infrastructure Strategy.

INDICATIVE OUTPUTS

- 5,000 new jobs created.
- £400m added to Gross Value Added figures.
- 2 million additional visitor trips to Cumbria.
- 80% of accommodation with National Quality Framework.
- 80% of employees with a minimum NVQ level 2.



Data does not always total correctly due to rounding up.

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

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

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

An enhanced approach to **tourist information provision** by extending the reach and effectiveness of the **marketing activities**; utilising ICT to deliver knowledge based systems for integrated ticketing and promotion of county wide activities and the **potential integration and management of all tourist information centres**.

A diverse, **high quality accommodation offer** with no accommodation falling outside the Quality in Tourism framework with 95% of all serviced accommodation falling within the Quality in Tourism framework within 20 years.

Build on the brand values of the Lake District Renaissance and Economic Futures to **stimulate demand and access new markets through increased marketing activities** that acquire new business.

An **increased and sustainable offer** outside the core of the Lake District by providing sufficient product offering to create a 52 week season; targeting the business tourism market; and **actively promote the rural and coastal areas** with their unique offer to complement the core of the Lake District.

The **highest skilled visitor economy workforce** in England with 75% of all front of house staff with 2nd language skills within 10 years and 80% of all staff with a minimum of NVQ2

within 10 years. A workforce that provides **the best Customer Experience** in England by instigating a step change in Customer Service standards.

High levels of Environmental accreditation for business and **market leading Eco Tourism** offers by providing alternatives to reduce car use and an **innovative integrated public transport** offer along with park and ride schemes.

2. Overview

2.1. UK context

Tourism is one of the largest industries in the UK, accounting for 3.5% of the UK economy and worth approximately £85 billion in 2005 comprising:

Spending by Overseas Residents	£ billion
Visits to the UK	14.2
Fares to UK carriers	2.8

Spending by Domestic Tourists	£ billion
Trips of 1+ nights	22.7
Day Trips	44.3
Rent for Second Ownership	0.9

Inbound Tourism to the UK:

The 32.7 million overseas visitors who came in 2006 spent £16.0 billion in the UK. 2006 was a record year for UK inbound tourism both in terms of volume and value (in nominal terms).

Total visits for 2006 are 32.7 million visits, a 9% increase compared with 2005, with an increase of 12% in spending to £16.0 billion.

In 2006 the UK ranked sixth in the international tourism earnings league behind the USA, Spain, France, Italy and China.

The top five overseas markets for the UK in 2006 were:

Country	Visits (000)	Country	Spend (£m)
USA	3,896	USA	2,908
France	3,693	Germany	1,093
Germany	3,411	France	1,055
Irish Republic	2,909	Irish Republic	907
Spain	1,981	Spain	835

UK Domestic Tourism:

Expenditure in 2005 (on overnight and day visits) is estimated to be over £68 billion.

In 2006 UK residents took:

- 53.3 million holidays of one night or more spending £10.9 billion
- 19.2 million overnight business trips spending £4.6 billion
- 49.6 million overnight trips to friends and relatives spending £4.8 billion

Employment:

Over 2 million jobs are sustained by tourism activity in the UK, either directly or indirectly. There are an estimated 1.4 million jobs directly related to tourism activity in the UK, some 5% of all people in employment in the UK.

Approximately 130,400 of these jobs are in self-employment.

Labour Market Trends: April 2005

	Total (millions)	Tourism-related (millions)
Total Employment	28.4	1.42
Employee Jobs	24.6	1.29
Self-Employment	3.6	0.13

2.2. Cumbrian context

Tourism is Cumbria's largest industry. Visitor expenditure supports over 36,000 people (20940 FTE's) and contributes significantly to the county's broader social, economic and environmental strategic objectives, in particular tourism activities continue to -

- Make a positive contribution to the wealth of the North West and UK economies
- Assist the regeneration of rural and urban areas
- Progress economic growth with social progress and environmental protection and enhancement (equality and diversity)
- Modernise, improve productivity and efficiencies through quality enhancement
- Celebrate culture, creativity, heritage and outdoor activities (mindful of the health and well being agenda)
- Underpin the viability of many community services
- Retain and attract a skilled and talented workforce from all over the world
- Compete with major UK and international destinations

In 2007 tourism contributed £1.14 billion to the Cumbrian economy accounting for 18% of the County's spending (GDP). The value of tourism has grown by 32% since 1992 (£812m) and is forecast to grow to £1.5 billion in real terms by 2018.

A Summary of Tourism in Cumbria in 2007 shows –

2007		Allerdale	Barrow	Carlisle	Copeland	Eden	South Lakeland	Cumbria
Tourist Numbers (000's)	Total	2,574	1,908	2,351	1,843	1,908	4,799	15,382
Tourist Days (000's)	Total	5,484	2,296	3,152	2,975	4,095	10,195	28,197
	In visitor accommodation	3,589	278	930	1,287	2,731	7,123	15,937
	At friends or relatives	350	331	385	259	192	385	1,902
	Day visitors	1,545	1,688	1,837	1,429	1,173	2,686	10,358
Expenditure (£'s millions)	Total	209.27	60.44	120.28	94.68	149.69	510.12	1144.37
	Direct	157.29	45.6	90.9	70.78	112.19	386.54	863.31
	Indirect	51.97	14.83	29.38	23.91	37.4	132.58	281.02
Employment (FTE's)	Total	4,167	1,090	2,197	1,667	2,986	8,843	20,940
	Direct	3,454	887	1,794	1,328	2,472	7,146	17,080
	Indirect	714	204	403	328	514	1,697	3,860

Visitor surveys in 2006 indicate the profile of visitor spending to be -

Expenditure Per Person Per Day (pppd)		
	Day Visitors	Staying Visitors
Accommodation (estimated cost pppd)	-	25.53
Travel in and around the area today	5.78	3.74
Food and Drink	6.55	7.90
Attractions	2.57	1.93
Other Leisure and Recreation	0.63	0.53
Shopping for daily needs	1.55	1.06
Shopping, gifts and souvenirs	3.00	2.56
Other expenses	0.82	0.83
Total	18.78	41.01
Total Expenditure	£1144.4 (m)	
Category of Spending	%	
Accommodation	26	
Food and Drink	16	
Recreation	5	
Shopping	8	
Transport	10	
Indirect Expenditure	25	
VAT	11	
Total	100	

Attraction	Visitor Numbers 2007
Windermere Lake Cruises	1,274,976
Rhedged	465,452
Tulle House Museum and Art Gallery	279,889
South Lakes Wild Animal Park	252,631
Grizedale Forest Park and Visitor Centre	231,500
Aquarium of the Lakes	229,342
Ullswater Steamers	187,469
Whinlatter Forest Park and Visitor Center	187,269
Carlisle Cathedral	152,138
Theatre by the Lake	108,598
Lake District Visitor Centre – Brockhole	108,530
Cumberland Pencil Museum	85,000
The Dock Museum	70,563
Wetheriggs Country Pottery	65,000
Dove Cottage and the Wordsworth Museum	61,870
Northern Lights Gallery	60,000
The Teapottery	56,350
Carlisle Castle	53,407
The Homes of Football	53,000
Lake District Coast Aquarium Maryport	46,972

Cumbria has a wide variety of accommodation stock ranging from unclassified to 4 star establishments. The average occupancy rates across the whole accommodation stock is shown below –

Further investigation into the types of accommodation stock shows a breakdown across the County of –

Serviced Accommodation			
District	Establishments	Rooms	Bedspaces
Allerdale	370	2,931	6,546
Barrow-In-Furness	52	596	1,196
Carlisle	143	1,570	3,203
Copeland	103	971	1,938
Eden	275	1,885	3,987
South Lakeland	752	6,422	13,264
Lake District National Park	868	7,613	15,705
Cumbria County	1,695	14,375	30,134

Accommodation Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2007 Average
Serviced (bedspace occupancy %)	25	37	40	50	54	56	59	67	64	56	40	37	49
Self-catering (bedspace occupancy %)	21	29	26	45	44	44	56	74	49	46	29	32	42
Touring Caravan and Camping touring (pitch occupancy %)	17	31	31	54	55	52	59	73	54	39	34	22	55*

Non Serviced Accommodation				
District	Total Bedspaces	Houses, Cottages, Static Caravans, Chalets, Flats and Boat Moorings	Touring Caravans and Camping	Alternative (including Hostels, Camping, Bams etc)
		Units	Units/Pitches	Properties
Allerdale	14,609	1,560	2,145	22
Barrow-In-Furness	297	6	90	0
Carlisle	3,232	170	710	11
Copeland	5,370	503	995	11
Eden	12,206	787	2,529	18
South Lakeland	28,603	3,231	3,799	37
Lake District National Park	39,438	3,707	6,395	53
Cumbria County	64,317	6,257	10,268	99

The above headline data sets mask the true activity and nature of accommodation providers across the County. Within this, we have 4 star establishments with higher room rates and higher week and year round occupancy rates. At the other end of the spectrum, we have establishments which cater solely for contractors at Sellafield who provide basic bed and breakfast accommodation for 4 or 5 nights per week.

3. Requirements

3.1. Businesses

One of the keys to success within the sector is to raise the quality of the current accommodation stock (both serviced and non-serviced). In addition it is crucial that resources are made available to support marketing activity in the County, particularly in acquisition of new customer markets for activities such as adventure sport and leisure and short breaks in Carlisle.

Public sector support should only be offered to those businesses willing to proceed through a quality accreditation process to offer confidence and reliable quality to the visiting public.

The food and drink offer needs to be updated and refined. Whilst Cumbria has a small number of excellent restaurants across the County, the standards of some others leave a lot to be desired. A concerted effort is required to educate and bring these providers further up market by providing good food and service at affordable prices.

Research has identified that there are opportunities to build a number of new 4 star plus hotels or resorts within the County. We will work with partners to identify and promote these opportunities. Support will be given to bring forward sites via a development prospectus, potential help with land assembly and planning issues.

Cumbria has a significant number of attractions, including the 6th most popular paid attraction in the Country. There is a need to provide suitable attractions with year round potential across the county to provide a rich and diverse offer whilst maintaining links with the cultural heritage of the County.

There are significant opportunities to take advantage of key regeneration activities across the County which will draw in additional visitors. One such example is the investment in marina facilities on the West Coast. This is predicted to attract some 4,000 berths and pleasure craft. All of these boats will require fuel, servicing and chandlery, we should be encouraging businesses now to take advantage of these opportunities and also training people to service these new markets.

Within the Lake District National Park, the proposals covering the Windermere Waterfront have the potential to lift the quality of the public spaces and visitor attractions, whilst providing opportunities for significant private sector investment and increased higher value employment.

The opportunities for Cumbria to build on the brand of Adventure Capital UK should not be underestimated. Already acknowledged as having world class businesses within this sector; we will build on this to offer unrivalled leisure opportunities to the market.

3.2. Turnover

Cumbria Tourism's aim is to increase tourism related spend in the County to £1.5 billion by 2018. This growth will occur throughout the County as a whole, the key areas of opportunity are outlined below.

3.3. Number of Employees

Cumbria Tourism predicts that tourism related jobs will increase from 21,300 to 26,500 by 2018.

3.4. Related Strategic Action Plans

Within the Cumbria Economic Plan, the following Strategic Action Plans have extensive cross-cutting links with Tourism:

- Outdoor Sport
- Food and Drink
- Education and Skills
- Rural
- Enterprise and Business Support

4. Impact by location

4.1. Carlisle

The Carlisle Renaissance Program offers significant opportunities for the visitor economy. Not only will this attract significant private sector investment in the form of new, high quality hotel build in and around the city, but the development of the retail and cultural offers will drive up visitor numbers.

Strong links with Hadrians Wall and Carlisle's rich history will also open up new markets and opportunities for the City.

The establishment of passenger flights from Carlisle opens up the area to new markets.

4.2. West Coast

There are considerable opportunities for the West Coast of Cumbria both for indigenous growth and inward investment. The Energy Coast Master plan provides significant investment opportunities that will directly benefit the sector. There is scope across all areas of the market place to provide a much broader accommodation base. Key to this development will be the creation of new, state of the art 4 star plus hotels to cater for the expanding business tourism market to serve the Nuclear Decommissioning Authority and those businesses expanding into renewable energy production.

Coastal recreation opportunities offer potential growth in the market along with natural tourism with sites within the Solway AONB for example.

4.3. Barrow

The development of the Waterfront affords Barrow a unique opportunity to expand its offer across the whole of the visitor economy from food service through to new hotel developments. There is the potential to create up to 1,000 new jobs in the area through this development alone.

4.4. Eden & South Lakeland

This area will see the most significant structural changes with new developments in both the serviced and non serviced areas. Research has proposed that certain properties at the lower end of the market particularly in the Lake District should be released as accommodation stock and be returned to affordable housing.

The private sector operators will continue to invest heavily for the future within this area and this will be complemented by public sector support not only in marketing but improving connectivity, reducing traffic congestion and improvements to the public realm. There are opportunities, through developing the Windermere Waterfront, via eight strategic sites to create a world class visitor experience running from Ambleside through Bowness and down to Lakeside.

4.5. GVA

The Visitor Economy represents £1.14 billion (2007) to Cumbria's economy. Within 10 years, this is predicted to grow to £1.5 billion; this will add an additional 1.8 million visits per year to the county.

Allied to this growth, will be the growth in visitor payback schemes which are expected to raise an additional £2 million for re-investment in environmental schemes.

5. Strategy

Working with the Industry through Cumbria Tourism and other partners we will identify the key projects that will form a part of the annual Destination Management Plan process. This key document is the action plan for the visitor economy within each sub-region; it will identify the priority areas for action and investment.

What we are going to do in order to achieve Vision

5.1. T1 An integrated approach to the provision of Marketing and Visitor Information

Building on the brand values of the Lake District Renaissance and Economic Futures to stimulate demand and access new markets through increased marketing activities that acquire new business across all segments of the market.

An enhanced approach to tourist information provision by extending the reach and effectiveness of the marketing activities; utilising ICT to deliver knowledge based systems for integrated ticketing and promotion of county wide activities and the potential integration and management of all tourist information centres.

A single Customer Relationship Management (CRM) system linking both the Tourist Information Centres and the Destination Management System that provides either serviced or self service booking and enquiry management.

Build on the review of Visitor Information Strategy for Cumbria to work towards new models of Visitor Information delivery that meets the needs of increasing numbers of day visitors.

5.2. T2 A diverse, high quality accommodation offer with no accommodation falling outside the Quality in Tourism framework

Cumbria needs to offer a diverse range of quality accommodation in both the serviced and non-serviced areas. The current offer includes accommodation that falls outside a National Quality framework.

The aim should be to increase this from the current levels of 50% to 80% within 10 years and to 95% within 20 years.

There is a need for investment in large 4-star plus accommodation to meet growing needs and expectations. We will work with partners to identify and promote development opportunities to encourage and enable major operators to invest in the County.

Incentivise improvement and upgrading of existing accommodation through an extension of the Tourism Connect grant scheme – allied to environmental improvement programme for businesses

5.3. T3 The highest skilled visitor economy workforce in England

Currently, the visitor economy is not the most attractive sector to attract new entrants. It is viewed as low skilled and low paid. In reality, the level of skill required is very broad and levels of pay reflect this across the sector.

We have a diverse mix of businesses across the sector and working with the industry alongside the University of Cumbria and the Further Education providers we will provide training that supports this aspiration.

Specifically, we will –

- Identify with industry exactly what skills are required, at what level and when / where
- Utilise Connexions to promote the opportunities in the sector to the 14-19 cohort
- Demonstrate the links between training, courses and career progression
- Build on the success of the Kendal College in achieving COVE status for the hospitality sector and find a means to make this facility available across the County
- Develop as required a skills programme that meets the needs of industry and is not necessarily linked to the NVQ framework
- Promote language skills across the sector

Promote Welcome host initiatives to instigate a step change in Customer Service

Customer expectations are increasing and the levels of service received are often the differentiating factor for visitors. Working with partners and industry, we will improve the levels and perception of service offered in Cumbria to make it an determining factor in customer choice.

To complement the above skills requirements, we will target all areas of the visitor economy to ensure that we exceed the service expectations of our visitors.

We will utilise the full range of courses from Welcome to Excellence from Welcome Host through to Welcome Management.

5.4. T4 An innovative, state of the art solution to sustainable transport

Research to identify the current problems across the County and the potential solutions
 Propose a funding package that will deliver the infrastructure to make this a reality
 Utilise ICT developments to drive demand and response to public transport along with integrated ticketing for transport and attractions

Over time, Cumbria will provide sustainable alternatives to car usage to reduce congestion in the central Lakes by building on existing assets and providing new and integrated modes of transport. Visitor numbers are expected to increase by some 2 million over the next ten years, the vast majority of these will be car borne; innovative solutions are required to manage this increase, and provide genuinely attractive alternative ways of visiting the area without using the car.

5.5. T5 A true year round offering

To increase the GVA impact of Tourism within Cumbria and increase the sustainable offer particularly in terms of local employment, there is an imperative need to extend the season for both business tourism and leisure visitors.

By increasing the quality of accommodation, the skill levels and the customer service offer, we will have the foundation to build upon to create new markets.

Looking at current research into the non visitor economy we can target specific markets in key areas to encourage new visitors to the County.

The packaging of accommodation with cultural and leisure offers will add to the attraction of the package.

Research should be commissioned to consider if the County can sustain additional attractions, particularly indoor attractions that would add to the offer. These should be considered outside of the core area of the Lake District along with the proposals for the Windermere Waterfront.

5.6. T6 An increased and sustainable offer outside the core of the Lake District

The attack brand, Cumbria – The Lake District is an internationally recognised brand; the challenge is to add value to the brand and utilise it's strengths to bring visitors to other parts of the County.

Marketing activity, allied to all of the above interventions is required to sell the unique propositions of the rural areas and our coast.

A key area for intervention is in the attraction of new visitors to the less well known parts of the County; the issues around connectivity and ease of access to the County will need to be addressed. High speed rail links, with stopping trains across the County; connectivity with Manchester Airport and the proposed developments of Carlisle Airport will break down these barriers and open up new markets.

The potential to be a brand leader in Green Tourism and environmental based schemes should be fully exploited.

The market around the County's cultural attractions will be exploited to maximise the opportunities from extending the reach of the rich history of the County. New developments in West Cumbria around Roman Maryport will act as the catalyst to extend the appeal of Hadrians Wall.

Cumbria has a significant heritage offering which should be capitalised upon to complement the offer from the historic built environment.

5.7. T7 A high quality public realm, accessible to all

Through an integrated and co-ordinated Public Realm Programme across the County we will improve the quality and feel of key public spaces.

A large amount of the public realm in key tourism areas is now of poor quality, detracting from the visitor experience. This experience needs to continue out of the key service centres into the rural areas to promote a high quality but distinctive product.

We will engage with partners to define priorities and design standards that can be applied across the County as a whole whilst recognising the character of the local area.

5.8. T8 Promote and explore the links between the Visitor Economy and Primary Agriculture as custodians of the landscape.

The Upland areas of the County, the Pennines and Lake District currently have a large number of upland farms that are increasingly unsustainable through primary agricultural activities alone. Diversification has taken place to deliver accommodation offers, food and drink related activities and crafts.

New and innovative schemes are required to manage the landscape; among these could be –
The concept of 'Cultural Landscape Management' – maintaining the landscape that is enjoyed by visitors through agricultural activities but with new forms of subsidy intervention
Influencing planning policy through the Local Development Framework process to allow greater flexibility on developments on agricultural holdings

Working with partner agencies to maximise environmental schemes that would allow greater publicly funded support

6. Delivering the Strategy

6.1 The following Action Plan is a comprehensive list of all identified programmes, projects and activities that have the potential to make a positive contribution towards achieving the vision for Tourism industries in Cumbria, as detailed above. To successfully deliver this Action Plan will require a co-ordinated approach, and commitment and investment from Public, Private and voluntary sectors. The Action Plan does not therefore relate to particular funding bodies or programmes (for example the North-West Development Agency Single Programme, or the European Regional Development Fund) and is not a representation of any future Sub-Regional Action Plan.

6.2 The Red / Amber / Green classification in this Action Plan reflects priorities in terms of timescales for delivery only, in recognition that a number of actions (particularly major, transformational projects) will take substantial time to develop and deliver, whilst others can be delivered within a much shorter timescale. Please also note that the classification are based on timetable for final completion, so actions that are a mixture of short-term and long-term components will be listed by the targets for long-term completion.

6.3 Within each colour group, projects are listed in order of their reference number which relates to the key actions within section xxx (NB section 4 currently) of the Strategic Action Plan. Neither the colour-coding nor the numerical listing within each colour classification are indications of the importance of actions relative to one another.

A key role of Cumbria Vision will be to monitor, evaluate and update the Action Plan on an ongoing basis. This process will be undertaken in close consultation with stakeholders from the county and region.

Timeframe	Ref	Activity	Detail	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T1	An integrated approach to the provision of Marketing and Visitor Information		<i>Allerdale</i>	<i>Carlisle</i>	<i>Copeland</i>	<i>Eden</i>	<i>Furness</i>	<i>South Lakeland</i>
	T1.1		Increased marketing activities to stimulate demand and access new markets	<i>Allerdale</i>	<i>Carlisle</i>	<i>Copeland</i>	<i>Eden</i>	<i>Furness</i>	<i>South Lakeland</i>
	T1.2		Utilise ICT and knowledge based systems to push information to users and integrate CRM systems across all tourism provision	<i>Allerdale</i>	<i>Carlisle</i>	<i>Copeland</i>	<i>Eden</i>	<i>Furness</i>	<i>South Lakeland</i>
	T1.3		The potential integration and management of all tourist information centres	<i>Allerdale</i>	<i>Carlisle</i>	<i>Copeland</i>	<i>Eden</i>	<i>Furness</i>	<i>South Lakeland</i>
	T2	Improve the Quality of the Accommodation offer		<i>Allerdale</i>	<i>Carlisle</i>	<i>Copeland</i>	<i>Eden</i>	<i>Furness</i>	<i>South Lakeland</i>

Immediate	3 – 5 years	5 -10 years

	T2.1		Promote inclusion within Quality in Tourism Framework	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T2.2		Transition non certified accommodation into business premises or affordable housing	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T2.3		A programme of grant aid to assist Tourism businesses	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T2.4		Specific marketing activity to promote high quality accommodation offers.	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T3	Increase skill levels across the whole of the Visitor Economy		Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T3.1		Research to identify immediate and future skills needs	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T3.2		Promote local jobs for local people – utilise Connexions to promote opportunities	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland

Immediate	3 – 5 years	5 -10 years

	T3.3		Promote language skills across the sector	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T3.4		Develop skills programme that meet industry needs	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T3.5		Build on the success of Cumbrian College Network in the hospitality sector	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T4	Sustainable Transport		Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T4.1		Implement actions from research into Sustainable Strategic Transport Framework	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T5	Extending the Season and reinvigorating and improved tourism product in the Lake District		Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T5.1		Target markets from the non visitor research to encourage new visitors to the area	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland

Immediate	3 – 5 years	5 -10 years

	T5.2		Marketing targeting the Cultural and Green tourist visitors	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T5.3		Research into if the County can sustain additional visitor attractions.	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T5.4		Build on the programme to promote Cumbria as 'Adventure Capital UK'	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T6	Increasing the offer outside of the Lake District		Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T6.1		Promote the coastal areas of Cumbria – encourage use of and occupancy of all marina developments	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T6.2		Ensure the delivery of Hadrian's Wall Heritage in Cumbria	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland
	T7	A high quality public realm, accessible to all	Improve the quality of the Public Realm across the County; including measures for Windermere Waterfront.	Allerdale	Carlisle	Copeland	Eden	Furness	South Lakeland

Immediate	3 – 5 years	5 -10 years

	T8	Promote and explore the links between the Visitor Economy and Primary Agriculture as custodians of the landscape		<i>Allerdale</i>	<i>Carlisle</i>	<i>Copeland</i>	<i>Eden</i>	<i>Furness</i>	<i>South Lakeland</i>
	T8.1		Research more effective means of utilising all public funds	<i>Allerdale</i>	<i>Carlisle</i>	<i>Copeland</i>	<i>Eden</i>	<i>Furness</i>	<i>South Lakeland</i>
	T8.2		Influence policy to ensure upland farming can continue as custodians of the landscape	<i>Allerdale</i>	<i>Carlisle</i>	<i>Copeland</i>	<i>Eden</i>	<i>Furness</i>	<i>South Lakeland</i>

Immediate	3 – 5 years	5 -10 years