



Cumberland  
Council

# Cumberland Economic and Inclusive Growth Strategy 2026-2036



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# Foreword

Cumberland stands at a pivotal moment. As a newly established unitary authority with a proud heritage and a bold sense of possibility, the region has the opportunity to shape an economic future that is both ambitious and distinctly its own.

Working with businesses, organisations and residents, we want to deliver on our aspiration to create an economy that works for local people.

This strategy sets out an ambitious direction of travel - a clear, confident plan for how Cumberland can harness its strengths, confront its challenges, and build a thriving, resilient economy for the decades ahead.

At its heart, it's about unlocking potential. Outlining how the region can attract investment, support local businesses to grow, nurture talent, and ensure that prosperity is shared across our city, towns, rural communities, and coastal areas alike. It emphasises sustainability, digital transformation, and inclusive growth.

Cumberland's future will be shaped by partnerships that cut across sectors and boundaries, by shared purpose, and by a collective belief in what this region can achieve.

With clarity of vision and commitment to action, Cumberland can build an economy that is more innovative and more resilient - an economy that honours its heritage while embracing the future with confidence.



**Cllr Mark Fryer**  
**Leader of Cumberland Council**



**Andrew Seekings**  
**Chief Executive of Cumberland Council**

# Executive Summary



## Context

Cumberland is home to some of the UK's most strategically important clean energy and nuclear assets, positioning the region at the forefront of the national transition to net zero. With a £7.3bn contribution to the UK economy, over 280,000 residents, and 11,200 businesses, Cumberland combines industrial capability, technical expertise, and vibrant communities across its city, towns and rural areas.

As Cumbria progresses toward devolution and the nation accelerates energy and defence transformation, Cumberland is uniquely placed to harness these opportunities – supported by worldclass landscapes, a highly skilled workforce, and a commitment to connecting people and places to future prosperity.

By leveraging these strengths, securing new investment, and capitalising on emerging sector growth, Cumberland can accelerate the UK's clean energy ambitions while ensuring that local people and businesses benefit from high quality opportunities in a thriving, inclusive economy.

## Vision and Purpose

The Cumberland Economic and Inclusive Growth Strategy 2026–2036 sets out a bold vision for 2036:

**“Cumberland has a vibrant, diverse, equitable and sustainable economy where partners work together to ensure all our communities are healthy and thriving, and where there is greater opportunity for people and places to fulfil their potential.”**

The strategy captures our aspirations for inclusive economic growth, grounded in evidence and local insight, aimed at building on Cumberland's unique strengths and assets, balanced with addressing economic challenges and threats.

Our ambitions are set within the broader regional and national policy context, including Cumbria's "Going for Growth" Economic Strategy (2025–2045) and the UK's Modern Industrial Strategy. This policy alignment ensures that Cumberland can leverage policy and investment opportunities, address regional challenges, and contribute to national growth ambitions.



# Strategic Framework

The strategic framework provides the foundation for all actions and priorities in the strategy, ensuring a coordinated, inclusive and evidence-based approach to economic development in Cumberland.

The strategic framework is structured around **three thematic pillars**, each with its own set of strategic objectives, and **three opportunity sectors** providing the building blocks for inclusive economic growth:

Opportunity Sectors	People	Place	Prosperity
Clean growth, advanced manufacturing and nuclear decommissioning	<ul style="list-style-type: none"> <li>Giving the best start in life to children and young people.</li> <li>Growing a skilled and talented workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Delivering attractive and investible places.</li> <li>Harnessing the natural environment as a driver for sustainable growth.</li> </ul>	<ul style="list-style-type: none"> <li>Supporting business to start and grow.</li> <li>Securing investment in enabling assets.</li> </ul>
Visitor and leisure economy and culture	<ul style="list-style-type: none"> <li>Collaborating to support early intervention.</li> <li>Improving health and wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>Providing a quality housing offer.</li> </ul>	<ul style="list-style-type: none"> <li>Creating and sustaining a diverse range of good quality jobs.</li> </ul>
Rural economy and natural environment	<ul style="list-style-type: none"> <li>Enabling economic and social inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing connectivity infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Unlocking strategic employment sites.</li> <li>Strengthening the foundational economy.</li> </ul>
Community Wealth Building			
Partnership and Collaboration			

**Community wealth building** and **partnership and collaboration** are cross-cutting themes which will underpin and be embedded into all activities delivered through the strategy:

- **Community Wealth Building:** Maximising the flow, circulation, and ownership of wealth so everyone in Cumberland can benefit.
- **Partnership and Collaboration:** Effective public, private and Voluntary, Community, Faith and Social Enterprise (VCFSE) partnership and collaboration to maximise local benefits.



## Opportunity Sectors

The strategy highlights three key opportunity sectors that present unique strengths and investment propositions for Cumberland, and which are capable of driving inclusive and sustainable economic growth:

- Cumberland's **clean growth, advanced manufacturing and decommissioning sectors** are anchored by world-class assets, a skilled workforce, and strong community and policy support. The region is a leader in clean energy generation, nuclear decommissioning and fuel management, and advanced manufacturing, with major opportunities in AI, robotics, defence and digital innovation. Strategic investment opportunities such as Pioneer Park, the Port of Workington Clean Energy Hub, and Kingmoor Park are set to diversify and strengthen the local economy, making Cumberland a key player in the UK's clean growth agenda.
- Cumberland's **visitor and leisure economy and culture sectors** are a major driver of local prosperity and quality of life. The strategy focuses on enhancing and promoting the region's diverse offer, investing in regeneration, destination and cultural infrastructure, supporting creative industries, skills and employment, and encouraging community participation. These efforts will attract visitors and investment, support local businesses, and enable inclusive, sustainable growth for our communities.
- Cumberland's **rural economy and natural environment** opportunity builds on its exceptional natural assets and strong land-based industries. The strategy aims to harness these strengths for sustainable growth — by promoting tourism, supporting innovation in agriculture, expanding renewable energy, and developing ecosystem markets — while ensuring environmental sustainability, community resilience, and improved health and wellbeing for residents.

These sectors are supported by **digital and technology strengths** which will support enhanced ways of working to increase productivity and provide access to new markets.

In addition, the **Foundational Economy** is critical to local growth and increasing opportunities in our communities, improving people's day to day lives, the places and homes they live in, the services they access, and things they enjoy.



## Delivering the Strategy

The strategy has been developed collaboratively with public sector partners, the business community, and the VCFSE sector. Its delivery relies on coordinated action across a wide range of organisations to achieve long-term inclusive growth, with a focus on harnessing the combined economic power of local organisations to achieve shared ambitions and maximise community benefits.

Community wealth building is a cross-cutting theme, ensuring that public and private investment delivers wider value for local communities. The strategy includes actions to:

- Strengthen social value in procurement and commissioning
- Support fair employment and workforce diversity
- Encourage community asset ownership and co-design of regeneration activity
- Improve access to finance and support the social economy

Delivery of the strategy will be enabled by the Council and partner anchor institutions, making best use of public funding to leverage private investment, helping to overcome market failure and ensure equitable access to essential goods and services to support quality of life and economic prosperity. Cumberland Council and its partners will support local private and VCFSE sectors to secure access to investment, grant funding and the right skills, and create attractive investment propositions to secure investment interest and realise growth opportunities.

## A Call to Action

The Cumberland Economic and Inclusive Growth Strategy provides a clear, evidence-led roadmap for the next decade, rooted in partnership, ambition, and a shared commitment to inclusive prosperity. By building on Cumberland's unique assets, addressing our key challenges, and fostering collaboration at every level, Cumberland is poised to deliver sustainable, inclusive growth — ensuring that all communities can thrive and everyone has the opportunity to fulfil their potential and contribute to a prosperous future.



# 1. Introducing Our Strategy

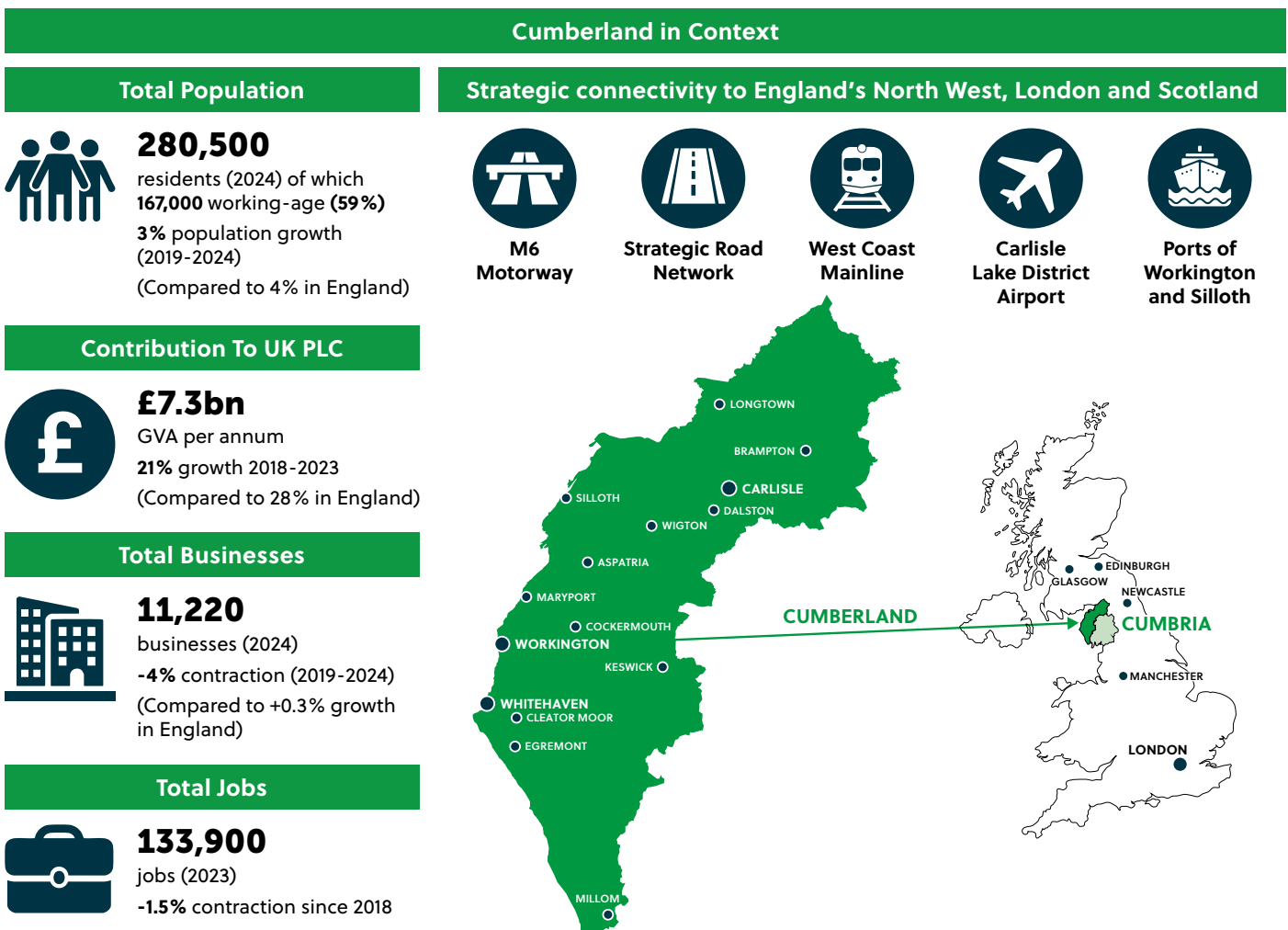


# Cumberland in Context

Cumberland is at the forefront of the nation’s transition to net zero, home to some of the UK’s most strategically important clean energy and nuclear assets and with key strengths in opportunity sectors including clean growth, advanced manufacturing and decommissioning; visitor and leisure economy and culture; and the rural economy and natural environment, we are well placed to play a prominent role in delivering the UK’s new Modern Industrial Strategy.

Home to more than 280,000 residents and 11,200 businesses, Cumberland is a diverse and distinctive place. Our city, market towns, coastal communities and rural areas bring their own character, economic strengths and opportunities. This diversity underpins a resilient and adaptable economy, shaped by the people who live, work and build their futures here.

Our internationally recognised landscapes form part of our identity and attract millions of visitors each year to our area. These include two World Heritage Sites: the Lake District National Park and Hadrian’s Wall, as well as an expansive and striking coastline. While these assets support a thriving visitor economy, they are primarily the lived environment of our communities and support quality of life, shared identity and pride in place.



Sources: Population Estimates, ONS, 2019-2024 | GVA, ONS, 2018-2023 | UK Business Count, ONS, 2019-2024 | Business Register and Employment Survey, ONS, 2018-2023

Cumberland also benefits from strategic road and rail connections that link our varied geography to the rest of Northwest of England, Scotland and the wider UK. These connections are vital to supporting our two major centres of economic activity: the city of Carlisle in the north and the West Coast which includes the towns of Workington and Whitehaven, with links to Barrow-in-Furness in the south.

## Purpose of the Strategy

The purpose of this strategy is to guide and deliver enhanced economic prosperity and wellbeing for everyone who lives, works and invests in Cumberland. It seeks to embed partnership working, based on a shared understanding of our local economy and a coordinated direction for realising long-term inclusive growth. Opportunities for growth guide inclusive economic development and prosperity which will be realised through collective action.

## Development of the Strategy

Given the importance of partnership, it has been critical to ensure that a broad range of stakeholders and partners have been engaged in the strategy's development. A range of local government representatives, voluntary and community organisations, businesses, regional and national stakeholders have been consulted as part of the development process.

This strategy is evidence-led – built on insights from robust data sources and local stakeholder engagement – to ensure that its delivery has a strong positive impact on our economy. Action planning workshops with a range of internal and external stakeholders representing thematic priority areas supported the development of opportunities to guide implementation.

## Policy Alignment

This strategy is aligned with **Going for Growth**, Cumbria's Economic Strategy for 2025-2045, which seeks to unlock the full potential of Cumbria's assets and address pan-regional barriers to growth. It will also support delivery of ambitions within the national **Modern Industrial Strategy**.

The strategy for Cumberland highlights our ambitions and local priorities within this regional and national context, which is one marked by significant recent change and exciting opportunity – with an advancing devolution deal for Cumbria and a renewed national agenda focused on growing the economy.

## 2. Levering Our Assets and Opportunities



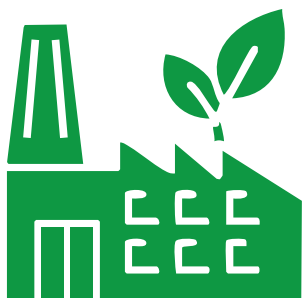
During the strategy's development, there was a strong consensus around our key assets and the opportunities they present to unlock inclusive growth. Collectively this includes our key sector strengths, our diverse places and thriving communities, and our outstanding natural environment.

These assets and opportunities have informed our ambition and priorities for the area as set out in further detail in later sections of the strategy.

## Strengths and Opportunity Sectors

Cumberland's economy is underpinned by existing strengths in a range of key sectors. As part of the strategy's development, we have identified the following three opportunity sectors which cut across traditional sectors, to capture local specialisms, assets and opportunities. These sectors make a strong contribution to our regional economy and align with regional and national priorities.

### Cumberland's Opportunity Sectors



Clean Growth, Advanced Manufacturing and Decommissioning Sector



Visitor and Leisure Economy and Culture



Rural Economy and Natural Environment

Supported by the Digital and Technology strengths and the Foundational Economy

These key opportunity sectors are supported by:

- **Digital and technology capabilities** which will support enhanced ways of working to increase productivity and provide access to new markets
- The **Foundational Economy** which has a direct bearing on day-to-day life in Cumberland, shaping the places where our residents live, the essential services they access such as education and health, and the activities they enjoy. It is therefore critical to local growth and increasing opportunities in our communities.

Cumberland's key opportunity sectors also have the potential to make a strong contribution to the UK's Industrial Strategy 8 growth-driving sectors (IS-8).

## Supporting growth in businesses across the Industrial Strategy's IS-8 Sectors



**2,000+**

approximate number of Cumberland businesses in IS-8 Sectors.



**Above Average**

share of high growth potential in Cumberland's IS-8 businesses compared to the UK average.



**Clean Energy Industries**

presents particularly strong opportunities as sector for Cumberland to play a leading role in the delivery of the UK's Modern Industrial Strategy.

Source: Growth Flag, 2025

- Cumberland's **clean growth, advanced manufacturing and decommissioning sector** is anchored by world-class assets, a skilled workforce, and strong community and policy support. The region is poised to lead in clean energy generation, nuclear decommissioning, and advanced manufacturing, with major opportunities in AI, robotics, defence and digital innovation. The sector is underpinned by manufacturing – the area's largest sector for employment and economic output. Strategic investments such as Pioneer Park, the Port of Workington Clean Energy Hub, and Kingmoor Park are set to diversify and strengthen the local economy, contributing to the UK's clean growth agenda.
- Cumberland's **visitor and leisure economy and culture sector** is a major driver of local prosperity and quality of life. Tourism data highlights the major value of the visitor economy, with £1.35bn of direct economic impact attributed to the visitor economy in Cumberland in 2024. The strategy focuses on enhancing and promoting the region's diverse offer, investing in regeneration, destination and cultural infrastructure, supporting creative industries, skills and employment, and encouraging community participation.
- Cumberland's **rural economy and natural environment** is built on its exceptional natural assets and strong land-based industries. The strategy aims to harness these strengths for sustainable growth – by promoting tourism, supporting innovation in agriculture, expanding renewable energy, and developing ecosystem markets – while ensuring environmental sustainability, community resilience, and improved health and wellbeing for residents.

**Continuing to build on our sector strengths, support our foundational industries and utilise our key assets will unlock economic growth opportunities in Cumberland and beyond.**

## Diverse Places and Thriving Communities

Our region contains a range of settlements, each with unique identities, strengths and opportunities, including:

- **Carlisle**, Cumbria's city which plays a pivotal role in supporting economic success. It provides a diverse business, residential, educational, retail, culture and leisure offer serving a wide catchment across northwest England and southern Scotland. The city has huge potential to grow through strategic sites such as St Cuthbert's Garden Village and Kingmoor Park Enterprise Zone.
- **The West Coast** – A major hub for energy-related industries in the UK. Energy capabilities along the West Coast encompass a variety of businesses and strategically important assets involved in innovation, research and development, and the transition to net zero, including Sellafield, Westlakes Science and Technology Park, Lillyhall and Port of Workington, and a major new opportunity presented by Pioneer Park.
- **Historic Market and Coastal Towns** – Our settlements provide distinctive settings and access to a wide range of opportunities that help local communities to thrive including the delivery of services, employment and amenities needed to support vibrant and attractive places.

**Building on the quality of life and capabilities of our key settlements, alongside a targeted community wealth building approach, will help to secure the long-term vitality of our communities.**



# Outstanding Natural Environment

Cumberland is home to an extraordinary range of natural assets, from the World Heritage Sites of Hadrian's Wall and the Lake District National Park to the Solway Coast and North Pennines National Landscapes, and the dramatic St. Bees and Whitehaven Heritage Coast. These sit alongside well-loved green spaces, a wide array of heritage and natural landscapes, historic towns, coastal villages, rural communities and our urban centres.

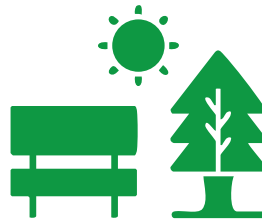
## Cumberland's Place: Providing a Platform for Prosperity



World Heritage Sites



Natural Landscapes



Green Spaces



Urban Centres



Coastal and Rural Communities

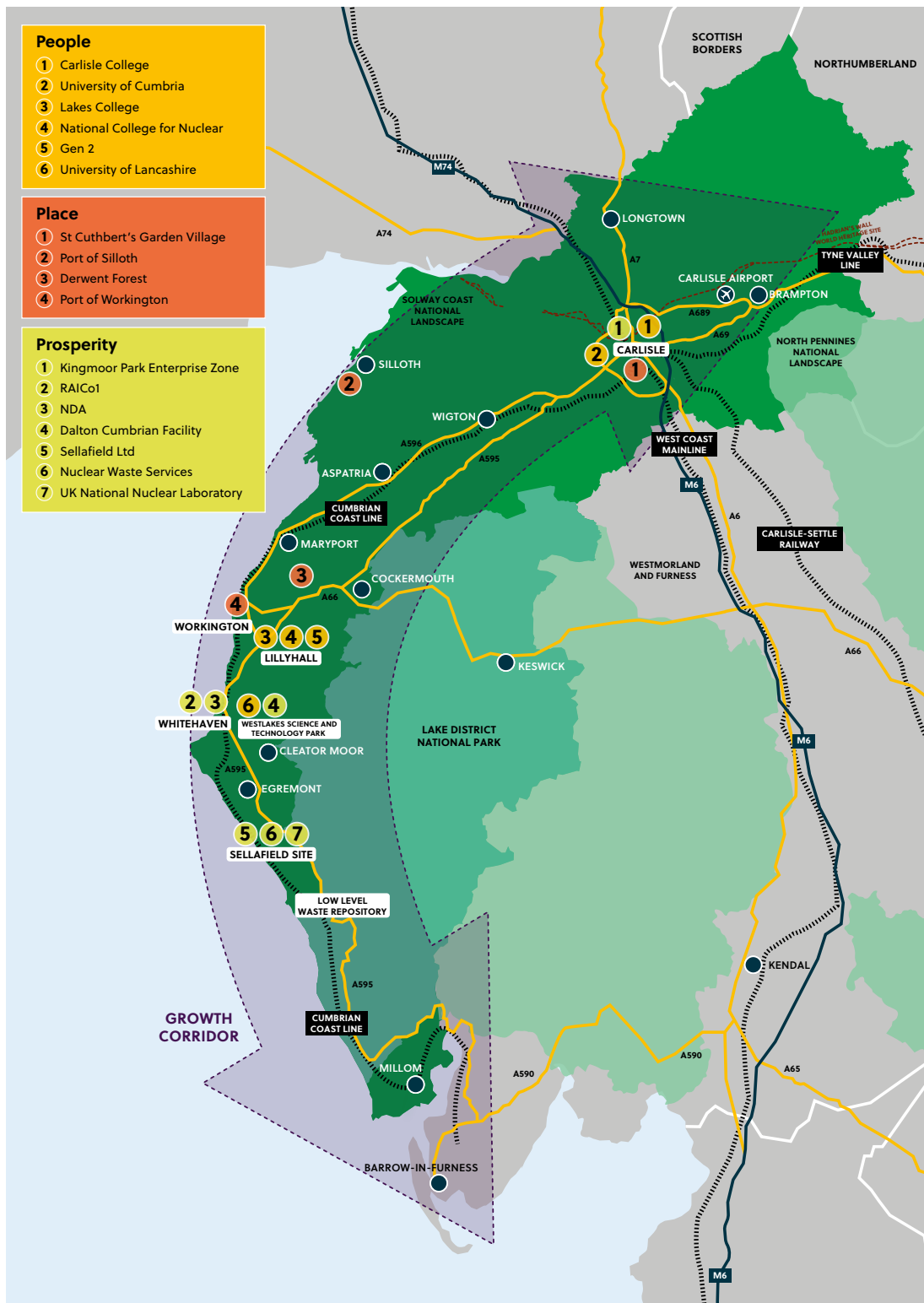
Together, they create a distinctive environment that supports daily life, wellbeing and opportunity for our residents and businesses, while also welcoming visitors from across the UK and beyond.

**We will champion our natural assets and harness their strengths and opportunities to attract investment and secure sustainable growth in our economy.**



# Current Assets and Investments

Major investment is taking place in Cumberland, which is supporting economic growth, safeguarding and creating jobs, and enhancing existing assets:



Leveraging these investments to tailor procurement and social value commitments to the needs of existing and new local communities can support economic participation, connecting our residents to new job opportunities and build their employability skills. We recognise that in many areas, particularly in our most rural and coastal communities, this activity will need to be supported by improving our places and their offer including around housing, services and access.

# 3. Mitigating Our Challenges and Threats

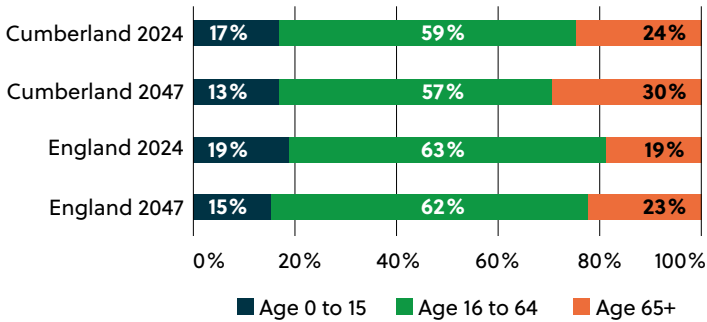


In addition to building on our significant strengths, we must recognise and respond to the key barriers to achieving economic and inclusive growth within Cumberland.

## Demographic and Labour Market Challenges

### Cumberland's Population Demographics An Ageing Population and Limited Population Growth

Estimated Age Profile Current (2024) and Projections (2047)

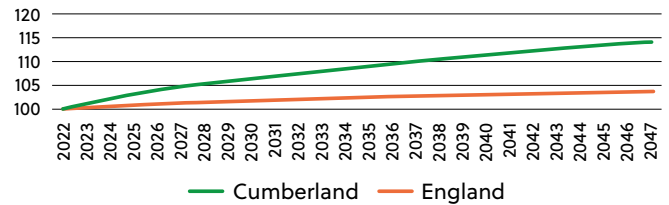


Cumberland has a larger older population and smaller working-age population than average. This trend is expected to continue and significantly outpace the national average.



Cumberland's population has contracted by 0.5% over the last 10 years – over the same period England's population increased by 4.6%. The local population is expected to grow slightly through to 2047, though at a much slower rate than the national average.

Population Projections Index Change  
All Ages, 2022-2047



Cumberland has 280,500 residents of which around 59% are of working-age (aged 16 to 64), while around 17% are aged 0 to 15 and the remaining 24% are aged 65+ (19% in England). This illustrates a significant gap in the size of the working age population in Cumbria relative to the national average (63%).

Sources: Population Estimates, ONS, 2014-2024 | Population Projections, ONS, 2022

Cumberland's total population has seen limited growth over the last decade. Without intervention, Cumberland is expected to experience relatively low population growth through to 2047 (+4% compared to +14.5% in England) with the working age population reducing further (57% aged 16-64 compared to 62% in England). These trends pose a significant barrier to economic growth, limiting the size of the potential labour pool available to meet the current and future labour requirements of employers and planned major investment. A key element of our strategy is creating a genuinely age-friendly economy – encouraging younger people to come to Cumberland and motivating older people to remain in the labour market for longer.

**There is a need to focus both on retaining talent, including that of older residents, and attracting younger and working-age people to Cumberland through a compelling offer to meet the demands of the current and future economy.**

Cumberland has a strong level of economic inactivity within the local labour market which contributes to tight labour market conditions. This is compounded by characteristics within the labour force, including relatively low skills and qualifications, poor health outcomes and barriers to accessing services; these can limit economic participation and business competitiveness.



**35%**

of Cumberland's working-age population (aged 16-64) have high-level qualifications of RFQ4+. Below average qualification levels (47% have RFQ4+ qualifications in England).

**23%**

of Cumberland's working-age population are economically inactive. Economic inactivity due to long-term sickness has increased since 2022 while inactivity has otherwise decreased – long-term sickness increased from 8,600 in 2021 to 12,000 residents in 2024.

**45%**

of Cumberland pupils achieving Level 3 qualifications by age 19. Consistently below the national average, compared to around 58% in England.

**30%**

of Cumberland LSOAs are in the bottom 20% of LSOAs nationally for education and skills deprivation, and 35% of LSOAs are in the bottom 20% for health deprivation.

Source: Annual Population Survey, ONS, 2021-2024 | Attainment by Age, 19, Department for Education, 2023-24 | Index of Multiple Deprivation, MHCLG, 2025

Lower levels of qualifications can limit access to economic opportunities and presents skills mismatches for our businesses which impact on their growth potential. Ensuring a sufficiently skilled and capable workforce to meet the demands of business growth is a key priority.

Cumberland faces pockets of deprivation, particularly in relation to education and health domains. 30% of Cumberland's Lower Super Output Areas (LSOA)s are in the bottom 20% of LSOAs nationally for education deprivation, while 35% of LSOAs are in the bottom 20% for health deprivation.

Poor health poses a significant threat to economic inclusion and prosperity with key features of the current position in Cumberland including:

- A significant increase in the number of our residents with long-term sickness from 8,600 in 2021 to 12,000 residents in 2024.
- Healthy life expectancy is around 3 years lower for both males and females in Cumberland than the national average.

**Ensuring residents can access key public services, including quality education and skills provision, and responsive health services will be required to enable inclusive growth. This is particularly important in the context of entrenched deprivation, lower than average skill levels, and local health outcomes. This requires enhancements to local and enabling infrastructure to align opportunity and need and to enhance competitiveness.**

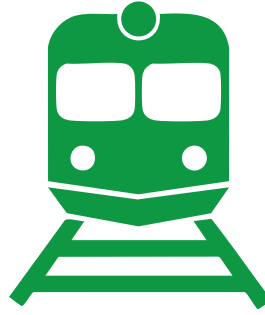
# Infrastructure Challenges

Strategic infrastructure is of critical importance to enabling our local economy to grow and businesses to thrive, requiring access to high quality transport, digital and housing infrastructure. The M6 and West Coast Mainline provide a strong eastern spine and national connectivity. Away from this, the rurality of our geography presents notable challenges with some areas seeing limited public transport. The dispersed population makes travel important, but also the delivery of viable services and enhancements challenging.



**35%**

of Cumberland's areas have 5G mobile coverage with at least one operator. Less than England's coverage level – 76% overall and 72% in rural areas.



The reliability of strategic transport infrastructure is a significant challenge in the region, with outdated rail infrastructure on routes such as the Cumbria Coastal Railway and rurality contributing to challenges in the effective movement of residents, visitors and goods to market.



Grid connection issues are a key infrastructure constraint, with network capacity limited in Cumberland.

Sources: Connected Nations, Ofcom, 2024 | Access to Healthy Assets and Hazards (Health Services), 2024 | Index of Multiple Deprivation (Housing and Services), MHCLG, 2025



These circumstances are typical of many rural areas and can mean many rural communities have limited public transport options. In working to address this, there has been significant Council investment and innovation via the Bus Service Improvement Plan and the rural mobility pilot, however the challenge of securing a sustainable model of services remains a focus.

On the rail network, the Cumbrian Coast Line provides comprehensive coverage of our coastal towns, it is constrained by resilience, capacity and line speed restrictions. This is a strategically important networks for the area, requiring upgrades and continued maintenance to ensure they effectively support the ease of travel into, around, and beyond our region. Proposals for enhancing the line are advanced and given the importance of the industries it serves, it will require the support of Government.

Digital connectivity is important, with connectivity shortcomings impacting on digital inclusion, business productivity and competitiveness. The Connecting Cumbria programme has been successful in bringing coverage of at least 30 Mbps download broadband to 96.5% of premises in Cumberland (Jan 2026). However, only 84% of premises have access to full fibre (capable of up to 1000 Mbps download). Access to a good mobile signal and data services, with adequate capacity, is a particular issue in Cumberland, with patchy reception in some areas, together with a limited choice of providers. The geographical coverage of 4G, in terms of land area coverage, is below the England average.

Grid connection issues form a further infrastructure constraint. Cumberland has significant clean energy potential, capacity challenges in part of our transmission network present a barrier to the transport of the energy generated to the wider grid. Investment in power distribution networks is vital to delivering energy security and unleashing the potential of key sectors in Cumberland.

**There is a need to ensure that Cumberland has strong enabling infrastructure to unlock growth in the economy, improve resilience and reliability and increase the ease of access to opportunities.**



# 4. Our Strategic Framework



The strategic framework articulates the **10-year vision** for our local economy, capturing our overall ambitions and aims for Cumberland by 2036.

### Vision

Cumberland has a vibrant, diverse, inclusive and sustainable economy where partners work together to ensure all of our communities are thriving, and where there is greater opportunity for residents and businesses to fulfil their potential.

The strategic framework is structured around **three thematic pillars**, each with its own set of strategic objectives and **three opportunity sectors** providing building blocks for growth:

Opportunity Sectors	People	Place	Prosperity
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**Community wealth building and partnership and collaboration** will underpin and be embedded into all activities delivered through the strategy:

- **Community Wealth Building:** Maximising the flow, circulation, and ownership of wealth so everyone in Cumberland can benefit.
- **Partnership and Collaboration:** Effective public, private and Voluntary, Community, Faith and Social Enterprise (VCFSE) partnership and collaboration to maximise local benefits.

Our strategic framework is designed to strengthen the foundations of everyday life whilst also providing timely, effective support to residents to overcome challenges to increase quality of life and prosperity for all.

# 5. People: Fulfilling our People's Potential



## Strategic Objectives

To realise our people's potential, we have five strategic objectives:

- **Giving the best start in life to children and young people:** preparing children and young people for work through support which inspires ambition and readiness, encompassing early years, education, Careers Education Information Advice and Guidance (CEIAG) services, and health and wellbeing.
- **Growing a skilled and talented workforce:** securing the attraction and retention of talent and connecting people to opportunities to ensure that we have a pipeline of appropriate skills available.
- **Collaborating to support early intervention:** keeping people in work through preventative support and coordinated service delivery to ensure people and places receive the support they need.
- **Improving health and wellbeing:** responding to the wider determinants of health and the role of leisure and recreation and public services in supporting healthy fulfilling lives, enabling people to enter and remain in work.
- **Enabling economic and social inclusion** overcoming barriers to labour market participation and creating opportunities to access work for all.





Cumberland has a network of organisations that support education, skills and employability development, enabling people to grow, flourish and be supported into work:

- **A network of higher education institutions based in Cumberland and linked to the wider region**, including the University of Cumbria, University of Lancashire, University of Manchester through the Dalton Cumbrian Facility, and Lancaster University, all offering access to higher education, cutting edge research, PhD support and collaboration.
- **Further education, apprenticeship support and specialist skills hubs**, including Carlisle College, Lakes College, National College for Nuclear and Gen 2.
- **Major employers looking to invest in people** such as Sellafield Ltd, Nuclear Waste Services, UK National Nuclear Laboratory and their associated supply chains through schemes such as Project Academy, regional workforce development, training provision, schools' programmes, STEM outreach to postgraduate education and professional development.
- **A holistic approach through our Employability Blueprint**, supporting our residents by providing access to suitable and sustainable opportunities, encouraging and assisting residents to become economically active.
- **Localised early start support and provision across key life stages**, through our multi-agency **Family and Community Hubs**, providing integrated, placebased support for families with children and young people, including early help, parenting support, health services, employment advice, adult learning and routes into work.
- A network of schools, early years settings, special schools, colleges, Family Hubs and care facilities embedded within communities, providing essential social infrastructure that supports population growth, workforce participation and longterm prosperity.

An emerging anchors network presents an opportunity to share best practice, including health and education support in workforce development and retention, and to tailor procurement and social value commitments to the needs of the community.

## Opportunities

- Devolved Adult Skills funding from government secured against the emerging **Cumbria Strategic Skills Plan** which will target skills needs and sector gaps.
- Delivery of key plans such as the '**Get Cumbria Working Plan**' and the **Cumbria Local Skills Improvement Plan (LSIP)** to support skills development across Cumberland, as part of Cumbria.
- Skills and career support delivered through the **Cumbria Careers Hub, Cumbria Adult Learning** and **Skills Bootcamps**.
- Sector support through initiatives such as the **West Cumbria Skills Forum** and **Land and Nature Skills Service (LANSS)** to drive economic growth and skills development in important sectors.
- **Apprenticeship promotion/attraction** and **specialist courses** in engineering, sustainability, robotics and project management, as well as modular, short-term training for adults in the workforce and flexible, credit-bearing learning to support career transitions into nuclear and transferable skills across the clean technology sector.
- Building the new employment and health support offer, to deliver **Connect to Work (DWP)** and **WorkWell (NHS)**.
- Working with specialist partners and employers to facilitate inclusive and economic growth across Cumberland, increasing productivity and creating a prosperous future for all through Cumberland's **Employability Blueprint**.
- Building on services such as **Family Hubs** which offer a community-based service designed to provide integrated support to families with children and young people aged 0 to 19, or up to 25 for those with special educational needs or disabilities.



# 6. Place: Enhancing our Infrastructure and Making Connections that Work



## Strategic Objectives

Under our place theme, we have four strategic objectives:

- **Delivering attractive and investible places:** creating places to live, raise families, study, work and conduct business, raising our profile and helping to attract and retain residents and businesses to fuel economic growth
- **Harnessing the natural environment as a driver for sustainable growth:** making best use of our natural assets and strengthening our rural economy to support livelihoods and generate economic growth.
- **Providing a quality housing offer:** that includes the range and quality of housing, in the right locations, required to attract and retain our workforce and to support the rejuvenation of our towns.
- **Increasing connectivity:** covering strategic and local transport, digital and energy connections, to support investment and enable our residents and workforce to be able to efficiently access training and work, regardless of where they live.



## Assets

Key area assets include the city of Carlisle and greater interaction and agglomeration between towns along the west coast, a key role on the UK's transport connections and infrastructure that can be readily enhanced:

- **Proximity to some of the best rural and coastal environments in the UK** complementing lifestyle opportunities with tourism benefits – such as economic activity of hotels, restaurants and activity providers.
- **Port of Workington** is a vital strategic logistics hub handling 500k tonnes of cargo a year.
- **Urban centres, land and key employment sites** contributing to quality of life, generating economic opportunities and framing our clean growth potential to support energy generation and energy storage solutions.
- **A significant pipeline of housing applications and track record of delivery**, including St Cuthbert's Garden Village, expected to deliver around 10,000 new homes for around 23,000 new residents over a 30-years.
- **Carlisle is well connected for opportunities in national and global markets** through the West Coast Mainline, M6 Motorway and Carlisle airport. The new Southern Link Road enhances connectivity with our wider geography. This offer is being further strengthened by station upgrades and environmental improvements.
- **The Cumbria Coast Line**, from Carlisle to our key West Coast towns and beyond complementing the frequently adjoining A595 coastal road corridor.
- **Digital infrastructure projects** such as Digital Borderlands, Connecting Cumbria, UK Gigabit Programme and Shared Rural Network, framed by an overarching **Cumbria Digital Infrastructure Strategy**.



# Opportunities

The following opportunities exist around areas of key activity:

- Supporting **vibrant and thriving city and town centres** through ambitious master-planning, pipeline development, and place-based delivery that offers access to good public services, amenities, family support, sustainable travel and promotes health and wellbeing.
- Spatial delivery against our **People and Skills** needs, providing accommodation for short-term placements and improved transport and social opportunities for students, supporting interaction across groups: students, apprentices, employees, residents and local school children. Also enabling our older population to stay active through supported living in our town centres.
- Providing a broad range of **housing** which is high quality, affordable, ambitious and in the right locations to support economic growth, promoting key sites across our region, including **St Cuthbert's Garden Village** and in the building of an ambitious **pipeline** of sites working with the market and through our new **Local Plan**.
- Harnessing our **natural assets** to realise economic opportunities linked to renewable energy and clean growth, and emerging natural capital and ecosystem markets.
- Delivering **local schemes** in communities in less well-connected areas and to support wider place-based priorities around community led regeneration, transport, digital, housing, and energy.
- Improving **strategic transport connectivity** – investing in **rail upgrades and Carlisle Station Gateway** and improvements to the **A595, A5086 and A66** – to help connect key settlements, employment sites and markets, improving capacity for freight and passengers, and safety and reliability to support economic growth, including in nationally critical industries.
- Improving **local transport connectivity**, both within our towns and to and from their rural hinterlands. This will enable people in our more rural communities to access employment, education, support and services, and support tourists seeking to enjoy our rural visitor economy offer, as part of an efficient, sustainable, area-wide integrated transport network which is easy to use across modes of travel.
- Creating better **digital connectivity** by investing through programmes, such as 5G Innovation Region, aiming towards total 5G and gigabit capable coverage and ensuring all areas have optimum levels of service. Linking the provision of digital, network and transport solutions along our key corridors and strategic sites can maximise impact.
- Ensuring that we have a **power grid** that provides the right volume of energy at the right times to the right locations to ensure that we can unlock the potential of sites that create employment and opportunity. Cumberland is a heartland of power generation – harnessing this into our sites at a local level is an opportunity we seek to address.

# 7. Prosperity: Facilitating Innovation and Enterprise



## Strategic Objectives

Under our prosperity theme, we have five strategic objectives:

- **Supporting businesses to start and grow:** to support the creation of jobs and productivity improvements and support businesses to be agile, innovative, resilient and responsive to external trends and drivers.
- **Securing investment in enabling assets:** to support economic growth in our local opportunity sectors including clean growth, advanced manufacturing and decommissioning; visitor and leisure economy and culture; and the rural economy and natural environment.
- **Creating and sustaining a diverse range of good quality jobs:** to maximise opportunities, prosperity and quality of life for our workforce and communities.
- **Unlocking strategic employment sites:** to provide support required to unlock sites that can attract investment and drive economic growth.
- **Strengthening the foundational economy:** providing the goods and services that support quality of life, in the places people live.



## Assets

Our innovation and enterprise assets are underpinned by our committed delivery partners and existing support structures. This includes teams within Cumberland Council as well as the Business Growth Hub, the Cumbria Chamber of Commerce, Enterprising Cumbria, the University of Cumbria and VCFSE organisations such as Cumbria Social Enterprise Partnership (CSEP).

- Innovation and R&D assets facilitating productivity and enterprise, including the **University of Cumbria, Westlakes Science and Technology Park, Industrial Solutions Hub (iSH), University of Manchester Dalton Cumbrian Facility, and RAICo1** – the first in a series of robotics and AI collaboration facilities across the UK based in Whitehaven.
- Existing and emerging business support assets, including **Cumbria Growth Hub** and locally based facilities including **Barclays Eagle Labs Cumbria, and Phoenix Enterprise Centre**.
- Strong business networks such as **Cumbria Chamber of Commerce, BEC Business Cluster, CSEP** and the **Federation of Small Businesses**, as well as focused sector organisations such as **Cumbria Tourism, Cumbria Arts and Culture Network (CACN)** and area-based groups in our city and towns.
- Significant strengths in key opportunity sectors including **clean growth, advanced manufacturing and decommissioning; visitor and leisure economy and culture; and the rural economy and natural environment**.
- **Port of Workington** with 49 ha of land in Council ownership for future expansion, with potential for a multi-modal hub for green industries, logistics, and advanced manufacturing.



## Opportunities



- Delivering comprehensive business support to **entrepreneurs and start-ups, SMEs and social enterprises** in all sectors, this includes providing support that can help businesses respond to opportunities and address challenges and barriers to growth, such as:
  - » Dedicated **Start Up Support**, targeting those who are thinking about starting their own business, young businesses in early stages of trading and those individuals who are unemployed and could consider self-employment as a route to economic participation.
  - » **Grant Funding** and **Access to Finance**, including offering capital grant funding to invest in equipment and business premises, as well as revenue support to access specialist tailored business advice.
  - » Support to **boost resilience, business survival rates and accelerate growth**, including delivering advice and guidance through tailored 1-1 support and through sector or thematic focused group sessions.
  - » Support to **encourage and facilitate innovation**, working with businesses to enhance their operations, reach new markets or develop new products or services drawing on R&D, prototyping, and technical expertise.
  - » Help to secure new contracts through **facilitating collaboration** and providing reliable **procurement pipelines**.
- Continuing to target business support where it is needed through the creation of local assets in our towns, such as the **Old Bank** in Millom, **Workington Innovation Centre** and **Carlisle Business Interaction Centre**.
- Enhancing business networks around sector and market opportunities such as **Western Lake District and Coast** and working with partners such as **Cumbria Chamber of Commerce and BEC Business Cluster**.
- Developing strategic employment sites such as **Kingmoor Park, Lillyhall Business Park, Newlands** (M6/Junction 42) and **Derwent Forest** to secure inward investment and create jobs.
- Working with key anchor organisations and major employers to enhance **local supply chains** and maximise local benefits through **procurement and commissioning**, developing “good enterprises”, fair work and shorter supply chains.

# 8. Opportunity Sector – Clean Growth, Advanced Manufacturing and Nuclear Decommissioning



Cumberland has been at the heart of the UK's civil nuclear industry for over 70 years and is now leading the way in nuclear decommissioning and the management of spent fuels and waste on which the UK's new nuclear power generation will continue to depend on. Cumberland's existing assets and capabilities, grown in this time, will provide a platform for growth in clean energy and nuclear decommissioning:

There are also a number of a **major manufacturers and innovators** across Cumberland including Holmen in Workington, Innovia in Wigton, together with Pirelli and McVities in Carlisle. Supporting the future strategic opportunities are a range of sites including at Oldside, the Port and Lillyhall in Workington, alongside Kingmoor Park in Carlisle. The Nuclear Decommissioning Authority (NDA) owned Moorside Site adjacent to Sellafield, is already identified as a **designated site for new nuclear development** that could attract new clean nuclear power generation

The long-term **Sellafield decommissioning and waste management programmes** provide core drivers of innovation and technologies that can improve safety, lower environmental impact and lead to taxpayer savings. The Low-Level Waste Repository (LLWR) and associated waste management expertise provides a vital UK service to both the nuclear and medical waste industries. Having the NDA's headquarters in Cumberland and nuclear expertise clusters at Albion Square in Whitehaven and Westlakes Science and Technology Park provides a further platform for expansion.

The local **Supply Chain** ranges from large international companies to locally owned SME's, Sellafield's supply chain provides capability, collaborative working frameworks and social impact responsibilities.

Supporting our workforce, considerable education capability has developed to deliver the wide range of skills needed to sustain the nuclear industry, including the National College for Nuclear, Lakes College, Gen2, the University of Cumbria and Manchester University's Dalton Cumbria Facility.



## Opportunities

- **Capitalising on specialisms and geography** – Cumberland enjoys a strategic location at the very heart of the UK, seeing a convergence of national road (M6, A66 and A69), rail and marine links. We will seek to make the most of these links and geography, and existing strengths to secure new economic opportunities for our residents and businesses
- **Pioneer Park** – A planned clean energy development in West Cumbria, including new nuclear power generation at Moorside through commercial Small Modular Reactors (SMR's). The project will help diversify and strengthen the local economy beyond its historical reliance on the Sellafield site, through the development of potential new industries that could make use of the clean energy generated from energy intensive AI Data Centres to synthetic fuel manufacture. There are also opportunities for local heat networks and electricity offtake to the adjacent Sellafield site.
- **AI, Robotics and Digital** – There is a unique opportunity to develop the UK's first nuclear powered AI data centre at Pioneer Park. This can link to the development of robotics, AI and digital for the nuclear industry where the UK Atomic Energy Authority, NDA, Sellafield Ltd and the University of Manchester have established the Robotics and Artificial Intelligence Collaboration (RAICo1) from a West Cumbria base to grow a world class capability. Building on this will be opportunities for an enhanced focus on cybersecurity, especially in the context of nuclear incidents and grid vulnerabilities.
- **Sellafield Decommissioning Programme** – Nuclear decommissioning at Sellafield Ltd will remain vital to the Cumberland economy over many decades with significant new investments in radiation science and plutonium management. There can be synergistic growth with the new capabilities that Pioneer Park will bring, where innovation can improve safety, lower lifetime costs and reduce environmental impact. The Industrial Solutions Hub (iSH) has been established to develop nuclear technology for business growth outside of Sellafield.
- **Nuclear Waste Management Programme** – The ongoing site selection process for a Geological Disposal Facility, being led by Nuclear Waste Services, continues to work with our communities to look at suitable locations for a Geological Disposal Facility. The Council will continue to ensure local voices and concerns (such as safety, environmental impact, and community benefits) are considered, ensuring maximum value for the local economy, infrastructure, and community, from nuclear developments, including job creation and supply chain opportunities.
- **Manufacturing Growth and Defence** – A resurgence in the nuclear power industry offers significant opportunities for Cumberland whether that it is for Sizewell C, Rolls Royce SMR programme or for the smaller SMR market that could be deployed at Pioneer Park. Defence is a high growth sector, identified in the governments Industrial Strategy, which has the potential to play a role in Cumberland's economic development.
- **Port of Workington Clean Energy Hub**, stimulating wider growth in clean energy development across Cumberland in diverse areas such as offshore/onshore wind, solar and biomass, plus proposals for Synthetic Aviation Fuel (SAF) production.

# 9. Opportunity Sector – Visitor and Leisure Economy and Culture



There is an array of assets which underpin Cumberland's Visitor and Leisure Economy and Culture sector. Key settlement centres play an important role in serving the needs of our local population, alongside outstanding natural assets, museums, historic and heritage sites, theatres, music and performance venues, art galleries, cinemas, libraries, grassroots community arts organisations, creative industry businesses, and a wide range of outdoor, leisure and public amenity assets.

Our food and drink sector is a key asset, a distinct part of Cumberland's visitor offer, which ranges from outlets selling locally farmed and sourced traditional produce to Michelin star restaurants.

We are home to UNESCO World Heritage Sites – **Lake District National Park** and **Hadrian's Wall** – placing Cumberland amongst England's best international heritage and visitor destinations with natural assets including England's highest mountain and deepest lake, the **Solway Coast** and **North Pennines National Landscapes** and **St Bees and Whitehaven Heritage Coast**.

Our **heritage attractions and museums** include Tullie House Museum and Art Gallery, Muncaster Castle, Carlisle Castle, Ravenglass and Eskdale Railway, Cumberland Pencil Museum and the Beacon Museum. Cumberland hosts national trails, including the King Charles III **England Coastal Path**, start of the **Coast-to-Coast** walk and **C2C** and **Reivers Cycle Routes**.

As a destination, we offer immersive, personalised experiences with a range of itineraries that are high value, low impact and celebrate the authenticity of our places, whether active adventure, health and wellbeing, gastronomic delights or creative and cultural escapes. We are home to high quality visitor accommodation ranging from yurts and glamping to cosy local pubs, cool B&Bs, boutique hotels and 4-star accommodation.



# Opportunities



- **Embed positive experiences** and perceptions of Cumberland as a place to visit and enjoy within a wider quality of life offer for residents, business, investors and the UK.
- Developing and implementing a new **Cultural Strategy for Cumberland**, which aims to put arts, culture, and the creative industries at the heart of Cumberland’s future, focusing on wellbeing, inclusive growth, and sector sustainability. This includes proposals to create a “Culture Depot” and a Place Partnership bid to unify and elevate existing initiatives, attract investment, and align with wider northern devolution ambitions.
- Advancing the concept to develop and extend the **Cumbria Coastal Route into** a multi-user sustainable/active travel route, exploring our heritage and culture.
- Developing **Masterplans** and **Place Plans** for our city and town centres, supporting diversification, growth and vitality. These plans support investment in new leisure, tourism and cultural assets, such as Maryport Activity Centre, The Edge in Whitehaven, Florence Arts Centre in Egremont, and The Iron Line in Millom. Such cultural and leisure opportunities are designed to not only attract visitors but make sure we attract and retain talent to support economic growth.
- Building on the legacy of hosting the **Tour de France in 2027**, with Cumberland providing the stage one finish in Carlisle and stage two start in Keswick over two days, delivering economic benefits into our communities.
- Delivering **creative, culture and leisure** events such as the Light District and Taste Cumbria food festival events which create opportunities for local supply chain businesses and generate significant economic impact. Also building on Cumberland’s **accessible tourism offer** and investment in Changing Places for residents and visitors.
- Implementing Cumberland’s **Active Wellbeing Strategy Framework**, as well as the **Let’s Move** placed based programme funded by Sports England, focused on increasing activity, tackling inequality and providing positive experiences for children and young people.
- Securing **Film and TV** productions with support from Creative England to encourage filming in the region to generate income, provide opportunities for residents, including young people and creative supply chain businesses.

# 10. Opportunity Sector – Rural Economy and Natural Environment



We have an abundance of agricultural landscapes and natural assets that are truly diverse, including fells, peatlands, woodlands, rivers, coast, nature reserves, mountains, lakes and wildlife sites which create varied habitats and support rich biodiversity.

Our natural assets include internationally recognised landscapes including the **Lake District National Park** which balances a thriving, working landscape, which is nature and heritage rich, climate resilient, and socially and economically vibrant; plus the **Cumbrian Coast** including the Solway Coast National Landscape and St Bees and Whitehaven Heritage Coast and the Irish Sea.

Cumberland has **high natural diversity and richness** located across multiple habitat types – upland, freshwater, woodland and coastal. The area has **strong protections and designations** which help preserve key areas, including **carbon rich habitats** such as peat bogs and woodlands that can play a role in climate regulation.

We are **increasing institutional and community engagement** through our Local Climate and Nature Strategy, Cumbria Nature Special Purpose Vehicle and Strategic Visitor Management, plus key networks such as **Cumbria Farmer Network** and **Cumbria Wildlife Trust**

Our natural assets have high scenic and recreational value which supports quality of life and tourism, as well as a rich farming and agricultural sector.



## Opportunities

- Encouraging **agri-tourism** and opportunities to enhance and package **nature based and rural tourism** opportunities, including accommodation, food and drink, events and outdoor health and wellbeing activities.
- Producing **natural local products** using local materials such as wool and supporting the use of **agri-tech** and innovation to improve farming and food production.
- Increasing **tech-driven retail** and remote **operational tools** to improve rural productivity and resilience and respond to growing demand for local produce and sustainable and wellbeing experiences.
- Maximising green land management and development to generate environmental and economic gains. This includes opportunities through **diversified and sustainable agriculture and food production, renewable energy and clean growth, and emerging natural capital and ecosystem markets**.
- Creating a marketplace for developers to purchase and landowners to sell nature-based services, particularly focusing on **Biodiversity Net Gain and Nutrient Neutrality** to support delivery of Cumbria's Local Nature Recovery Strategy.
- Embedding **natural capital** into planning and infrastructure ensuring that all major infrastructure and regeneration projects deliver measurable net gains for nature. There is also an opportunity to maximise the social value benefits of investment by identifying relevant nature-based skills development and volunteering opportunities.
- Maximising and responding to opportunities presented by **Natural Capital Investment and Finance** (public and private) and leveraging our employment specialisms in land-based industries to be a leader in **land-based skills** provision.
- Developing **the Cumbria Natural Health Service** which will act as a one stop shop for nature-based health services, with an overall aim of integrating nature into health strategies, addressing mental health challenges, and creating sustainable, inclusive spaces for people and wildlife.



# 11. Delivering the Strategy



## Partnership and Collaboration

Cumberland Council will lead the implementation of the strategy, working in partnership with a wide range of stakeholders. As the lead partner we will:

- **Set a clear vision and direction** to drive sustainable and inclusive economic progress across Cumberland.
- **Engage and enlist key stakeholders** — including government bodies, anchor institutions, and partners — to advance our strategic objectives and achieve meaningful outcomes.
- **Make the most of regional opportunities** through close working with the Mayoral Combined Authority, Westmorland & Furness Council and our Borderlands and Northern neighbours.
- **Foster collaboration** by bringing together our communities and organisations capable of contributing to our shared ambitions.
- **Develop masterplans and place plans** for our key settlements to support spatial implementation of joined up delivery and inclusive economic growth.
- **Leverage existing successful activity** while proactively identifying and addressing gaps or emerging opportunities through focused initiatives.
- **Implement and manage projects and programmes that stimulate economic growth** and identify deliverable investable propositions, while actively pursuing new funding sources to enhance impact.
- **Champion Cumberland's strengths and opportunities** to public sector leaders, private enterprises, and potential investors, to create the right environment for further investment, aligning with market opportunities.

## Securing Investment

Achieving our vision relies on effective implementation and financial resource from a wide range of partners. Cumberland Council will:

- **Secure investment** and maximise partnership with the private sector and markets, including accessing joint ventures, making best use of public funding to leverage private investment, helping to overcome market failure and ensure equitable access to essential goods and services, to support quality of life and economic prosperity.
- Support **private sector businesses** to secure access to investors and Cumberland's **VCFSE organisations** to access grant funding.
- **Craft compelling investment propositions**, with sufficient critical mass to create attractive investment opportunities, that play to our strengths and emphasise the strategic whole and benefit of investing within Cumberland.
- **Promote and champion** Cumberland, working closely with partners including the Cumbria Combined Authority and making the most of real opportunities, including our role in delivering 2027 Tour de France to place us firmly on the map.

# Community Wealth Building

## Spending and procurement:

- Develop shared principles on social value with other local 'anchor' institutions in the public and private sectors.
- Develop a baseline of expenditure with local SMEs/VCSE as well as mapping existing good practice in social value outcomes.
- Develop and strengthen our social value approach with local supply chains and engagement with national investment priorities.
- Continue to develop and strengthen guidance for commissioning and commissioners.

## Employment, recruitment and progression:

- Continue to progress implementation of the living wage, particularly in adult social care.
- Lead by example – using workforce strategy to support recruitment from minoritised groups, for example, SEND.
- Explore the feasibility of a fair work charter in collaboration with other public sector anchors in Cumberland.
- Integrate ambitions to build community wealth within employment, recruitment and progression into social value asks of contractors and commissioned services.

## Land and property:

- Continue to develop and deliver Cumberland Council's community asset policy and work with the community sector on 'right to bid'.
- Work collaboratively with community organisations to co-design and implement regeneration strategies.

## Finance:

- Explore opportunities that could be unlocked through use of the local government pension scheme.
- Ensure grant schemes are as accessible and as impactful as possible – aligned with the priorities of this strategy.
- Review access to credit in Cumberland including the prevalence of micro finance initiatives such as credit unions and other investment finance vehicles.

## Ownership:

- Map the social economy in Cumberland to establish a baseline of social enterprise, employee-owned organisations and co-operatives.

# Monitoring Progress and Impact

We will monitor progress towards achieving our vision and evaluate the effectiveness of our actions. Our key outcomes will be as follows:

## Outcome

### Pillar – People:

- Increased working age population
- Increased median full time resident pay
- Increased disposable household income
- Reduction in the % of young people Not in Education, Employment or Training (NEET)s
- Increased attainment of young people
- Increase in skill levels
- Increased employment rate
- Reduced economic inactivity rate
- Reduced economic inactivity due to poor health
- Increased Healthy Life Expectancy

### Pillar – Place:

- Increased housing completions
- Improved housing affordability
- Reduction in per capita CO2 emissions
- Increased renewable electricity
- Increased digital coverage
- Reduction in barriers to accessing services
- Improved satisfaction in local area as a place to live

### Pillar – Prosperity:

- Increased productivity
- Increase sector productivity
- Increase in small business start-ups
- Improved enterprise dynamism
- Reduction in businesses in financial distress
- Increase in businesses with growth potential
- Increase in visitor numbers

## A Call to Action

The Cumberland Economic and Inclusive Growth Strategy provides a clear, evidence-led roadmap for the next decade, rooted in partnership, ambition, and a shared commitment to inclusive prosperity. By building on Cumberland's unique assets, addressing our key challenges, and fostering collaboration at every level, Cumberland is poised to deliver sustainable, inclusive growth — ensuring that all communities can thrive and everyone has the opportunity to fulfil their potential and contribute to a prosperous future.







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