



Cumbria Tourism
At the heart of our visitor economy

DESTINATION MANAGEMENT PLAN 2012 - 2014



Destination Management Plan: The Visitor Economy Action Plan for Cumbria 2012-14

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Destination Management Plan: The Visitor Economy Action Plan for Cumbria 2012-14

1. Introduction

Although prepared by Cumbria Tourism, The Destination Management Plan [DMP] is an action plan for all the public and private sector organisations involved in delivering the visitor experience in Cumbria [as distinct from the Business Plan of Cumbria Tourism]. Through a comprehensive consultation programme, it sets out at a strategic level the aspirations, spending programmes and key actions of all the stakeholders with a responsibility or interest in the visitor economy. The Destination Management Plan will be used to inform, shape and influence investment plans, and key bodies (such as the Local Enterprise Partnership and Visit England), as well as provide evidence for private sector that Cumbria is worthy of new investment. This DMP covers the two year period from April 2012 to the end of March 2014.

It provides a framework and rationale for investment in one of the major, growing sectors of the regional economy. The 'visitor economy' embraces the total visitor experience on every step of the visitor journey. So it is not just about individual experiences and businesses – though these are critical – it is also about creating and maintaining a sense of place, delivering good service and customer care, and communicating clear, appealing messages to consumers to stay ahead of competing destinations.

The collective efforts of both the public and private sectors, and a joined up approach are essential to deliver a successful visitor economy in Cumbria. Meeting the needs of visitors also brings wider benefits for the local community. If a place is attractive to live in and offers a good quality of life then it will be attractive to visit and invest in too. The visitor economy has a key role to play in helping to strengthen Cumbria's economy, to support the creation of new businesses and jobs in the area, through making the area attractive to new investment and skilled workers and helping to manage economic change.

A DMP was last prepared for Cumbria in March 2010 for the period 2010-11. Since this time there have been significant changes in the resources available to public, private and voluntary bodies together with the roles and responsibilities of a number of the organisations involved with the visitor economy in Cumbria. In particular the important stream of public funding from the Northwest Development Agency has stopped following the announcement of its closure in 2010. Similar cutbacks are being made in many of Cumbria's Local Authorities with resulting reductions to the services which they provide for visitors. In some parts of the county these services have been taken on by voluntary organisations or private companies; in other areas visitor facilities have been lost. Meanwhile at a national level Visit England has published a new Tourism Framework and the revised Cumbria DMP for 2012-14 needs to reflect this changing landscape.

2. Process and Partnership

The DMP has been prepared following consultation and discussions with a wide range of stakeholders and partners across Cumbria. The consultation process began in November 2011 when stakeholders were invited to complete a pro-forma organised around the themes set out in the Tourism Strategy for Cumbria 2008-2018, with details of projects in the pipeline of relevance to the visitor economy. In February 2012 a workshop was arranged attended by representatives from around 30 partner organisations (extremely bad weather prevented many delegates from attending - their views were subsequently sought by email) to review the plan's objectives, discuss the current and proposed activity and identify key [priority] projects and programmes to strengthen the visitor economy in Cumbria. The partners involved in the DMP's preparation are listed in Appendix 1.

3. Strategic Framework

The DMP for 2012-2014 has been developed and revised to reflect the strategic priorities for Cumbria in the short to medium term, and to respond to current issues and opportunities. In particular, it is set within the context of both national and regional tourism strategies.

3.1 VisitEngland: A Strategic Framework for Tourism 2010-2020

The next decade offers England's tourism industry some significant opportunities equally matched by a number of challenges. With the creation of VisitEngland in 2009, the industry now has a dedicated body to provide the leadership to market England, drive forward developments in quality, ease of access and sustainability and to improve data collection and market intelligence.

The World Travel and Tourism Council (WTTTC) forecast for annual global growth in tourism has been estimated at an average 4% per annum over the next ten years in real terms. The 2010 Deloitte study forecasts real growth of 3% per annum for England with strong growth anticipated particularly over the post 2012 period. This is equivalent to 5% annual growth including inflation. If achieved, the cumulative increase in the size of the England market will be 64% by 2020. This would result in an additional £50 billion in expenditure and the creation of 225,000 jobs. This would significantly outstrip the performance of other major sectors of the national economy such as manufacturing. If no growth were achieved the result would be significant job losses and the demise of a wide range of tourism businesses.

The Strategic Framework for England's tourism is the product of extensive consultation and collaboration with England's tourism industry. It provides the coordinated approach needed for the public and private sector tourism industry to work together on four key objectives. These will be the foundation for achieving the collective vision to maximise tourism's contribution to the economy, employment and quality of life in England and the target of 5% growth in the value of tourism, year on year, over the next decade.

This was always an ambitious target in light of global competition and continuing financial constraints, but achievable given the strengths and range of England's tourism offer and unique opportunities such as the London 2012 Olympic and Paralympic Games.

Since launching the Framework, there has been a change of government and a substantial reduction in public funding for VisitEngland as well as VisitBritain, plus many public bodies that are important to tourism. The Regional Development Agencies have also been abolished and a number of new Local Enterprise Partnerships have been established. These changes do present new challenges but have also provided many new opportunities.

The governments Tourism Policy and the Framework are mutually supportive which can only have a positive impact on delivery of the Action Plans. There is also now greater onus on VisitEngland to engage more extensively at the sub-national and destination level.

The Objectives:

- **To increase England's share of global visitor markets**

Marketing must build on the profile of the England brand in the world marketplace. Informed by a thorough understanding of the visitor's motivations across target markets, it will focus on England's most attractive destinations and experiences.

- **To offer compelling destinations of distinction**

Tourism businesses, alongside destination management organisations, local government and relevant sectors, such as transport, must share responsibility for creating a successful destination experience.

- **To champion a successful, thriving tourism industry**

A successful tourism industry creates new employment opportunities throughout the country and the success of the industry depends on a skilled workforce.

- **To facilitate greater engagement between the visitor and the experience**

The tourism industry must ensure that information provision is modernised, integrated nationally, and keeps pace with advances in technology.

The Action Plans:

To achieve the four objectives, a series of Action Plans have been developed by cross industry groups. These focus on the priority actions to be implemented by partners. The Action Plans cover:

- **National Marketing Strategy**
- **Rural Tourism**
- **Seaside Resorts**
- **Modernising Visitor Information**
- **Business Tourism**
- **Accessibility**
- **Wise Growth**
- **Destination Management**
- **Welcome**
- **Research and Intelligence**
- **Skills**
- **Quality**
- **Transport and Tourism**

To succeed, England's tourism industry must deliver as much as it promises in the marketing - assuring visitors that they will enjoy great experiences in great destinations, with a warm welcome, world-class customer service and high accommodation standards whatever the budget. Growth in the visitor economy is dependent on a co-ordinated and sustainable approach by the tourism industry working with sectors responsible for infrastructure development.

There is a high degree of consistency between the emerging national strategy and the Tourism Strategy for Cumbria.

3.2 The Tourism Strategy for Cumbria 2008-18, Making The Dream A Reality:

The Vision

In 2018 Cumbria, as well as being known for world-class landscapes, will have an unrivalled reputation for outdoor adventure, heritage and culture with a year-round programme of events. Our accommodation, our food, our public realm and our customer service will reinforce our reputation as the number one rural destination in the UK.

The aims in the regional strategy are about making improvements in marketing, business performance, quality, skills, infrastructure and sustainability. The strategy focuses around four key themes, underpinned by quality and sustainability.

Priorities for Action

Landscape - the core

Firstly, we need to develop the tourism industry in ways which do not detract from Cumbria's special landscapes.

Outdoor adventure, heritage and culture, food & drink and events - the visitor experiences.

Secondly, we need to develop those experiences that sit well in our landscape and will attract visitors to Cumbria and give them opportunities to spend money.

Accommodation, public realm and customer service - the basics

Thirdly, we need to invest in those parts of the visitor experience that (while they are not the main reasons for people to come here) will, if we do them well, make sure our visitors have a great time. And vitally we need to make sure that people are able to get to, and around, the county easily by road, rail and air.

Marketing - the means to an end

Fourthly, we need distinctive marketing, to re-establish Cumbria's leading tourism brands as appealing, modern destinations. We need to focus on the right people with a strong offer and persuade them to come here – for the first time or time and again – never forgetting they could so easily choose somewhere else.

Other strategies which will have a significant influence on Cumbria's DMP include The Partnership's Plan - The Management Plan for the Lake District National Park 2010-2015. This brings together a wide range of organisations and sets out the vision for the Lake District National Park.

3.3 The 2030 Vision for the Lake District National Park

The Vision for the Lake District National Park is that it will be an inspirational example of sustainable development in action. It will be a place where a prosperous economy, world class visitor experiences and vibrant communities all come together to sustain the spectacular landscape, its wildlife and cultural heritage. Local people, visitors, and the many organisations working in the National Park or have a contribution to make to it, must be united in achieving this.

It aims for the following four outcomes:

1. A prosperous economy

Businesses will locate in the National Park because they value the quality of opportunity, environment and lifestyle it offers – many will draw on a strong connection to the landscape. Entrepreneurial spirit will be nurtured across all sectors and traditional industries maintained to ensure a diverse economy.

Key delivery aims:

- PE1 Adopt a proactive, consistent and inclusive approach to planning.
- PE2 Connect the special qualities of the National Park, including landscape features and cultural heritage, to the economy through imaginative approaches, including use of traditional skills.
- PE3 Maximise the opportunities for the National Park to support the regeneration of Cumbria and wider regional or national initiatives.
- PE4 Actively support land managers in the task of sustainably managing the landscape: delivering environmental and economic benefits for themselves and the wider community.
- PE5 Promote growth of an integrated economy which nurtures vibrant, diverse and high value businesses and enables them to meet market demands, such as use of low-carbon and digital technologies.
- PE6 Encourage small businesses and entrepreneurial aspirations to develop by providing appropriate support.

2. World class visitor experiences

High quality and unique experiences for visitors within a stunning and globally significant landscape. These will be experiences that compete with the best in the international market.

Key delivery aims:

- VE1 Promote a welcoming National Park for all, which encourages people to visit again.
- VE2 Enhance the quality and diversity of the visitor's experience through improvements to accommodation, attractions, public realm and visitor facilities.
- VE3 Encourage opportunities for sustainable tourism, such as visitors staying longer, spending more on local goods and services, contributing to local communities and using public transport.
- VE4 Celebrate and protect what is special about the Lake District by promoting and restoring its rich cultural heritage and wildlife, local traditions and products.
- VE5 Making the most of the landscape and nature as the backdrop for outdoor leisure experiences for all, particularly the next generation of returning visitors – from relaxing and tranquil to adventurous and exhilarating.
- VE6 Engender pride and responsibility and opportunities for scientific research, securing the long term sustainability of the special qualities of the National Park.

3. Vibrant communities

People successfully living, working and relaxing within upland, valley and lakeside places where distinctive local character is maintained and celebrated.

Key delivery aims

- VC1 Develop and deliver balanced employment and housing opportunities that enable people to live and work in the community.
- VC2 Ensure effective access to a broad range of life long learning opportunities.
- VC3 Enable communities to influence and work with others to support the retention of local services and ensure access to essential services, such as health, information technology, childcare and support for the elderly.
- VC4 Provide an integrated transport network which offers attractive alternatives to the car.
- VC5 Help people within the National Park have a sense of belonging and pride – understanding the distinctiveness of the natural, environmental and cultural heritage of their area and contributing to its future well-being.
- VC6 Involve communities, particularly children and young people, to help develop communities which are sustainable for future generations.

4. A spectacular landscape, wildlife and cultural heritage

A landscape which provides an irreplaceable source of inspiration, whose benefits to people and wildlife are valued and improved. A landscape whose natural and cultural resources are assets to be managed and used wisely for future generations.

Key delivery aims:

- SL1 Ensure change strengthens the character of the Lake District's landscapes, whilst sustaining cultural heritage and resources to deliver ecosystem services.
- SL2 Protect and restore natural water features through whole catchment management.
- SL3 Create a joined up approach to manage and enhance cultural and natural features, habitats and wildlife.
- SL4 Mitigate against climate change in line with national carbon budgets and develop strategies and actions to adapt to climate change.
- SL5 Improve the quality of the built environment, promoting innovative, high quality and sustainable design which takes inspiration from its surroundings.
- SL6 Ensure that residents and visitors appreciate the importance of environmental protection by improving access, understanding, enjoyment, education and health.

4. Tourism Volume and Value

4.1 Tourism in the UK

Tourism is one of the largest industries in the UK.

According to a recent Deloitte study 'The Economic Contribution of the Visitor Economy – UK and the nations' tourism was worth £115.4bn to the UK economy in 2009 once the direct and indirect impacts are taken into account, equivalent to 8.9% of UK Gross Domestic Product.

Tourism contributes £96.7bn to the economy in England (8.6% of GDP), £11.1bn in Scotland (10.4%), £6.2bn in Wales (13.3%) and £1.5bn in Northern Ireland (4.9%).

The Deloitte study found that tourism would account for a similar proportion of the overall UK economy in 2020 as it did in 2008 (8.8%).

The number of jobs that tourism supports is forecast to increase by 250,000 between 2010 and 2020, from 2.645 million to 2.899 million.

One in twelve jobs in the UK is currently either directly or indirectly supported by tourism.

The long-run GVA growth rate of the visitor economy is forecast to be 3.5% per annum over the period 2010 to 2020, well ahead of the 2.9% forecast for the economy as a whole.

Tourism expenditure is forecast to grow at an annual real growth rate of 3.0% per annum over the period 2010 to 2020 according to Deloitte, with spending by inbound visitors forecast to grow at a faster rate than spending by domestic residents (4.4% versus 2.6%).

Tourism is the UK's third highest export earner behind Chemicals and Financial Services, with inbound visitors spending more than £16bn annually and contributing over £3bn to the Exchequer.

The 'direct' effect of spending by tourists is estimated at £90bn in 2009.

4.2 Tourism in the NW

- Accounts for 4.7% of North West GVA
- Worth £14.3bn in 2008 (16.6% of UK)
- Day trips account for 63% of expenditure; staying visits 37%
- Tourism supports 220,000 jobs (6.7% of all employment)
- 10,000 accommodation establishments, 342,000 beds
- Average room occupancy in 2008 for serviced accommodation throughout the Northwest was 60% and bedspace occupancy 43%

Source: NWDA England's Northwest Key Tourism Facts 2008

4.3 Tourism in Cumbria

Tourism in Cumbria generated £2.1 billion in 2010. As such it is one of the mainstays for Cumbria's economy and is a major source of employment and revenue. The benefits are shared across the county with visitors spending on accommodation, food and drink, leisure activities and shopping. Non-tourism businesses also benefit through local supply chains, such as the wholesaler who supplies restaurants and the local garage where visitors fill up with fuel. Tourism also has a crucial value to the wider community particularly in rural areas where many goods and services are only available to the resident community and viable because of the visitor spend.

In real terms the value of tourism activity in Cumbria has remained fairly flat over the period 2002-2010.

Tourism revenue per capita is 20% higher in Cumbria than for the North West - £2,402 compared to £2,025. This rises to £5,063 in South Lakeland and over £16,000 in the Lake District National Park.

Source: NWDA (TEAM) Cumbria Market and Destination Profile

- Tourism in Cumbria is worth almost 4 times more to the region's GVA than the industry in the UK, and more than double that of the North West.
- Over half of the North West's accommodation establishments, and 30% of all tourist bedspaces are in Cumbria.
- Staying visitors account for the majority of value – almost double that for the North West
- Tourism supports one in 7 jobs in Cumbria, compared to one in 15 in the North West and one in 12 in the UK

Source: VB Key Tourism Facts Sheet; NWDA England's Northwest Key Tourism Facts 2008

Key Facts:

- 40 million visitors in 2010
- Tourism valued at £2bn
- Tourism supports 32,573 FTEs (in reality 56,011 actual jobs) estimated at 19% of all employment in the county
- Day trips account for 88% of trips and 55% of revenue
- Staying visitors account for 12% of trips and 45% of revenue
- 5,700 accommodation businesses; 98,000 beds
- Average room occupancy in 2010 for serviced accommodation throughout Cumbria was 55%
- Average unit occupancy in 2010 for self catering accommodation was 50%

In 2010 Cumbria had 40 million visitors, made up of 35 million day trippers and 5 million overnight visitors. This brought in £2 billion to the region's economy and provided employment for 32,573 full time equivalent (FTE) posts. As many tourism jobs are actually part time, or seasonal, the total number of people in tourism jobs is estimated at 56,011¹.

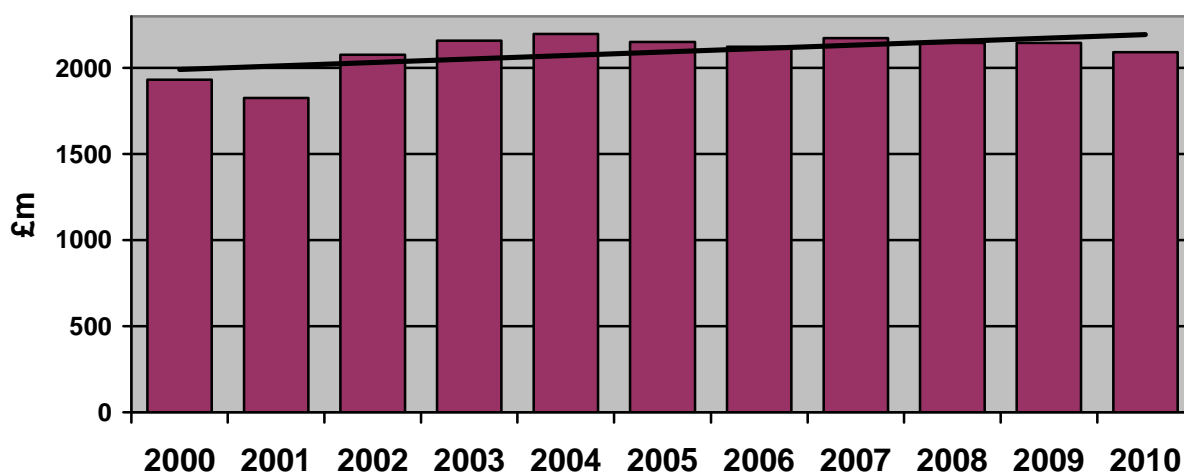
2010 proved to be a difficult year for the tourism industry in general – with a poor economic climate affecting consumers in many ways including job security and discretionary spending. Nationally, during 2010 there was a -1% decrease in trips to the UK from visitors abroad, and VisitBritain reported a -5% decrease in domestic overnight trips and spend – so in relative terms Cumbria's performance was probably slightly above average. Between 2009 and 2010, tourist numbers to Cumbria fell by -2%, tourist days by -3% and spend also by -3%.

¹ This is estimated at 19% of all employment in the county.

Figures are supported by estimates from Business Link of 21% of employees in Cumbria in the tourist industry – equivalent to 50,111 employees (data as at Oct 2009).

Between 2000 and 2010 tourism revenue has grown by 8% in real terms. More recently, revenue has fallen since 2007.

Tourism Revenue (indexed to 2010)



There is significant variation by visitor type, sector, and area. Revenue from serviced accommodation visitors (hotels, guesthouses, b&bs) fell by -7% between 2007 and 2008, -1% between 2008 and 2009, and by -3% between 2009 and 2010. Revenue from self catering visitors increased by 5% between 2007 and 2008, remained stable between 2008 and 2009, but then fell by -6% between 2009 and 2010.

Over the last 11 years, revenue from serviced accommodation visitors has grown 11%, but trips have been up 17%, and nights up 13%. This suggests that for the serviced sector, value is not necessarily corresponding with volume, as the increase in trips is not matched with the same increase in either nights or spend. The increase in nights is not as large as the increase in trips – suggesting shorter stays, and perhaps smaller group sizes. The increase in nights and trips is larger than the increase in revenue, suggesting lower spend, perhaps as a result of reduced prices, special deals or packages offered by accommodation providers, or as a result of more moderate additional spend once at the destination. Nonetheless, the serviced sector has seen the best growth rates of all visitor types over the last decade.

Between 2000 and 2010, revenue from self catering accommodation visitors has grown 4%, but trips have been down -8%, and nights up just 2%. In a trend at odds with the serviced accommodation sector, fewer trips have resulted in higher spend figures – suggesting longer stays and increased expenditure on accommodation or at the destination.

Over the same time, revenue from day visitors has grown by 9%, while numbers have grown just 6%, suggesting that the value from these visitors has outstripped volume.

By area, tourism revenue changes between 2009-2010 were positive for Carlisle (+4% or £13m), but -3% down for Barrow and South Lakeland, and -5% down for Allerdale, Copeland and Eden.

The following table shows tourism revenue, tourist days, tourist numbers and tourism employment during 2010 for each of Cumbria's sub-areas and the county as a whole. Please note that the Lake District National Park Authority sub-area spans parts of Allerdale, Copeland, Eden and South Lakeland districts –rather than being an additional component of the Cumbria total.

	Allerdale	Barrow	Carlisle	Copeland	Eden	S Lakes	LDNPA	Cumbria
Tourism Revenue (£m)	378.8	87.3	358.0	131.2	217.2	919.9	934.9	2092.5
Tourist Days (m)	9.6	3.0	8.5	4.1	6.7	21.0	22.0	52.9
Tourist Numbers (m)	6.8	2.7	7.7	3.1	4.3	15.6	15.8	40.1
Employment (FTEs)	6,307	1,405	5,332	2,059	3,551	13,919	14,865	32,573

South Lakeland district accounts for the greatest share of tourism revenue at 44%, followed by Allerdale at 18% and Carlisle with 17%.

88% of trips to Cumbria were just for the day. These visits accounted for 67% of tourist days, and 55% of the county's tourism revenue in 2010. In contrast, staying visitors accounted for just 12% of trips, but 45% of the county's tourism revenue. Visitors staying in serviced accommodation accounted for 6% of trips, 9% of nights and 21% of revenue, while those staying in self catering accommodation accounted for 4% of trips, but 21% of nights and 22% of tourism revenue.

Visitor Type	Trips 2010 (m)	%	Days 2010 (m)	%	Revenue 2010 (£m)	%
Serviced Accommodation	2.45	6.1%	4.87	9.2%	446.2	21.3%
Non Serviced Accommodation	1.70	4.2%	10.90	20.6%	452.1	21.6%
Staying with Friends and Relatives	0.75	1.9%	1.88	3.6%	38.2	1.8%
Day	35.23	87.8%	35.23	66.6%	1156.0	55.2%
TOTAL	40.14	100%	52.88	100%	2092.5	100%

Seasonality

Tourism activity and the consequent tourism revenue is subject to seasonal variations. The table below shows the differences in tourism revenue generated between the summer months and other parts of the year.

Tourism Revenue by Month

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010 (£m)	80.0	110.8	137.8	179.5	209.4	193.5	261.8	284.8	209.8	187.5	138.5	98.8
2010 (%)	3.8%	5.3%	6.6%	8.6%	10.0%	9.2%	12.5%	13.6%	10.0%	9.0%	6.6%	4.7%

Tourism Revenue by Quarter

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
2010	15.7%	27.8%	36.1%	20.3%

The figures reveal that July to September is the most lucrative quarter of the year, generating 36% of tourism revenue for Cumbria in 2010. 64% of revenue is generated in the six months between April and September.

Tourism Revenue by Sector

Visitors spend money on a variety of things during their trip. One of the most significant sectors is food and drink, worth an estimated £417m in 2010 – a fifth of all revenue from the visitor economy.

Sector	2010 (£m)	%
Accommodation	300.9	14.4%
Food and drink	417.5	20.0%
Recreation	145.8	7.0%
Shopping	208.2	9.9%
Transport	258.4	12.3%
Indirect Expenditure ²	528.8	25.2%
VAT	232.9	11.1%
TOTAL	2092.5	100%

² The gross direct economic impact of tourism is the total value of tourism spending in the area. This covers the 'front-line' effects, looking at tourism spending in hotels, restaurants, shops, taxis, i.e. any business that receives visitor expenditure directly. The net direct impact, however, needs to take into account the value of goods and services that are imported into the area in order to supply the tourist with goods and services. Indirect effects arise from the generation of economic activity by subsequent rounds of expenditure (e.g. as hotels purchase food and drinks from local suppliers and use the services of local laundries, builders, banks, utility companies, etc.) Not all these effects will arise in the local area since some such expenditure will go to suppliers elsewhere in the region or nationally.

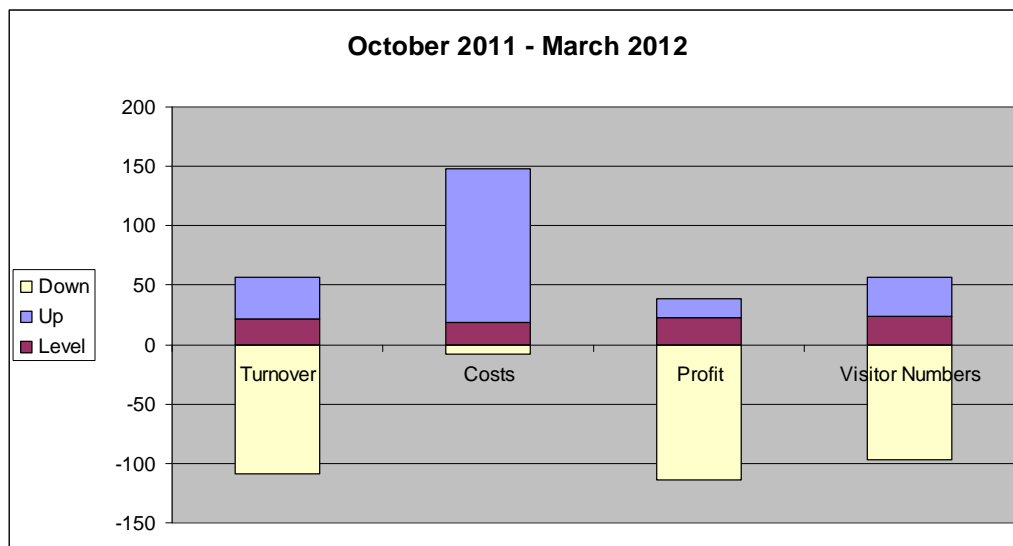
5. Industry Performance

The following section contains an analysis of the key trends in Cumbria's tourism industry over the last year or so, together with forecasts about likely patterns of investment over the short and medium term.

5.1 Tourism Business Survey March 2012

175 businesses responded to an online survey at the end of March 2012. The survey covered the six month period October 2011 to March 2012 and looked ahead to the rest of 2012.

Costs continue to rise, and profits to fall.....



The economic climate continues to affect the industry and reports are that times are increasingly difficult. Three quarters (75%) of businesses reported profits down for the last six months. This compares to 66% at the end of September 2011, and 49% at the end of September 2010.

83% of businesses have seen their costs rise – an increase from 75% six months ago.

63% reported overall visitor numbers down – compared to around half six months ago. A quarter said their visitor numbers were up year on year. On balance, visitors from overseas and new visitors were slightly down. Business tourism looks positive, with 53% reporting levels stable or up on the previous year.

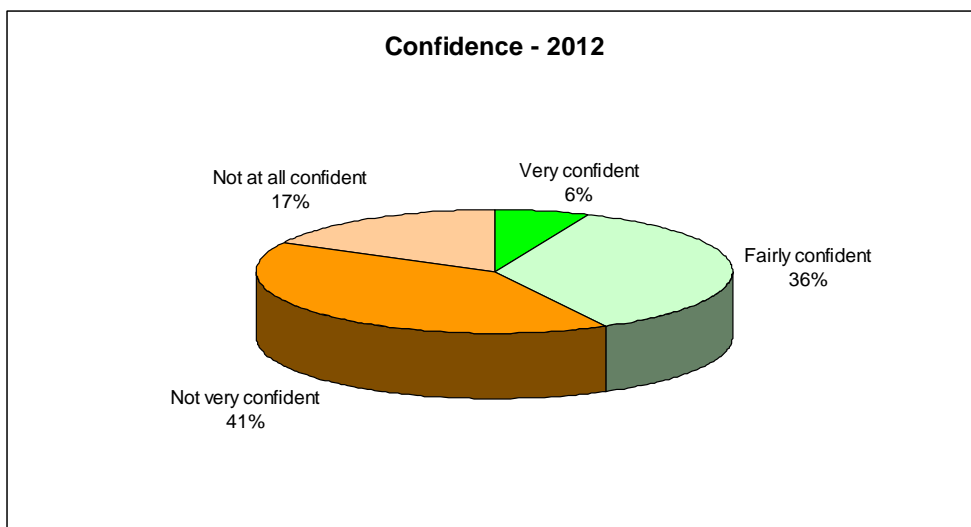
With more businesses reporting decreasing profits than report decreasing visitor numbers, the implication is that the visitors who are visiting are of less value – this could be due to them spending less, taking shorter breaks, or taking advantage of promotions, special offers and price reductions.

Forecasts for Easter and beyond...

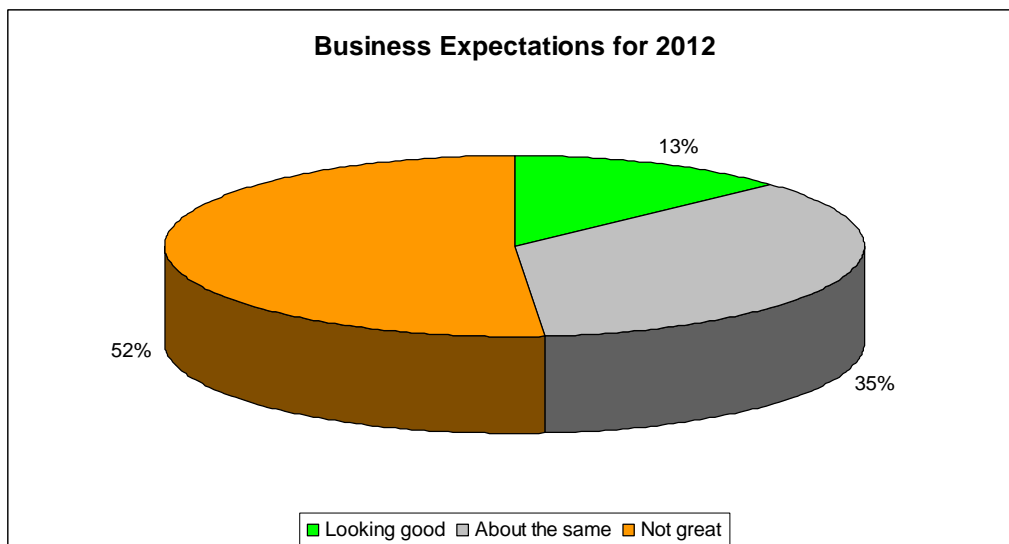
Forward bookings actually look better than they did six months ago, bearing in mind the ongoing trend towards last minute bookings from consumers waiting to see how their job status and financial position turns out, as well as seeking the best deals.

Opinion was evenly split about business performance for spring and Easter – 50% felt confident to some extent; 50% didn't – this shows more positivity than has been experienced over the last six months. However, these results also suggest the tourism industry in Cumbria is less confident than elsewhere – national results from VisitEngland's Business Confidence Monitor show 81% confident to some extent for this period.

There was slightly less confidence for the rest of the year. Just 6% feel very confident about 2012, and in total 42% feel confident to some degree. 17% are not at all confident, and 41% not very confident. Again, these results show the tourism industry in Cumbria to be less confident than elsewhere – national results from VisitEngland's Business Confidence Monitor show 17% very confident, and in total 83% confident to some extent for the rest of the year.



Overall, just over half of businesses think that business performance in 2012 will turn out to be worse than 2011. 35% think it will be the same, and 13% believe 2012 will be better than 2011. This shows less optimism than the last time businesses were surveyed, at which point a quarter of businesses thought that 2011 would be better than 2010, and 44% expected a worse year on year performance.



Impact of the Queen's Diamond Jubilee and Olympics later in the year...

Businesses were asked what kind of impact (if any) they expected the Queen's Diamond Jubilee and extra bank holiday, and the Olympics, would have on their business.

The majority don't expect the Queen's Diamond Jubilee to have an impact on trade. 20% believe there will be a positive impact but equally 19% anticipate a negative one.

Feelings were less positive for the impact of the Olympics on tourism in Cumbria. Just over half expect little or no impact, but 39% expect a negative impact to some degree. Once again this is at odds with businesses elsewhere – 73% of business in London anticipate positive benefits from the Olympics, as do 24% nationwide.

Factors Affecting Business – Positive Impact

Returning customers, and website development have been the two most important factors affecting tourism business in Cumbria for a number of years. More recently, an increase in domestic visitors as part of the 'staycation' trend, an increase in overseas visitors, and special offers have also risen in prominence. This is the first time that special offers have taken second place in the factors most affecting business in a positive way – no wonder profitability has been so heavily affected.

Factors Affecting Business – Negative Impact

For the second consecutive survey, rising fuel prices has topped the list of factors adversely affecting tourism trade, reported by 77% of businesses, up from 70% in September 2011 and 31% a year earlier.

People spending less, and increased costs were also reported by almost three quarters (73%) of businesses – up from 65-67% during the last survey. 58% report people taking fewer breaks (up from 48% last time), and half of these businesses are feeling the adverse cost of having to offer price reductions (up from 42% in September 2011).

Market Trends

Businesses were asked if they had noticed any particular trends. The most significant was an increase in last minute bookings, reported by 59% of respondents (63% last survey).

56% reported an overall reduction in bookings, up from 40% six months ago. There was an increase in the number of businesses reporting guests haggling over price, at 55%, up from 46% in the 2011 survey and 41% in 2010.

5.2 Occupancy Surveys

Serviced Accommodation	Room occupancy 2010	Room occupancy 2011	Change (percentage points)
January	28%	32%	+4
February	43%	41%	-2
March	47%	47%	-
April	58%	62%	+4
May	62%	61%	-1
June	65%	68%	+3
July	66%	69%	+3
August	69%	70%	+1
September	69%	69%	-
October	60%	58%	-2
November	44%	45%	+1
December	35%	40%	+5
Year to date	54.5%	55.9%	+1.4

Serviced accommodation occupancy has ended the year 1.4% up on 2010 in terms of annual average occupancy figures.

Self Catering Accommodation	Unit occupancy 2010	Unit occupancy 2011	Change (percentage points)
January	21%	22%	+1
February	35%	37%	+2
March	39%	35%	-4
April	60%	62%	+2
May	60%	61%	+1
June	67%	65%	-2
July	70%	71%	+1
August	81%	81%	-
September	70%	69%	-1
October	61%	60%	-1
November	32%	33%	+1
December	29%	30%	+1
Year to date	49.9%	50.3%	+0.4

Self catering accommodation occupancy has ended the year slightly up on 2010, but 2010 annual occupancy was the lowest recorded for several years, following a long term trend of decreasing occupancy for this sector.

Caravan and Camping	Pitch occupancy 2010	Pitch occupancy 2011	Change (percentage points)
January	12%	16%	+4
February	18%	17%	-1
March	31%	31%	-
April	49%	57%	+8
May	57%	48%	-9
June	75%	61%	-14
July	64%	68%	+4
August	68%	69%	+1
September	57%	46%	-7
October	42%	39%	-3
November	22%	15%	-7
December	12%	20%	+8
Year to date	42.2%	40.9%	-1.3

Caravan and camping occupancy is also running marginally down on figures from last year, but in this case 2010 occupancy rates were strong, and so performance remains positive.

5.3 Visitor Attractions

Each year Cumbria Tourism carries out a survey with visitor attractions to quantify visitor numbers for each month of the year. For 2011, 61 visitor attractions provided information, totalling 4,951,818 visitors over the course of the year. 52 of these attractions had provided data in both 2010 and 2011 and this shows a 3.5% increase in visitor numbers for 2011.

6. Consumer Trends and Market Forecasts

The Economy

Needs little introduction. Ongoing fears for a double dip recession, and continuing job losses and business closures continue to affect the economy. The Bank of England and CBI have both cut growth forecasts for the UK in 2012 – now at around 1%. Business confidence monitors indicate that many are losing faith in the economy, as firms see turnover and profit growth weaken, and the burden of taxes and red tape increase. A number of Business Confidence Monitors and Consumer Confidence Monitors are reporting lowest figures for a number of years.

Household Budgets

According to the ONS, UK households are facing a pay cut in real terms of more than 3.5% in 2011, as salary increases fail to keep up with inflation. Disposable income continues to be affected by the increasing costs in the field of housing, utilities and energy. 40% of households saw their finances deteriorate between July and August – this was worse in the North of England. The average UK household had £166 per week in discretionary income in July – 6.4% less than the same time last year due to rising costs of food and transport. Since July 2010, house prices have fallen in every England region except London – with the largest decreases in the North East. Household budgets could be squeezed for the next ten years – in the last financial year we have seen the biggest fall in living standards since 1981.

Household Spend

The current economic climate and problems with national debts have affected consumers significantly. People's level of concern over the economy and its impact has risen sharply in the last few months. 77% believe the economic situation will get worse before it gets better. The % of those actually affected by the economic downturn continues to rise. There is less optimism now than there was a year ago. Almost half expect their financial situation will get worse next year. Sentiment toward personal finances is characterised by a sense of understandable caution. Price sensitivity is an embedded consumer value prompting many to monitor their spending ever more carefully. Households are demonstrating precision budgeting and ruthless shopping habits.

Holiday Purchasing – The Statistics

We took fewer holidays in 2010 than at any point in the last 5 years. Total expenditure on holidays both at home and abroad dropped to a 5 year low. One survey found that 66% of people prefer taking regular short breaks than one long one; for 5% of Britons, 2011 marked the first year they had not taken an extended holiday (7+ nights) either here or abroad. 40% believe a holiday is a luxury. 38% of Brits tried to spend less on their holidays this year. 30% have chosen not to holiday at all, up from 25% last year. BUT 37% say the holiday is the last luxury they would cut back on; 3m working adults would prioritise going on holiday ahead of pension payments. 52% say they are likely to take more UK breaks beyond 2011 than normal – up from 46% in 2009 (but despite this the prediction by VisitBritain is that the volume of 2011 trips will be similar to 2010).

Holiday Purchasing - Behaviour

More people said they like to discover new places than said they love going back to favourite haunts. England holidays are seen as far less hassle than holidays abroad, but not necessarily better value for money. 'Safe and secure' accommodation ranked ahead of price in importance when booking a holiday. Online booking will continue to increase: In the first five months of 2011 online bookings were 14% higher than last year. In 2005 60% of households were online – now it is 80%. 2/3 of holiday trips in England are booked in advance and 60% of these are now booked online (c/p to 42% in 2006).

Other Consumer Trends

Contemporary culture of social networking. Increasing use of mobile internet. An ongoing 'assault on pleasure' in society – growing pressure to not smoke, drink, or become obese and end up as a drain on society. A continued desire by consumers for enriched experiences – the Experience Economy. A new trend is emerging in the way consumer attitudes are changing in the current economic climate – "dealer-chic" where deals are becoming a way of life and source of pride rather than something to be ashamed of. "As well as saving money, it is the thrill, the pursuit, the perceived smartness and thus a source of status".

Tourism Forecasts

Impact of recession on UK tourist spend. Suggestion that the UK visitor economy has lost £87m due to recession.

Factors in play:

- Staycation – the substitution of holidays overseas with those at home
- Global recession affecting inbound tourism as other countries suffer reduced incomes
- Reduction in business tourism

VisitBritain forecast 30.7m overseas visitors in 2012 spending £17.6bn across the UK . The global travel and tourism industry will grow more slowly in 2011 and 2012 than previously anticipated – but it is still growing. The World Travel and Tourism Council (WTC) now forecast growth of 3.2% in 2011 and 3.3% in 2012. 2012 Olympics: expectation of positive impact generally confined to London. Elsewhere, concerns about disruption to regular custom as people stay at home to watch the games on tv, or head for London. 27% of business travellers expect to travel more in 2012; 18% will travel less. The leisure and hospitality industry is expected to be a key driver of economic growth over the next decade. One example of this is plans by Travelodge to spend £135m acquiring 37 hotels in rural locations across the UK – with a heavy focus on finding suitable sites near to the UK's National Parks...

Implications

There is apparently a re-ignited affection for UK destinations – but will this be abandoned when spending possibilities recover? With an ongoing squeeze on disposable incomes, spending on travel and tourism will not increase in real terms, driving fiercer competition among holiday suppliers. Businesses will increasingly need to meet the needs of guests who expect to be able to book and confirm trips online. 18-34 year olds, and families, may be easiest to convert to domestic destinations as they are keen to explore new places in an easy, hassle free way.

The appeal of discounts is becoming more and more crucial as consumers go all out to locating the absolutely best deal. At the same time, consumers are better equipped to manage choice, and this invites them to shop around and be more disloyal to brands. The amount of pre-decision preparation invested in the holiday buying process is substantial. And crucial to purchasing decision. Maximisation is here to stay. Holidays are a low frequency, high spend product. People will continue to compare prices, gather information, check consumer reviews, seek referrals, special offers and discounts. Quality at low prices is changing consumer perceptions of value. Domestic competition will remain cutthroat.

Key Implications – A Summary

- Increasing competition continues
- Brand loyalty is under pressure
- Discount forever?? A downward pressure on pricing and increase in expectations of value for money – time to create added value packages rather than take money off
- Appeal of all-inclusive options, and packages
- Reductions in spend
- Short lead in time to decisions and bookings
- Operating in a constantly changing digital marketplace
- More time spent planning/researching, multiple information sources, new forms of communication; social media; review sites; online forums, real time bartering
- Customer care more important than ever
- Focus on the value of retaining existing customers, and innovative ways to find new ones

A Positive Outlook

The typical Lake District consumer is less affected by financial stress. To succeed in these difficult time we need to emphasise the huge range of 'free' experiences our county has to offer – getting away from the rat race, rest and relaxation, beautiful scenery, pretty villages, free attractions, and free, healthy activities such as walking and cycling in the great outdoors. Offer a consistently great quality, good value, unique product with excellent customer service. Be flexible and willing to

adapt quickly to changing circumstances and consumer needs. Continue to offer deals, reductions, special offers, added value, and packages where cost is contained.

Tourism has a key role to play in helping to strengthen Cumbria's economy, providing a significant contribution to GVA, creating local employment, and benefiting local communities through the support of facilities and services.

7. Tourism Challenges and Opportunities

The previous section identified some of the challenges which are likely to affect the future growth and improvement of the visitor economy in Cumbria. These range from a lack of investment in accommodation and public transport infrastructure, through to continued deterioration of the public realm. Set against the current economic climate, the resources to address many of these issues will not be available in the immediate future and it will therefore be necessary for the various partners in the DMP to make a strong case for increased private and public sector investment both in the industry and the supporting visitor infrastructure.

As well as major investment proposals and projects detailed later in this document, a range of complementary initiatives and programmes are required to transform the visitor economy in Cumbria and contribute more fully to economic growth and regeneration in the region ~

- Further accommodation improvements and quality grading to raise standards throughout the county. [Evidence suggests that there is a relationship between businesses that invest in the quality of their 'offer' and their occupancy levels, profitability and resilience to external economic factors].
- New attractions and visitor infrastructure, to stimulate the visitor economy and ensure competitive advantage;
- Marketing, image building and brand strengthening to enable the Lake District and Cumbria to compete with high profile campaigns in rival destinations such as Scotland, Wales and Yorkshire and to capitalise on accolades such as the 'Best UK Holiday Destination', 'Britain's Favourite View' and 'Favourite UK Rural Break Destination.
- Sustainable transport connections into and around the county with a particular emphasis on Carlisle Airport, West Coast Rail and public transport services around The Lake District National Park.
- Investment in the public realm and access infrastructure - targeted towards town centres and popular visitor destinations such as Bowness and Ambleside [Windermere Waterfront project] and key footpath networks.
- New and improved facilities to compete effectively for the business, conference and training tourism market.
- Enhanced co-ordination and promotion of Cumbria's rich cultural and natural assets and quality accredited food and drink, [via Taste].
- An improved and more co-ordinated approach to the provision of visitor information.
- Development and investment in growing outdoor activity markets – particularly the adventure walking, water sports and cycling sectors, [via Adventure Capital].
- A targeted approach to skills and business development within the tourism sector. [Supporting visitor economy businesses in improving their generic business skills is just as important as ensuring productivity and profitability].

- Raising environmental standards and resource efficiency within Cumbria's visitor economy – particularly in terms of accommodation and transport services. [Whilst it is not yet proven that the majority of visitors base their decision-making or pay a premium for 'greener' products, this is increasing in importance].

The fulfilment of these programmes may be helped by two specific funding programmes from 2012 onwards - the successful Regional Growth Fund bid by VisitEngland, and Defra's RDPE programme.

7.1 VisitEngland Regional Growth Fund - Growing Tourism Locally

The Regional Growth Fund (RGF) is a £3.4bn fund with an objective of supporting projects with significant potential for long term economic growth and the creation of additional private sector jobs, in particular:

- Areas facing economic difficulties
- Areas dependent on public sector

All of England is eligible under the Regional Growth Fund, but some parts of the country, particularly where there is currently high employment, low-levels of deprivation and a vibrant private sector, may struggle to demonstrate how they meet the primary objective. Projects have to set out clearly which areas will benefit from the funding and the amounts going to each area. Administration charges are not admissible for RGF funding and should be covered by other funding sources, potentially through private sector leverage

Growing Tourism Locally

VisitEngland's successful bid to the RGF is for a project titled 'Growing Tourism Locally'. The aim of the project is to stimulate the domestic (UK) market to increase visitor spending on tourism products and services which will in turn generate job creation. It is a marketing project and is not for capital development, business support, training activity or supporting the core costs of destination organisations.

The project will grow the economic value of domestic tourism by:

- growing employment in key locations in England by increasing visitor spend by the UK population
- ensuring the impact of the Olympic Games, Cultural Olympiad, Torch Relay and Diamond Jubilee is felt outside London

The project is due to start in May 2012 and be delivered over a 3 year period. There are two key delivery strands to the project; the primary destination strand which prioritises 14 destinations and a thematic strand covering themes such as coastal, rural, heritage, business tourism.

Cumbria is named as one of the 14 Primary Destinations and will also be able to participate in the Thematic Strand activity. Cumbria Tourism is the nominated delivery partner and its responsibilities are;

- o Responsible for designing and delivering activity
- o Liaising with public and private sector partners
- o Achieving the match funding
- o Reporting to VisitEngland on progress and impacts

Cumbria will be expected to produce marketing activity to stimulate the domestic market to take more breaks in Cumbria in the three year period – and beyond, and to deliver excellent experiences whilst visitors are here.

7.2 RDPE and the Rural Economy Grant

The RDPE is a 7 year Programme (2007 – 2013) funded jointly by the EU, through the European Agricultural Fund for Rural Development (EAFRD) and the UK Government. The socio-economic elements of the RDPE are designed to enable rural economic growth and community development by delivering direct support to farmers, businesses, and communities. It has provided

£550 million since 2007 to stimulate economic growth and support community initiatives in rural areas.

The RDPE consists of 3 separate elements, referred to as axes;

Axis 1 - Improving the competitiveness of the agricultural and forestry sector

Axis 2 - Improving the environment and the countryside

Axis 3 - Quality of life in rural areas and diversification of the rural economy

Axis 1 and Axis 3 are delivered by Defra's RDPE Delivery Team and Axis 2 by both Natural England and the Forestry Commission.

The key priorities for the remainder of the RDPE programme are to:

- Improve the competitiveness of the agriculture and forestry sectors,
- Provide support for the uplands, rural broadband, skills and tourism, and
- Ensure growth of Environmental Stewardship.

The £60 million Rural Economy Grant has been established in response to the findings of Defra's Rural Economy Growth Review, which through consultation with key stakeholders and an in-depth analysis, identified large grants (of £25,000 up to circa £1 million) are needed in key business sectors to unlock significant rural economic growth.

Therefore, the Rural Economy Grant (REG) will provide grants to enable significant 'game-changing' added value performance in farm, forestry, tourism, agri-food and micro businesses in rural areas. Project applications will need to demonstrate that as a result of a grant their business will achieve a significant step change in performance (such as job creation, increased turnover, access to new markets, enhanced Gross Value Added etc). REG compliments the Farming and Forestry Improvement Scheme (FFIS) launched in November 2011, which provides small grants support (between £2,500 and £25,000) to farming, horticulture and forestry businesses.

The following REGR priority themes are supported by REG :-

- Farm Competitiveness/ Resource Efficiency
- Agri-Food
- Tourism
- Forestry
- Micro Enterprise Support (targeted at high growth/ high value sectors in Rural Growth Networks)

The principles are:

- Transformational change
- Economic growth
- Collaboration
- Additional provision and Market Demand
- Deliver long term benefit
- Value for money

Funding is for product development and not promotional activity. At the end of the project there needs to be a tangible and viable long term benefit established, which will continue without the demand for further public funding. This does not totally exclude some revenue elements such as the creation of branding and initial promotion to drive visitors to a new tourism venue as part of a wider project. Projects which can demonstrate formal, tangible and measureable links to landscape, heritage, other tourism businesses, public bodies and local food and drink are a priority.

Whilst economic modelling is a useful guide in demonstrating the economic value of a project, to be considered a priority, projects should show formal tangible and reportable effects of the multiplier benefits they deliver to other local businesses to be considered a priority. Projects which

are collaborative, innovative and support the interpretation of local landscape, heritage and wildlife are a priority.

8. Targets and Performance Indicators

It is not always possible to measure everything that we need to do but if we can we should. Here are a few of our top line targets that we are going to work hard to achieve over the period of the plan:

- Increase visitor spend from £2.01bn by 2% per annum in real terms
- Increase the numbers of visitors from 40 million by 1% per annum [with the majority of this growth coming to areas outside the Lake District National Park area]
- Increase the number of staying visitors from 4.9million by 2% per annum
- Increase occupancy levels in serviced accommodation and self catering by 1% per annum
- Increase the number of tourism related jobs from 32,573 (FTEs) by 2% per annum
- Increase the proportion of quality graded accommodation in Cumbria
- Increase the number of businesses gaining sustainable tourism accreditation including Green Tourism Business Scheme, Cumbria Business Environment Network, David Bellamy Award etc.
- Increase the number of visitor journeys made by public transport by 1% per annum

While the Destination Management Plan needs to be supported and delivered by all those involved in tourism, directly or indirectly, Cumbria Tourism will lead its implementation and will monitor and publish regular progress reports.

Much of the data to monitor these various trends and indicators is collected by Cumbria Tourism and its partners through a regular series of occupancy, business performance and visitor surveys. This data is in turn used to prepare regular volume and value statistics using the STEAM (Scarborough Tourism Economic Activity Monitor methodology).

The performance targets set out for the next few years are based on an increase in the number of visitors to the county [1% per annum] but a more ambitious annual increase in visitor spend of 2% in real terms. **This requires a performance from the industry which is higher than the growth of the UKs economy as a whole.** However given the anticipated investment programmes [with the potential for significant investment in the visitor infrastructure] across Cumbria this sort of growth should be achievable.

The DMP seeks to reinforce the strategy of increasing visitor numbers beyond the obvious tourism destinations and attractions and increasing visitor spend throughout the county. This will involve CT and its partners in focussing efforts on attracting more staying visitors in high quality accommodation, raising occupancy levels across the stock and generating higher levels of spend [again by raising the quality of shops, restaurants, attractions throughout the year].

9. Future Investments and Plans - Priorities for Action

The various investment projects and plans for developing the visitor economy across Cumbria over the next 2-3 years have been identified by Destination Partners and set out in detail in the extensive tables from page 25 onwards in this document. They are broken down both by Delivery Area and by the key themes in the Tourism Strategy for Cumbria 2008-18: these are

- Core Landscape/Environmental Schemes
- Visitor Experiences and Events
- Infrastructure projects such as Accommodation, public realm and customer service
- Marketing Projects

Each project or programme listed also identifies the lead body, partner organisations and the stage of development which each schemes has reached (where known). Inevitably the list is very long and to some extent 'aspirational'. Some of the projects require a substantial amount of public or gap funding before they can be taken forward or become viable in the longer term. For this reason the Destination Management Plan attempts to identify and prioritise some of the larger scale projects which are seeking public funding support.

The prioritisation process has taken place in two ways: a light touch review by Destination Management partners at the DMP Workshop held at Rheged on February 9th 2012 and a more in depth appraisal of major projects (£0.5m+) using criteria set out in appendix 2 of this document.

At the DMP workshop, delegates were assigned to an appropriate geographical group, and asked to identify the three projects in their area that they felt would be most crucial to developing the visitor experience, or will most affect the visitor economy in 2012-2014. In addition they were asked to consider issues that should be given a higher priority than they are currently afforded.

The top three priority projects/themes for each of the groups were ~

Cumbria Countywide

- ◆ Cultural Renaissance
- ◆ Connected Cumbria (Broadband Project)
- ◆ Marketing and Branding for Cumbria - the Lake District
- ◆ Toilets and Tourist Information Centres (TICs)
- ◆ Sustainable Transport

Carlisle and Hadrian's Wall

- ◆ Hadrian's Wall Country Access, Interpretation and Signage Programme
- ◆ Carlisle City Centre Business Improvement District (BID)
- ◆ Development at Moot Hall, Brampton as an improved tourism gateway

Western Lakes

- ◆ Destination West Cumbria - overall delivery for Western Lake District – under umbrella of sustaining and developing a youthful destination:
- ◆ Festival / Events programme following Taste Cumbria model of 3 year with workforce development, marketing and cluster activity
- ◆ Cycling – co –ordination of routes , infrastructure and promotion
- ◆ Adventure Sport – West Lakes Xtreme , sports festival , adventure capital activity, golf , water skiing

Barrow and South Lakeland

- ◆ Local Sustainable Transport Fund/Lake District Sustainable Visitor Travel programme/projects
- ◆ Windermere Waterfront and associated projects
- ◆ Headlands to Headspace Morecambe Bay project
 - Developments at Allen Bank
 - Premier Inn for Barrow and Kendal expansion

Eden and the North Pennines

- ◆ Lowther Castle developments
- ◆ Penrith Cycling Hub
- ◆ A Green Eden
 - Upfront Puppet Theatre and Museum
 - South Tynedale Railway Development project

Issues that were felt should be given higher priority included:

- ◆ Accommodation for locals (including tourism staff)
- ◆ Public transport
- ◆ Car parks (both additional capacity and more visitor friendly charging methods)
- ◆ Developing skills for the industry

- ◆ Traditional agricultural shows, showcasing local heritage, food and drink
- ◆ Local distinctiveness, distinctive products and experiences
- ◆ Attract and disperse tactics to ensure that all parts of the county benefit from the visitor economy
- ◆ Farm tourism as a strategic driver for the county
- ◆ West Cumbria Transport infrastructure (e.g. trains on Sunday, evening bus links, cable cars Ravenglass linking village to Muncaster, circular bus routes, cycle hubs, viaduct for cycle routes Ravenglass to Eskdale, electric car hubs, ferry terminal linking Scotland/Isle of Man, Carlisle Airport)

Larger scale investment proposals were subjected to a more detailed assessment process (as set out in Appendix 2) and discussed by Cumbria Tourism's Policy Working Group.

9.1 Major Tourism Investment Proposals

The flagship tourism projects emerging from the 'long list' and with a good prospect of progressing in the next 2-3 years are set out in the table below. These have been assessed against factors such as strategic fit, deliverability, value for money, job creation and sustainability (see Appendix 2)

Project	Location	£m	Description/projected completion
Roman Maryport	Maryport	£6.3m	Development of Museum, Camp Farm visitor orientation and major interpretive works.
Lowther Gardens & Castle	Lowther	£12m	Development of Lowther Gardens and Castle, including 121 acres of historic gardens, children's adventure play area, restored sculpture gallery, visitor centre, education and events facility. Works well underway. Site open for visitors
South Lakes Wild Animal Park	Dalton	£4m	Major extension to the park which will provide for enhanced access, parking, animal enclosures, children's play area and further visitor facilities.
Windermere Steamboat Museum	Windermere	£7.5m	Major development of a revitalised museum and visitor facilities on the edge of Windermere.
Hadrian's Wall Signage and cycleway	North and West Cumbria	£1m+	Comprehensive signage and interpretation scheme for the World Heritage site together with new off road section of cycleway between Maryport and Allonby
West Lakes Xtreme	Cleator Moor	£18m	Indoor Adventure Centre proposed for Cleator Moor offering Ice climbing, canyoning, indoor high ropes, caving, kids snow room and clip and climb facilities.
GoLakes Travel	South East part of Lake District National Park	£6.9m	Range of initiatives to increase the scope for visitors to travel around the Lake District without using the car. Includes increased range of bus services, integrated ticketing, expansion of cycle hire facilities and better information about alternative ways to travel.

Bowness Bay and the Glebe	Bowness	£N/K	An enhancement and redevelopment programme both to lift the quality of the public realm and common land around The Glebe but also to provide opportunities for new private sector hotel and retail investment
Green Eden	South West Eden District		Second phase of a programme to develop the Eden Valley as a destination known for its Responsible Tourism Offer. This involves improving the environmental performance of tourism businesses and offering a wider range of cycling, nature and walking opportunities.
Keswick Museum and Art Gallery	Keswick	£1.7m	Bringing the 19 th Century Arts & Crafts style building up to modern standards to provide a dynamic new interpretive experience for visitors and residents, relating the story of Keswick and the Northern Lakes and incorporating an Education Centre.
Carlisle City Centre Business Improvement District	Central Carlisle	£0.25m p.a.	Initiative to raise additional funding from Carlisle City Centre business community to extend the range of festivals and events, public realm works, marketing etc
Connected Cumbria	Cumbria wide	£multi million	A programme starting in 2012 to roll out superfast broadband to all communities and businesses in Cumbria
Cumbria's Festivals and Events Programme	Cumbria wide	£ N/A	An ongoing programme of new and expanded Festivals and Events throughout the year to draw visitors to the county (including 'traditional' Agricultural and Sports Events and the more contemporary such as the Lakes Alive programme)

Whilst the prioritisation work above has no 'statutory' significance it will assist funding agencies such as DEFRA and Heritage Lottery in the allocation of scarce resources over the next two years. DMP partners will seek to deliver as many of the schemes and campaigns set out in the long list below as time and resources permit. Where additional resources are required we would recommend that the priority and flagship schemes identified above take precedence – these are the projects which will do most to grow Cumbria's Visitor Economy and deliver the world class visitor experience that is required to maintain the county's status as the UK's premier rural tourist destination.

2012-2014 TOURISM INVESTMENT PROPOSALS IDENTIFIED BY PARTNERS (categorised by the Cumbria Tourism Strategy priorities, i.e. the Core; the Basics; the Visitor Experiences; and Marketing)

A. Breakdown of Proposals by Delivery area –

1. Barrow & South Lakeland The Core - Looking After the Landscape

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
Windermere Reflections	<p>A series of projects which form part of the Windermere Reflections HLF programme. These include</p> <p>Secret Windermere: 5 public events exploring tranquillity in the Windermere catchment, including a celebration event in the autumn of 2013.</p> <p>Restore the Shore: Addressing reed bed decline</p> <p>Winderclean: Cleaning the shoreline</p> <p>B4 Network Development: Learning about Landscape Heritage</p> <p>Access to Windermere Western Shore: Physical and intellectual access to western shores of Windermere.</p> <p>Floating Story: Information and Understanding about the landscape and heritage in Windermere Catchment</p> <p>Greener Boating: Educating boat users to behave responsibly</p> <p>Leads and Partners: Various including, Windermere Reflections, LDNP, Friends of the Lake District, South Cumbria Rivers Trust, National Trust, Environment Agency, FBA</p>	£N/K	3
The Glebe	<p>A project which will improve the visitor experience on the Glebe as part of the overall master plan. See also flagship list above.</p> <p>Submission of Heritage Lottery Application likely in 2012/13.</p> <p>Lead: SLDC Partners: LDNPA, CCC</p>	N/K	1
Distinctly Dales	<p>Sense of place project; Distinctly Dales will work with local people and businesses to draw out those qualities that make each of our areas different and interesting and show how they can be used for more effective marketing.</p> <p>Lead: YDNPA Partners: Nidderdale AONB</p>	£20,000	3
Dales Tourism	<p>Strategic group of tourism businesses and organisations which will develop the tourism strategy and action plan for Europarc re-accreditation for the Yorkshire Dales National Park and Nidderdale AONB</p> <p>Lead: YDNPA Partners:</p>	£6,000	2
Morecambe Bay Nature Tourism network	<ul style="list-style-type: none"> Developing nature tourism business network around Morecambe Bay Developing nature tourism itineraries linking businesses to wildlife sites Providing resources to enable businesses to interpret and use natural assets of Morecambe Bay area in their marketing <p>Lead: Morecambe Bay Wildlife Network Partners: Arnside & Silverdale AONB Partnership, Morecambe Bay Partnership, RSPB, National Trust, Bay Tourism Association</p>	£40,000	1/2

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
Futurescapes	<ul style="list-style-type: none"> Conserving and enhancing landscapes of Morecambe Bay area and promoting socio-economic benefits of a high quality landscape and rich wildlife resource EU LIFE Communications funded staff post starts Jan 2012 with remit to develop wildlife tourism networks <p>Lead: RSPB Partners: Morecambe Bay Wildlife Network</p>		3
Morecambe Bay Nature Improvement Area	<ul style="list-style-type: none"> Conserving and enhancing limestone and wetland landscapes of Morecambe Bay area for wildlife Linking and adding value to other initiatives Developing nature tourism networks Developing woodfuel economy Improving spatial evidence base to inform work <p>Reached Stage 2 of national application process. Outcome expected mid February.</p> <p>Lead: Arnside & Silverdale AONB Partnership Partners: Morecambe Bay Wildlife Network plus local authorities</p>	£600,000	2
Morecambe Bay Local Nature Partnership	<ul style="list-style-type: none"> Funding confirmed from Defra's Local Nature Partnership Capacity Building Fund to carry out feasibility work to establish a Morecambe Bay Local Nature Partnership <p>http://www.defra.gov.uk/environment/natural/whitepaper/local-nature-partnerships/</p> <p>Lead: Morecambe Bay Partnership Partners:</p>	£20,000	1
Morecambe Bay Headlands to Headspace HLF Landscape Partnership Scheme	<p>The Headlands to Headspace project aims to make the Bay better appreciated and inspire and engage local people in looking after its special and distinctive features. It will seek to bring together natural and cultural heritage and create new opportunities for visitors from near and far to explore, enjoy and learn about this fascinating landscape.</p> <ul style="list-style-type: none"> celebrate the Bay's unique cultural heritage and stunning landscapes support local people to restore and reconnect wildlife habitats, protect the tidal islands and study birds and seals develop the railway stations as hubs to access key sites improve disabled access provision support education projects and oral history looking at the traditions of fishing in the Bay support joint work between Lancaster Maritime and Barrow Dock Museums and community training in archaeology, surveying, safeguarding monuments and habitat <p>Lead: Morecambe Bay Partnership Partners: Various</p>	Awarded £100K for a development phase which runs Jan 2012 to July 2013. This will be followed by 5 year delivery phase starting late 2013.	2
Love Your Lakes	<p>This is a 3 year project working with tourism providers in particular accommodation businesses to reduce phosphate outputs from laundry and dishwashing. This project is taking place in the Windermere Catchment. There is also ongoing work on this project in Bassenthwaite Catchment.</p> <p>Lead: Nurture Lakeland Partners: Windermere Reflections</p>	£40,000	3

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
Low Carbon Tourism	<p>A 3 year project to reduce the carbon outputs of the tourism sector, creating a beacon area for low carbon tourism. This will be done by supporting businesses and a range of low carbon tourism projects in the target areas. These projects will include; projects to reduce food waste in the food and drink sector; reduce energy usage in the accommodation sector; reduce environmental impacts in the self-catering sector.</p> <p>Lead: Nurture Lakeland Partners: LDNPA, National Trust</p>	£500,000	1

1. Barrow & South Lakeland

The Basics: Accommodation, Public Realm, Customer Service

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
Premier Inn Barrow	<p>Construction of new Premier Inn and public house at North Road, Barrow adjacent to Dock Museum</p> <p>Lead: Whitbread Partners: Barrow Borough Council (landowner)</p>	Tbc	1
Barrow Multi-storey car park	<p>Refurbishment</p> <p>Lead: Barrow Borough Council</p>	£810k	1
Premier Inn Extension-Kendal	<p>37 bedroom extension to the Premier Inn in Maude Street, Kendal</p> <p>Lead: Lake District Estates</p>	£2.5m	2/3
Travelodge, Ulverston	<p>Proposal for a new Travelodge Hotel behind Booths at Canal Head, Ulverston</p>	tbc	2
Shop Front Grant Scheme	<p>Grant scheme for SMEs in Town Centres of Dalton & Barrow. Phase 1 £300,000 proposed phase 2 further £100,00</p> <p>Lead: Barrow Borough Council Partners: Town centre SMEs</p>	<p>Phase 1 £300,000 Phase 2 £100,000</p>	<p>Phase 1 3 Phase 2 2</p>
Shop Front Improvement Scheme	<p>A small grant scheme to help improve the environment and make it more attractive for shoppers. This has been piloted in Kendal and is now in extended to Ulverston, Broughton in Furness, Grange, Coniston, Milnthorpe, Sedbergh, Dent and Kirkby Lonsdale.</p> <p>Lead: SLDC Partners: Parish Councils, Chambers of Trade</p>	£45,000	3
Highgate Public Realm Project	<p>A public realm improvement project for the Highgate Area of Kendal. This follows on from improvements to Kirkland undertaken last year and is designed to uplift the area. This will be implemented in mid 2012</p> <p>Lead: CCC/SLDC Partners: Kendal Town Council</p>	£349,000	3
Hawkshead	<p>Public Realm Improvements in Town Square</p>	£2,000 to date	1

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
	Lead: Hawkshead Parish Council Partners: SLDC/CCC/LDNPA		
Sedbergh Townscape Initiative	This project includes: Purchase of community building, Environmental Improvements in Joss Lane car park, including proposals for a community square. Other environmental projects across the town centre. Lead: Sedbergh Parish Council Partners: SLDC/YDNP/Sedbergh School, CCC/ Traders/	£30,000 on feasibility study	2
Kendal Park and Walk	Park and Walk project to encourage people to access and explore the town. Using private sector car parks and new branding for the project Lead: Kendal Futures Partners: K Village/Kendal College/Kendal Town Football Club	£1,000	2
Dales Tourism Business Network	Informal and free to join network for tourism businesses. Runs series of events, newsletters and provides information to businesses. Lead: YDNPA Partners: Nidderdale AONB		3
Lake District Sustainable Visitor Travel Programme	Deliver a range of projects against the schedule defined in the Local Sustainable Transport Fund (LSTF) bid. There are nine projects within the LSTF bid, to be delivered by Dec 2015, which include improvement to public transport services, information and marketing. Lead: CCC Partners: LDNPA, Windermere Lake Cruises, Stagecoach, Mountain Goat, NT, CT, Electric Bike Network, Common Wheels		3
Arnsdale and Silverdale AONB website	Providing information resource about things to do, what to see, where to stay, how to get here including downloadable walking and cycling routes, where to see wildlife etc. Lead: Arnsdale & Silverdale AONB Partnership Partners:	£5,000 per annum	3
Arnsdale and Silverdale AONB Information centre Arnsdale Station	Open 9am-1pm and 2-4pm weekdays, providing basic visitor information including leaflets, walk routes, travel info, etc. at small information centre at Arnsdale station Lead: Arnsdale & Silverdale AONB Partnership Partners:		3
Headlands to Headspace (H2H)	The Headlands to Headspace project aims to make the Bay better appreciated and inspire and engage local people in looking after its special and distinctive features. It will seek to bring together natural and cultural heritage and create new opportunities for visitors from near and far to explore, enjoy and learn about this fascinating landscape. Improvements to access <ul style="list-style-type: none"> o audit of links from stations to key sites (2012 & 13) o provision of trampers (2014 onwards) o small physical improvements to secure more fully accessible routes Lead: Morecambe Bay Partnership		

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
Bowness Bay and The Glebe Public Realm	<p>Partners: various</p> <p>Public realm scheme to lift the quality both of the common land and the infrastructure of marina facilities, car parks, highways, footpaths and spaces around the Glebe and Cockshot Point. This will include improved access to Windermere lake.</p> <p>Lead: LDNPA Partners: SLDC, National Trust, Cumbria CC, Private sector</p>	N/K	1
Windermere Waterfront Programme	<p>Range of projects to improve the public realm and attract new investment around the shores of Windermere. These include</p> <ul style="list-style-type: none"> Waterhead Public Realm Low Wood Conference Centre Lake District Visitor Centre at Brockhole Windermere Steamboat Museum Bowness Bay and The Glebe Fell Foot Country Park Sustainable Transport on Windermere <p>(Some of these projects are listed separately)</p> <p>Lead: LDNPA Partners: Various including SLDC, English Lakes Hotels, Lakeland Arts Trust, WLC, National Trust</p>	N/K	Various stages
Low Wood Bay Conference Centre, Ambleside.	New 600 seat Convention/Conference Centre at Low Wood Bay for English Lakes Hotel Group. Detailed scheme approved April 2012	£4.5m	2
Claife Heights	<p>Restoration of the Viewing Platform and associated information and facilities</p> <p>Lead: National Trust Partners: LDNPA</p>	N/K	2
Romans by the Rivers	<p>Part of the Windermere Reflections Programme. Project aims to consolidate and protect the gatehouse foundations, commanders house and headquarters inside the Roman Fort at Ambleside</p> <p>Lead: Windermere Reflections</p>	N/K	2

1. Barrow & South Lakeland

The Visitor Experiences: Outdoor Adventure, Heritage and Culture, Food and Drink, Events

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
South Lakes Wild Animal Park	Major extension to the park which will provide for enhanced access, parking, animal enclosures, children's play area and further visitor facilities. Lead: South Lakes Wild Animal Park	£4m	2
Renewal of jetty	Renewal of jetty at Roa Island Lead: Barrow Borough Council Partners:	£159,500	1
Forum 28, Barrow	Refurbishment Lead: Barrow Borough Council Partners:	£35k 2012/13 £18k 13/14	1
Dock Museum, Barrow	Environmental Measures to protect collection Lead: Barrow Borough Council Partners:	£63k	2
Zip Trekking Course, Grizedale Forest	Run by Go Ape the Zip Trekking course will take customers on a tour of the forest, walking between zip lines and then zipping across a valleys in pairs on parallel zip wires. This is repeated over 5 zip wires finishing close to the Grizedale centre. Lead: Go Ape Partners: Forestry Commission	£150k	2
Art Roots Grizedale Forest	Art Roots Grizedale is a major new commissioning programme designed to reinvigorate Grizedale Forest as a centre of international excellence for art in the environment. The programme will activate three main project areas: 1. The Ridding Wood Trail 2. The Millwood Trail 3. Cycle Roots Grizedale The new work will demonstrate the Forestry Commission's commitment to working with innovative contemporary art and will establish a direction and ensure a sustainable future for sculpture at Grizedale Forest. Lead: Forestry Commission Partners: Arts Council England, Jerwood Foundation		1
Forest Segway, Grizedale Forest	Run by Go Ape activity visitors will explore the forest on the latest in green technology – self-balancing electric segways. Starting from the Grizedale centre visitors will access the forest via a gently graded multi user route which will connect to a number of circular options all returning to the centre. Lead: Go Ape Partners: Forestry Commission	£100k	1
Family Cycling, Grizedale Forest	In order to make family cycling more accessible at Grizedale we will be creating a family cycling route. Initially this will be part of the multi user route which will also be used as part of	£150-200k	2

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
	the Segways and walkers. Further into the circuit the trail will link to the Cycle Roots Grizedale project. Lead: Forestry Commission Partners:		
Grange Outdoor Pool	Part of the Berners redevelopment project. Council and partners currently considering how best to take this forward as a potential safe leisure space, following its recent listing Lead: SLDC Partners: Grange Town Council		1
Kendal Festival of Food	Food and drink festival for Kendal and surrounding districts. This is planned for October 2012 Lead: SLDC/Kendal Futures/CAMRA Partners:	£8,000	2
Action for Market Towns National Conference	Kendal to host the national AMT conference which will be held in October 2012. Estimated delegates 250. Estimated economic benefit: £100,000 + Lead: SLDC Partners: Kendal Town Council, Kendal College and Kendal Futures.	£15,000	3
Sir John Barrow's Cottage, Ulverston	Historic 17 th century cottage which was the birthplace of Sir John Barrow. Requires restoration to enable it to be opened more frequently. Links to the Hoad Monument, which was recently restored. Lead: Ulverston Town Council Partners:		1
Furness Abbey, Barrow	Investigation of the causes of movement in the East end of the Abbey church ruins and the underpinning of the ruined walls Lead: English Heritage Partners:	£ several million	
Pennine Bridleway	New long distance National Trail including a 52 mile section through the Yorkshire Dales National Park (small section in Cumbria), and a continuation within Cumbria. Lead: YDNPA Partners: Natural England		3
Local food project	Proposed project which will link the Dales Countryside Museum collection to an understanding of the production of food in the Dales from the Medieval through to the present day, and how modern day production can benefit the area and other businesses. Pilot project now underway in Hawes. Lead: YDNPA/YDMT Partners:		1
Brockhole High Wire	Introduction of a high wire visitor experience at Brockhole – May 2012. Lead: LDNPA Partners: Private sector		3
Arnsdale and Silverdale AONB Events	Annual events programme including programme of guided walks, talks, full day events and festivals e.g. Wildflower festival	£5,000 per annum	1-3

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
	Lead: Arnside & Silverdale AONB Partnership Partners:		
Fell Foot – Gateway to the South Lakes	Aspiration is to establish Fell Foot as a primary destination in the Lakes, transforming the visitor offer and acting as a hub to promote the wider Lake District experience. Potential to link to other attractions via water transport, etc. Lead: National Trust Partners:	Tbc	1
Allen Bank	To open this NT property to the public for the first time. Allen Bank was the home of William Wordsworth and Canon Rawnsley, both figures strongly associated with the Lake District. We will be engaging with the public to develop our ideas for the property and its future offer. We would like it to become a space for relaxation and reflection in the heart of Grasmere. Lead: National Trust	Tbc	2
Wordsworth Trust, Grasmere	Preparation of a Masterplan to improve visitor access and orientation around the Dove Cottage and Wordsworth 'Campus'. This should provide the basis for new investment proposals and bid for HLF/arts Council support in the site and its visitor offer. Lead: Wordsworth Trust	n/k	1
Sustainable Outdoor Events	This is currently a one year project working with key event organisers in the Windermere Catchment to ensure that major outdoor events are operated in a sustainable manner. The project aims to increase local procurement by event organisers and create the conditions for Windermere to increase the number of events on offer without damaging the environment. Phase 2 of this project will secure funding to repeat the work with event organisers across the whole of the Lake District Lead: Nurture Lakeland Partners: Windermere Reflections	Phase 1 £10,000 Phase 2 £12,000	2
Olympic Torch Relay Celebration and London 2012 Festival - 21 st June 2012.	A night of celebration on the Glebe, Bowness on Windermere with the arrival of the Olympic Flame, sponsors shows, and the first event in the Lakes Alive programme for 2012 - On the Night Shift. This is one of the opening events of the London 2012 Festival and features Les Commendos Percu (France) in a newly commissioned show. Lead: South Lakeland District Council Partners: LOCOG, Kendal Arts International, Cumbria Tourism, LDNP, Cumbria County Council, private sponsors and others	£200,000	3
Great North Swim	An event held over 3 days on Windermere in June 2012 attracting some 10,000+ competitors Lead: Nova International Partners: LDNPA, SLDC, CT, EA	N/K	3

1. Barrow & South Lakeland Marketing - the Means to an End

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
Islands of Barrow	Production of the Islands of Barrow Tour Leaflet Lead: Barrow Borough Council Partners: Artgene & Associates	£20k	2
Kirkby Lonsdale Love the Lune	A project in Kirkby Lonsdale to promote the town more extensively and link in with neighbouring villages along the Lune Valley. Lead: SLDC Partners:		
Marketing Kendal	Kendal Coach Guide Kendal Sense of Place – new design New attractions group working together with a cultural tourism campaign. Lead: Kendal Futures Partners:		
Invest in South Lakeland	A programme of work to encourage more investment into South Lakeland following the publication of the LDF. This is across all businesses including tourism businesses. Also linked to Explore South Lakeland site featuring strategic arts organisations and What's On Guide. An Invest in South Lakeland conference will be held in March 2013. Lead: SLDC Partners: LDNPA	£10,000	3
The Visitor	Key annual publication covering the YDNP and including events and festivals. In 2012 will also include accommodation. Lead: YDNPA Partners:	£14,000	3
www.yorkshiredales.org.uk	Website of YDNPA with strong customer focus. Important source of visitor information. Also includes www.cyclethedaes.org.uk and www.mtbthedaes.org.uk . Lead: YDNPA Partners:	£16,000	3

2. Western Lakes (Allerdale and Copeland) The Core: Looking After the Landscape

Project	Description	Expenditure	Stage (K1= Early Feasibility; 2= Developed Design; 3= Implementation)
Solway Wetlands Landscape Partnership Scheme	<p>The Solway Wetlands Partnership Scheme has been in Development Phase submitted a bid in December 2011 to Heritage Lottery Fund. The project, due to start May 2012 and finish 2015 is currently worth approximately £3 million, of which £1.8 million will be from HLF.</p> <p>The essence of the project is to conserve the landscape of the Solway Plain, an area that has a low visitor base but plenty to offer those who want a tranquil break or to indulge in heritage or nature. A traditional barn at Bowness on Solway will be restored to incorporate a visitor centre explaining about the peat bogs, their rare value and history. A heritage attraction will also be created at Holme Cultram Abbey using existing Grade 11 listed buildings for people to experience live archaeology and the impact of the Cistercian monks' on the area. To encourage people to stay longer a lookout tower at Glasson Moss will be created, varied events programmes, new interpretation and apps, a temporary and mobile exhibition in conjunction with Tullie House on peatlands.</p> <p>Lead: Solway Coast AONB Partners: RSPB, Cumbria Tourism, Natural England, Environment Agency, Cumbria Wildlife Trust</p>	£3million	2/3
Solway Coast AONB Annual North Cumberland Style Hedgelaying Competition	<p>A competition set in the Solway Coast AONB annually in February, to allow demonstration, competition, and training in this unique style of hedgelaying in North Cumbria.</p> <p>Lead: Solway Coast AONB Partners: Friends of the Lake District, Solway, Border and Eden LEADER, EARDP, FWAG,</p>	approx £7k over 2 years	3
Ehen Valley development	<p>Project that aims to open up walking and cycling routes along the Ehen river valley, linking Egremont and Cleator Moor to Wild Ennerdale and increasing the outdoor offer, as well as the local tourism infrastructure. Current stage is working to map the existing infrastructure and walking/cycling routes along the Ehen valley, developing a Green Infrastructure plan and identifying strategic routes for development. The project links to both the current development of an extreme sports centre in Cleator Moor, linking the indoor adventure to the outdoor active pursuits, plus the Ennerdale Hub project which is creating visitor facilities on the back of Wild Ennerdale.</p> <p>Lead: Regen NE Copeland Ltd Partners: Egremont and Area Regeneration Partnership, Groundwork Trust, Copeland BC, LDNPA, West Cumbria Tourism and Ennerdale Hub</p>	£5,000	1
Wasdale Enhancements	Parking and toilets at Wasdale Head to cater for the influx of walkers and three peaks challenge visitors	N/K	2/3

2. Western Lakes (Allerdale and Copeland)

The Basics: Accommodation, Public Realm, Customer Service

Project	Description	Expenditure	Stage (K1= Early Feasibility; 2= Developed Design; 3= Implementation)
Solway Coast AONB Discovery Centre, TIC, and Events	<p>Provide updated information about the special landscape and the need to care and protect it, leaflets, web, Solway Coast Discovery Centre and TIC. To provide an evolving showcase/gateway for the AONB covering all of its assets</p> <p>Use the Discovery Centre as a focal meeting point for information provision within the AONB</p> <p>Timescale 2011 – 2012 onwards</p> <p>Lead: Solway Coast AONB Partners: Various (ABC, CT, TIC, Discovery Centre, STAG, CT, etc)</p>	<p>Estimated cost 2011/12 £60,000 per year inc staff</p>	3
Copeland Coastal Initiative – Environment and Access project	<p>Copeland's four amenity beaches have held the Quality Coast Awards for two years. To help retain these Awards public realm improvements are being planned at each beach. A Copeland Coastal Design Guide was produced in September 2011 to help inform these improvements which are dependent on attracting match funding. Key projects identified include new environmentally friendly toilets at Silecroft beach; a new art trail at Haverigg foreshore and improvements to the foreshore at Seascale and St. Bees.</p> <p>Lead: Copeland Borough Council Partners: Parish Councils, Beach Groups</p>		1/2
Ennerdale Hub	<p>The project aims to create a visitor/ community hub for the Wild Ennerdale valley, combining visitor information and signposting with a local produce outlet/ community shop and base for the Wild Ennerdale project. The project is currently linked to visitor accommodation and food at the local community run pub, and is looking at the potential to expand the accommodation offer in Ennerdale. The project aims to utilise environmental technologies to create energy for the scheme and community.</p> <p>Lead: Ennerdale Community Hub/ Ennerdale Parish Council Partners: Wild Ennerdale (Forestry Commission, National Trust, United Utilities, LDNPA), Regen NE Copeland, Copeland BC</p>	<p>Next stage - £100-£150,000</p>	1/2 - fundraising to launch June 2012
Creation and development of South Copeland Tourism Community Interest Company	<p>The development of a grassroots tourism partnership which meets the needs of the local area, primarily between the Duddon Valley and Eskdale. Employment of a full-time tourism development officer to deliver a programme of 'community-led' tourism development. Including:</p> <ul style="list-style-type: none"> • Business support and training for tourism businesses • Creation of an effective network of tourism businesses 	<p>£144k over 3-years (2010-13).</p>	3

Project	Description	Expenditure	Stage (K1= Early Feasibility; 2= Developed Design; 3= Implementation)
	<ul style="list-style-type: none"> Development of volunteer or business led tourism events including: Beer 'n' Bangers, Western Lake District KiteFest, Black Combe Walking Festival, Heritage Open Days and Millom Christmas Festival. <p>Current funding ends in 2013.</p> <p>Lead: South Copeland Tourism CIC Partners: Millom Network Centre, West Cumbria Tourism, Ways into Successful Enterprise, Copeland Borough Council.</p>		
The Lake District' Wild Beach. Refurbishment of Silecroft toilets and car park.	<p>Silecroft is the only bathing beach within the Lake District National Park. The beach holds a quality coast award and is ideal for adventure sports such as kitesurfing, sea kayaking and sand yachting. This project aims to improve significantly the quality of the public spaces around the beach with improvement of the existing car park, toilet block (potentially with space for a new business) and improved equestrian access.</p> <p>Lead: Copeland Borough Council Partners: LDNPA, Whicham Parish Council, South Copeland Tourism CIC</p>	Tbc	1
Haverigg Beach path access improvements	<p>Haverigg beach is a family-friendly bathing beach holding a quality coast award. This project seeks to create a new art path along the beach front to an existing sculpture.</p> <p>Lead: Copeland Borough Council Partners: Haverigg Primary School, South Copeland Tourism CIC, Millom Town Council</p>	Tbc	2
Development of 100 holiday static caravans at Port Haverigg Holiday village, visitors centre and cafe.	<p>Port Haverigg and Butterflowers holiday villages are the largest source of overnight visitors in South Copeland. Currently, most of these caravans are leased on a long term basis. It is home to Cumbria's only full-speed waterskiing venue. This development will increase the number of weekly let self-catering accommodation, touring caravans as well as further facilities for visitors.</p> <p>Lead: Port Haverigg Holiday Park Partners:</p>	Unknown	2
The Wellbank project, Bootle	<p>Wellbank, a development of around 60 homes and visitor accommodation provision, focusing on renewable energy and sustainable design. Featuring a lake and enhanced wildlife habitat, combined with a micro-generation business hub. The site was previously a MoD accommodation base and is 12.5 acres.</p> <p>Lead: Private developer Partners: Wellbank CIC, Bootle Parish Council, Bootle Community Plan Steering Group, Lake District National Park Authority, South Copeland Tourism CIC, Copeland Borough Council,</p>	excess of £12million	1/2
Bootle BMX track	<p>A community led youth venture providing a new BMX facility for young visitors to the area. The track should be complete early 2012.</p>	£44k	2/3

Project	Description	Expenditure	Stage (K1= Early Feasibility; 2= Developed Design; 3= Implementation)
	<p>Lead: Bootle Parish Council Partners: Bootle Community Plan group, Copeland Borough Council, Lake District National Park Authority</p>		
Solway walking and cycling hub	<p>Improvements to the infrastructure and provision of information to enable the Solway to become a cycling and walking hub based around the communities and the main long distance cycling routes e.g. Hadrian's Cycle Way and Rievers cycle way and Hadrian's Wall National Path Trail. This will include phased improvements for the section of the Hadrian's Cycle Way between Maryport and Silloth, planned for 2012, and provision of a new section of National Coastal Access Path (through Natural England) from Allonby To Maryport, timescale over 3 years. New publication 'Solway Coast Rambles, Five circular Walks around the Roman Frontier' also provides circular walks around the World Heritage Site Zone.</p> <p>Lead: Hadrian's Wall Heritage for Cycleway and Booklet Partners: Solway Coast AONB, Cumbria County Council, Defra, Natural England, Allerdale Borough Council</p>	£700,000 for Hadrian's Cycle Way, Booklet approx £5,000	2/3
Cockermouth Main Street Public Realm	<p>High Quality enhancement of the public realm in Main Street, Cockermouth – one of the finest of such streets in Cumbria. Along with the high quality materials, extensive interpretation has been included especially of the Wordsworth connection.</p> <p>Lead: Cumbria CC plus Cockermouth Flood Recovery Partners:</p>	£2m approx	2
Network of on and off road cycle routes in West Cumbria, linking Maryport, Workington, Whitehaven, Cleator Moor	<p>The routes have been constructed over the last 20 years with Derelict Land Grant funding and over the last 5 years (and ongoing) with Land Reclamation Programme (NWDA) and ERDF. Traffic free routes which include parts of the C2C, Hadrian's Cycleway and the Rivers route. This project connects to the project to improve Hadrian's Cycleway.</p> <p>Lead: CCC Partners: Various</p>	N/K	3
Round Thirlmere Cycle Route	<p>The scheme will create a continuously way-marked family-friendly cycle route around the United Utilities reservoir. Where possible these will be traffic free. Cumbria Highways are to deliver A591 road crossings.</p> <p>Lead: CCC Partners: LDNP, United Utilities, CT</p>	£500,000	
Seascale to Gosforth Cycle Way	<p>This is a proposed traffic free cycle way linking the villages of Seascale and Gosforth along the line of the existing highway. The idea originated from both Parish councils who have approached CCC and Sustrans to develop the proposal who would deliver the scheme with CCC.</p>	£400,000	

Project	Description	Expenditure	Stage (K1= Early Feasibility; 2= Developed Design; 3= Implementation)
	Lead: CCC Partners: Parish Councils, Sustrans		
Destination West Cumbria	<p>Improving the quality of the Visitor Experience through the promotion of quality accreditation programmes, training in visitor welcome and business excellence including:</p> <p>Bespoke Welcome excellence course "You're Welcome to Western Lake District"</p> <p>Thematic and area based tourism business Clusters: Coast, Food & Drink, Events and festivals, Attractions, Business Tourism, Heritage, Accommodation</p> <p>"The Business" A business improvement package which provides Western Lake District businesses with subsidised value for money benefits including quality training, accreditation and marketing and PR support through Cumbria Tourism and destination specific marketing activity.</p> <p>Lead: West Cumbria Tourism Partners: Copeland BC, Allerdale BC, BEC, Derfa RDPE, Cumbria Tourism, private sector</p>	£279,000	3
Keswick TIC	Planned improvements to the TIC and Outdoor Hub at the Moot Hall, Keswick Lead: LDNP Partners: Allerdale BC	N/K	2

2. Western Lakes (Allerdale and Copeland) The Visitor Experiences: Outdoor Adventure, Heritage and Culture, Food and Drink, Events

Project	Description	Expenditure	Stage (K1= Early Feasibility; 2= Developed Design; 3= Implementation)
Roman Maryport	<p>The restoration and conversion of historic farm buildings into galleries within which there will be interpretation emphasising the relevance of the story of Roman Maryport to contemporary audiences. It will showcase the existing Netherhall Collection and create a continuous programme of live archaeological excavation. The development will firmly anchor the Hadrian's Wall World Heritage site on the west coast of Cumbria and in so doing make a major contribution to the environmental, economic and social future of Cumbria's coastal communities.</p> <p>The Roman Maryport Project Board has resolved to explore options for a first phase of development based on currently secured funding for the project of £5-6 million. The Project</p>	£6,300,000	2

Project	Description	Expenditure	Stage (K1= Early Feasibility; 2= Developed Design; 3= Implementation)
	<p>Board was clear that it wanted to see the overall vision retained but that it wanted completion of a first phase by March 2014. During 2012/13, assuming that detailed funding, sought at the end of 2011 have been approved, detailed design, tendering and start of work on site will take place.</p> <p>Lead: Hadrian's Wall Heritage Partners: Cumbria County Council, Senhouse Museum Trust</p>		
End of the Wall Centre Bowness on Solway	<p>We are actively seeking to secure a private sector development partner to create a sustainable visitor attraction to mark the beginning/ end of the Hadrian's Wall Path National Trail that provides for the needs of trail walkers and other visitors to the area. The development would provide visitor centre accommodation of up to 613m² comprising café, lavatory facilities, farm shop and exhibition/ museum with associated holiday accommodation.</p> <p>Lead: Hadrian's Wall Heritage Partners: HWHL is seeking a development partner for this project</p>	C £2,000,000	2
Ravenglass and Eskdale Implementation Plan	<p>Improvement to Signage and Interpretation in Ravenglass & Eskdale. A Study is planned to explore in detail the work needed including public realm improvements, signage and interpretation, access improvements and a coordinated marketing drive.</p> <p>Lead: Hadrian's Wall Heritage Partners: Romans in Ravenglass stakeholder group</p>	£25k	1
Florence Mine Creative Hub	<p>A new arts and creative industries hub in the former shower block of the last deep haematite ore mine in Europe. A community cinema, gallery, artist in residence programme, digital film making and editing suite, and workshops from paint making using the distinctive pigment and 'upcycling'.</p> <p>Lead: Egremont and Area Regeneration Partnership Partners: Grizedale Arts, Copeland Borough Council</p>	£200,000	3
Copeland Coastal Initiative – Coastal Events Programme	<p>There are currently a host of events that celebrate Copeland's coast, organised by a range of organisations. Copeland BC organise events like the Copeland Kitesurf and give support to other events. In 2012 Copeland BC is co-ordinating a Coastal Wildlife Festival, Coastal Landscape Photography Competition and Heritage Open Days with support from our Coastal Partnership members. A programme of events will be supported over the 5 year coastal initiative.</p> <p>Lead: Copeland Borough Council Partners: Copeland Coastal Partnership</p>		2
Copeland Coastal Initiative – Interpretation Project	<p>Copeland BC plan to improve interpretation all along the coast to enhance the visitor experience and tell the story of the coast. This will be co-ordinated with partners. External funding is required.</p> <p>Lead: Copeland Borough Council</p>		1

Project	Description	Expenditure	Stage (K1= Early Feasibility; 2= Developed Design; 3= Implementation)
	Partners: Cumbria County Council, Parish Councils, WCTP, National Trust, LDNPA, RSPB, Natural England, Land owners		
West Lakes Xtreme	<p>The project will create an internationally significant Extreme Sports Centre for Cleator Moor and West Cumbria. The centre will be a world first, by offering a combination of activities that are nowhere else combined in such quantity and quality within one attraction, including:</p> <ul style="list-style-type: none"> • Britain's first (and the world's second) Canyoning Centre; • The biggest Ice Climbing Wall in the world; • The second Clip and Climb facility in Europe; • The world's first dedicated Kids Snow Room; • The longest Artificial Cave in the UK; • The first Indoor High Ropes course in the Lake District. <p>The facility will complement and add to the Lake District Adventure Capital offer, as well as contributing to key strands of the Britain's Energy Coast Blueprint. The Centre will play a major role in driving the regeneration of Cleator Moor and supporting a vibrant local economy, increasing skills and job opportunities. The Centre will be a nationally significant facility.</p> <p>The total build costs are currently estimated at around £18M (£10.7M capital build and £7.2M fit out). These costs forecast that around £4.5M will be required in gap funds to ensure the project is commercially viable and attracts private sector investment.</p> <p>Lead: Regen NE Copeland Ltd Partners: Copeland BC, Cumbria CC, Cumbria Tourism, LDNPA, Private sector</p>	£53k spent to date; application for £805k for project development submitted to ECWC, with £4.5M against capital gap	1/2
Green MTB Trail, Whinlatter	<p>The Green trail will add to the mountain bike trail network at whinlatter, starting from the trail head near the bike hire centre the route will travel 5.7km through the forest. The trail will be designed and engineered to a high specification and open up the forest to families and all ages. It will provide access by mountain bike, wheelchairs, segways, hand bikes and electric bikes.</p> <p>Lead: Forestry Commission</p>	£600,000	2
Downhill MTB Trail, Whinlatter	<p>The development of an extreme mountain bike trail utilising the terrain at Whinlatter. There is potential to host National Competitions and to provide a business opportunity for uplift of users, transporting them back up to the top of the hill using a vehicle and trailer.</p> <p>Lead: Forestry Commission</p>	£250,000	2
Support programme for Copeland Agricultural shows	<p>Agricultural shows are an important part of the fabric of our rural communities. They are important social gatherings and a celebration of rural life, as well as providing economic benefits through tourism.</p> <p>This project will seek to bring these events into the 21st century with improved marketing. South Copeland Tourism CIC and the Copeland Community Fund are working with four key shows in Copeland (Gosforth, Black Combe Country Fair, Eskdale and Millom & Broughton shows) to</p>	Tbc	2/3

Project	Description	Expenditure	Stage (K1= Early Feasibility; 2= Developed Design; 3= Implementation)
	<p>help them benefit from local funding opportunities, work together to share ideas and resources and develop a 3 to 5 year development plan.</p> <p>Lead: South Copeland Tourism CIC Partners: Copeland Community Fund</p>		
South Copeland Events programme	<p>The development of a new programme of a sustainable community-led tourism events programme for Millom and the surrounding villages. Including:</p> <ul style="list-style-type: none"> • Beer 'n' Bangers Festival • Black Combe Walking Festival - a new food & drink festival within 20 pubs, butchers and eateries. • Western Lake District KiteFest – a large land-based kite festival at Haverigg • Beach and wildlife activities <p>Lead: South Copeland Tourism CIC Partners: Copeland Borough Council</p>	£15k over 3 years 2010-2013	3
Mid-Copeland Electric Bicycle Network	<p>Plans to establish a pilot cycling 'hub' for West Cumbria, based at Muncaster Castle. The project will consist of a fleet of 5 electric bicycles in 2012 hired out. It will comprise of a network of 8 charge points in Ravenglass, Eskdale, Gosforth and Wasdale (cafes, pubs, tourist attractions). They will be interlinked by a network of scenic cycling routes that will be mapped and marketed to users (these routes will be approved by local residents).</p> <p>Lead: Muncaster Ltd Partners: South Copeland Tourism CIC, LDNPA, Electric travel CIC</p>	£30k	1
South Copeland Adventure leaflets project	<p>A set of walking leaflets will be developed with local volunteers to promote 'walks from the railway', 'wild walks in the Western Lake District, 'Beer 'n' Bangers ale trails' and 'Mountain biking on Black Combe and the Duddon Valley'.</p> <p>Lead: South Copeland Tourism CIC Partners: Adventure Capital UK</p>	£37800	3
Norman Nicholson Poetry Paths Project	<p>Norman Nicholson was Cumbria's most influential poet in the twentieth century. He was born and bred in the town of Millom in West Cumbria and his work relates the industrial and natural landscape of the area.</p> <p>This project aims to promote and interpret the work of Norman Nicholson through the installation of inscribed pieces of rock along a trail. This will be interpreted through audio headset / MP3 downloads and the use of QR codes as well as a print guide.</p> <p>Lead: South Copeland Tourism CIC Partners: Heritage Lottery Fund, Millom Heritage Museum, Norman Nicholson Society</p>	£45k	1
Beacon New Gallery 2012	<p>Currently at Stage 3 for creation of a new Medieval Gallery at The Beacon. Installation taking place during 3 weeks mid January to early February and gallery opens February half term.</p> <p>Budget allowed for is £105K</p>	£105K maximum budget	3

Project	Description	Expenditure	Stage (K1= Early Feasibility; 2= Developed Design; 3= Implementation)
	<p>Lead: Copeland Borough Council – Beacon, Arts & Tourism Services</p> <p>Partners:</p>		
Beacon New Gallery 2013	<p>Currently at Stage 1 for creation of a new gallery at The Beacon – location and subject still to be defined. Finances already available due to Beacon's Sinking Fund.</p> <p>Lead: Copeland Borough Council – Beacon, Arts & Tourism Services</p> <p>Partners:</p>	£105K maximum budget	
Silloth Green	<p>Improvements to the heritage features of Silloth Green, general improvements to the entire wider Green.</p> <p>Lead: Silloth Town Council</p> <p>Partners: Cumbria County Council, Heritage Lottery Fund, RDPE, Allerdale BC.</p>	£1.5m	3
Off road cycle routes in west Cumbria	<p>Maps and leaflets to provide increased understanding of the routes.</p> <p>Lead: CCC</p> <p>Partners: Various</p>	N/K	3
Haig Colliery Mining Museum	<p>Project to restore former colliery building and new build visitor centre to exhibit the coal mining and coastal heritage of West Cumbria, including steam engine restoration, arts venue, educational and meeting rooms and activity programme.</p> <p>Lead: Haig Colliery Mining Museum</p> <p>Partners: Heritage Lottery Fund, Copeland Community Fund, WREN, Garfield Weston</p>		
Keswick Mountain Festival	<p>Annual Festival taking place across several venues in Keswick attracting outdoor enthusiasts to lectures, films and outdoor events</p> <p>Lead: Private Sector (Bluestone)</p> <p>Partners: various sponsors</p>	N/K	3
Energetic Coast Adventure sports festival	<p>To promote the Western Lake District as the premier destination for adventure sport in Cumbria and the UK, positioning South Copeland and Whitehaven as the gateway to these adventure activities. This three-year programme will focus on three key areas of activity:</p> <p>1.The Energetic Coast Sports Festival The Energetic Coast will offer an alternative to the existing outdoor events in the northwest of England. It will present a new family orientated, multi sports format. The event will offer a range of different sporting activities for many levels of participation over 3 or 4 days. It will be family orientated, providing excellent value and entertainment.</p> <p>2. Workforce Development Programme.</p> <ul style="list-style-type: none"> • Programme of workshops to develop the existing adventure tourism industry and visitor welcome • Training of local sports ambassadors • Re-skilling West Cumbrian economic actors and 	Approx £650,000	1

Project	Description	Expenditure	Stage (K1= Early Feasibility; 2= Developed Design; 3= Implementation)
	<p>businesses to work in the adventure tourism sector</p> <ul style="list-style-type: none"> • An Adventure Tourism summit to allow the industry to come together and discuss the major opportunities for adventure tourism development in West Cumbria. <p>3. Adventure Tourism cluster work</p> <ul style="list-style-type: none"> • A West Cumbrian adventure tourism cluster group will be developed • Provide networking events for West Cumbrian Adventure businesses. • Deliver promotional activity with cluster group businesses to raise the profile of Adventure Tourism in West Cumbria outside of the county. <p>Lead: West Cumbria Tourism Partners: Copeland Borough Council, South Copeland Community Tourism, Team Nutrition, British Energy Coast.</p>		
Destination West Cumbria	<p>A two year programme of activity to raise the quality and awareness of the tourism offer in West Cumbria. Destination West Cumbria acts and delivers for communities and businesses involved in delivering the visitor experience in Western Lake District.</p> <p>Aims to:</p> <ul style="list-style-type: none"> • Build a strong brand and a world class destination • Maximise assets - coast, heritage, food & drink • Maximise staycation trends and develop our strong visiting friends and relatives offer • Maximise on the huge range of 'free' experiences – getting away from it all, rest and relaxation, beautiful scenery, pretty villages, free attractions and activities such as walking and cycling • Maximise our event culture <p>Lead: West Cumbria Tourism Partners: Copeland BC , Allerdale BC , BEC, Defra RDPE, Cumbria Tourism , private sector</p>	£788,000	3
Rosehill Theatre Redevelopment	<p>A major redevelopment of Rosehill Theatre is planned with final design work in late summer 2012 and construction starting in May 2013. The designs received planning and listed building consent in December 2010.</p> <p>The redevelopment has a number of main objectives, including:</p> <ul style="list-style-type: none"> • Redeveloping the Theatre's outdated north wing, kitchen and bistro to provide contemporary new front of house, exhibition space and refreshment facilities, an enlarged foyer and a new restaurant; • Renovating the historic, silk-lined theatre and foyer area designed by Oliver Messel; • Creating a new outdoors Courtyard Theatre performance space, with a retractable awning; • Creating accessible facilities to all but the circle in the main theatre; 	£2.2m	2

Project	Description	Expenditure	Stage (K1= Early Feasibility; 2= Developed Design; 3= Implementation)
	<ul style="list-style-type: none"> • Renovating the Theatre's adjacent Barn, providing a home for creating art and for work with young people and the community; • Providing a new Theatre entrance, opposite the car park which will also be re-planned and landscaped; • Landscaping and walkways to link the Barn with the main Theatre building, for greater spatial coherence and operational efficiency. <p>Lead: Rosehill Theatre Partners : Arts Council, Copeland Community Fund, BEC</p>		
Whitehaven Old Town Townscape Heritage Initiative (THI)	<p>Regenerate the Conservation Area of Old Town Whitehaven through the delivery of a Townscape Heritage Initiative. The specific objectives are:</p> <ul style="list-style-type: none"> • Revive two "bookend" landmark buildings in the YMCA and Market Hall. • Improve frontages of other properties (shop fronts, facades, roofs, curtilages) • Improve accessibility (public realm, removal of clutter) • Develop use of heritage as a community resource (education, training, events and owner support) <p>Timescale: Develop detailed application April 2012- September 2012. Deliver scheme April 2013- April 2018.</p> <p>Lead: Copeland Borough Council</p>		1
Programme of events and festivals	<p>Including:</p> <ul style="list-style-type: none"> • Jennings Five Rivers • Maryport Blues • Solfest • Eskdale Beer Festival • Nuts in May (family friendly boutique music festival) • Muncaster Hallowe'en and Christmas events <p>Lead: Various Partners: Various</p>		3
Keswick Museum and Art Gallery Trust	<p>To provide a dynamic new interpretative experience for visitors and residents relating to the story of Keswick and the Northern Lakes natural and cultural heritage.</p> <p>Lead: Keswick Museum</p>	£1.8m	3

2. Western Lakes (Allerdale and Copeland) Marketing - the Means to an End

Project	Description	Expenditure	Stage (K1= Early Feasibility; 2= Developed Design; 3= Implementation)
Copeland Coastal Initiative – Promotional Materials.	<p>A Coastal Activities in the Western Lake District leaflet was produced in 2011 with Cumbria Tourism and the Sports Economy Partnership. Building on this we are in the process of producing a coastal heritage walks leaflet and coastal cycle rides leaflet.</p> <p>Lead: Copeland Borough Council Partners: Tourism, South Copeland Tourism Partnership, WCTP</p>		2
Destination West Cumbria	<p>Developing a distinctive Sense of Place for West Cumbria through greater exposure in website and print marketing activity, a co-ordinated programme of festivals and events, orientation for visitors and vigorous PR activity.</p> <p>Lead: West Cumbria Tourism Partners: Copeland BC , Allerdale BC , BEC, Defra RDPE, Cumbria Tourism , private sector</p>		3

3. Eden

The Core: Looking After the Landscape

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
EUROPARC Charter for Sustainable Tourism in Protected Areas	Secure the Charter for the North Pennines AONB (see www.european-charter.org for details). The outcome for this project is a widely agreed sustainable tourism strategy (5-year Action Plan) that develops and promotes the AONB as a green destination. 2012-13 – Develop process, 2013-14 – Develop strategy & action plan, 2014-15 finish developing strategy & action plan and apply for Charter. Process will be steered by the AONB Partnership's Sustainable Tourism Working Group (which includes Cumbria Tourism). Lead: North Pennines AONB Partnership Partners: Cumbria Tourism, Visit County Durham, Northumberland Tourism, LAs, tourism businesses, tourism associations/networks, local communities	Tbc	1
South Tynedale Railway Development Project	Large project to: 1) Extend the line to Slaggyford 2) Improve the sustainability of STRPS 3) Develop a new South Tynedale Railway Discovery Centre (at Alston), interpretation along the line and at stations Bid has been submitted to HLF (via NE) – decision expected first quarter 2012 Lead: South Tynedale Railway Preservation Society Partners: North Pennines AONB Partnership, CREA, HLF	£3m+	1
A Green Eden	A 2.5 year project aimed at promoting Eden as a sustainable visitor destination. Project completion date October 2013. A Green Eden aims to develop the Eden Valley as a destination known for its responsible tourism offers. Work is focusing on improving the environmental standards of businesses, developing 'green tourism' products, including cycle tourism, nature and walking tourism. The final stage of the project will be to market the offers and the destination to the consumer. We are at the product development stage at the moment. Lead: Nurture Lakeland Partners: EDC/CT/Steering Group members	Total project 2011-13, £176,000	3
Penrith Cycle Hub	Application submitted to the RDPE for 15 month project to investigate, assess and develop the market opportunities associated with the further development of Penrith as a cycling hub. (2012/13 project). Now approved. Lead: Nurture Lakeland Partners: EDC, CCC, local businesses		3
Aira Force Visitor Experience	Improving the visitor experience at Aira Force, providing new paths and access Lead: National Trust Partners:	Tbc	1

3. Eden

The Basics: Accommodation, Public Realm, Customer Service

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
North Pennines Pocket Guide	Production of annual guide promoting sustainable, nature-based and outdoor recreation tourism in the North Pennines alongside highlighting the area's special qualities, and supporting the local economy. Lead: North Pennines AONB Partnership Partners: Tourism businesses	£10,000 pa	3
Askham Hall Hotel and Gardens	Askham Hall Hotel and Gardens aspires to showcase its character and identity as a country house and gardens rich with over 700 years of history through a change of use to become a country house hotel, gardens and tea room. In the heart of the Lowther Estate in a beautiful part of the Lake District, the hotel and gardens will offer a high quality visitor experience that is centred on the existing sentiment of the grade 1 listed building. The proposal is to turn the existing house into a hotel and then convert previously agricultural buildings to add a wedding barn, additional accommodation and a small spa subject to funds. It is envisaged the project will create upwards of 30 – 40 jobs. Planning permission has been applied for and is likely to be determined in the planning meeting at the end of January. Lead: Lowther Estate Partners:		2
Inn on the Lake, Glenridding	Significant hotel extension proposals for Inn on the Lake to provide additional suites and leisure facilities. Scheme planning approval in March 2012 Lead: Lake District Hotels	N/K	2
Brough to Kirkby Stephen Cycle Way	A Cumbria County Council route alongside the A685 linking the two towns Lead: CCC Partners:	£660,000	
Kirkby Stephen TIC	Community led project to take over management and running of TIC Lead: UECP project, EDC Partners: Local businesses		2
Penrith pedestrian and Movement Project	Improvement to the public realm in Penrith. (Implementation of 1 st phase Oct 2012, later stages of design and implementation depend on available finance. Lead: Vitality of Penrith Partners: EDC, CCC, Penrith Chamber of Trade and Commerce	£200,000 for phase 1	3
Secure Cycle Storage Project	As part of the successful Vitality of Penrith (VOP) bid to the RDPE, one element is to install secure cycle storage in Penrith and associated publicity to market the scheme. 2 year project to be delivered by Jan 2013. (Links with Pedestrian and Movement study and CCC Sustainable Transport Project).	£15,000 over two years	1

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
	Lead: EDC Partners: EDPE/ CCC/ Eden cycling initiatives group/ Nurture Eden		
Boutique hotel and technology park	Eden District Council is applying for a grant from the Local Enterprise Partnership (LEP) to transform an area of land next to the M6 at Penrith into a renewable energy and ecology park, with a boutique hotel, wind turbines and biomass plant. A golf course, hydro-electric schemes, a theatre, festivals and a sculpture park could all be part of the plans.	n/k	1

3. Eden

The Visitor Experiences: Outdoor Adventure, Heritage and Culture, Food and Drink, Events

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
Eden Local Food (working title)	This project is intended to develop and support local food and drink sectors/businesses and community activities e.g. food festivals, routes to market, celebrations etc.) Lead: North Pennines AONB Partnership/Eden District Council Partners: Green Eden/Nurture Lakeland, Cumbria Tourism, Leader	c£20-30,000 (tbc)	1
Adventure Alston (working title)	Exact nature of this project is still to be worked out but it's likely to include a mainly web-based facility that is backed up by a database of activities and providers. It's also likely to include the development of a North Pennines trail running guide with a private sector partner. Lead: Cumbria Tourism (AdCap project) Partners: North Pennines AONB Partnership	c£10,000 (tbc)	
Interpretation, trails and itineraries	A series of geological interpretation and trails will be produced, including: Alston geology trail (2012); Whitesyke and Bentyfield Mine (2012); Dufton Geological Trail (2012); Scordale Geological Trail (2012); Geltsdale RSPB Reserve Geological Trail (2013); Hartside Viewpoint panel (2012). In addition an 'easy access guide to the AONB' is being produced (2012). A series of 6 car-free itineraries are also in production (2012). Lead: North Pennines AONB Partnership Partners: Various depending on individual trail/project	up to £20,000pa	2/3
North Pennines Astronomical Observatory project	Investigation into the potential to create an astronomical observatory in the AONB and act on findings if appropriate. Development building on the special quality of our dark skies which raises the profile of the area, supports school/community participation/education and supports the local economy. Could link into dark sky accreditation for the	Tbc	1

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementa tion)
	AONB. Lead: North Pennines AONB Partnership Partners: Tbc		
North Pennines Electric Bikes (working title)	Investigate the potential to create a structure for electric bike hire/use in the AONB and act on the findings if appropriate. Scoping study and fund raising 2012-13. Establishment of first hire points/charging stations 2013-14 (if applicable). Lead: North Pennines AONB Partnership Partners: Friends of the North Pennines, tourism businesses, Cumbria Tourism, Visit County Durham, Northumberland Tourism	Tbc	1
Brough Castle	EH has provided new interpretation boards for the castle. Funding from Higher Level Stewardship Scheme for further improved facilities Lead: Natural England Partners: Local farmer, English Heritage	£10,000 approx	
Lowther Castle and gardens	The finished scheme will create a free to access visitor centre in the stable courtyard, which is next to and almost as large as the Castle. The visitor centre will offer shopping, eating, education and orientation facilities. The first floor of the stables will become holiday apartments. Extensive enhancements to the historic parkland A car park will serve the castle, grounds and parkland. Lead: Lowther Castle Trust Partners: LDNPA, EDC, CT, local residents and businesses	£12m	3
Food promotion	New project to include promotion of local produce, eateries, farmers markets, suppliers and events. Lead: Partners: Nurture Eden, EDC, North Pennines AONB, CT, Local businesses, NW Foods?		1
Olympic Torch relay	Torch arrives in Eden 20/6/2012. Funding opportunities from EDC Community fund. Lead: EDC Partners: Brough Parish Council, Appleby Town Council, Penrith representatives, Local residents, Local businesses		
Upfront Puppet Theatre & Museum, Unthank	New purpose built theatre to hold up to 140 people -1st of its kind in England to host various events including puppet shows, touring puppet theatre groups, workshops and include a young people's theatre company. New puppet museum to display Upfront's collection of puppets plus borrowed collections. Hope to start building in March 2012 with completion Summer 2012. Lead: Upfront Arts Ltd. Partners: Arts Council, funding also from Solway Border& Eden Leader Programme, sponsorship from local individuals/businesses	£300,000	3
Little Augill Cooks Cookery School at	Augill Castle has run a children's cookery school since 2007. So successful has it been that this year they launched on the back of it a young chef competition for Cumbrian school children in conjunction with other sponsoring hotels across		1

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
Augill Castle, Kirkby Stephen	<p>Cumbria . Now, with the steadily increasing profile of the project there are plans to extend the cookery school out of the castle's existing kitchens (where it co-exists along side our regular food and drink provision) into a dedicated teaching kitchen. With this the Castle would be able to offer more frequent and bigger classes to both children and adults and work more effectively in partnership with local schools.</p> <p>The plans would involve the conversion and re-fitting of part of the coach house at the back of the castle as a teaching kitchen and would support the long term strategy of raising skills locally and retaining local talent to support the future of the hospitality industry in Eden.</p> <p>Funding has not yet been secured but the business model is well established and a healthy demand for the project exists. An expression of interest has been submitted to the RDPE.</p> <p>Lead: Augill Castle</p>		
Brougham Hall - the Lord Chancellor's Den	<p>Project to create new facilities at Brougham Hall to provide access to and display their historic archive.</p> <p>Lead: Brougham Hall Trust</p>		2

3. Eden Marketing - the Means to an End

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
Marketing Sense of Place	<p>The Marketing Sense of Place programme's strategic vision is to engender within visitors a sense of discovery of, a greater understanding of and a stronger emotional link to, the county's rich and deep heritage and tradition, set against our spectacular landscape, through the communication of the county's character and distinctiveness at a local level. The program will both celebrate the county's uniqueness and challenge and refresh visitors' perceptions of the destination. The grant was to support both the production of leaflets and web pages, but also social networking and other new marketing media to achieve the delivery of the vision.</p> <p>Lead: Cumbria Tourism Partners: CT and Sense of Place Communities/Business Groups</p>	£108,760	3
Sense of Place Toolkit for tourism	Produce (in collaboration with tourism businesses) a sense of place toolkit to enable/empower businesses to send positive messages about the special qualities of the area and its various	c.£6-8,000 (tbc)	1

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
businesses	<p>designations and to help businesses develop, draw upon and enhance the 'green visitor' potential of the AONB.</p> <p>Lead: North Pennines AONB Partnership Partners: Tourism businesses, Cumbria Tourism, Visit County Durham, Northumberland Tourism, Leader</p>		
Our Land NE England	<p>In December 2011 Defra announced (as part of their Rural Economy Growth Review) the provision of up to £1m for a new sustainable rural tourism initiative based on the 'Our Land' approach in the South East (see www.our-land.co.uk for details). It's unclear at the time of writing (Dec11) exactly what geographical area will be covered and exactly what shape the project will take. Details will be fleshed out in early 2012. It's placed in 'Marketing' because Our Land in the SE is principally an online portal for experiences/accommodation in Protected Landscapes which contribute to conserving and enhancing the natural beauty of the landscape. However elements of this project could be about infrastructure improvements/product development/strategy development – all tbc.</p> <p>Lead: National Association for AONBs Partners: North Pennines AONB Partnership, Northumberland Coast AONB Partnership, Northumberland National Park, AONBs/National Park in Yorkshire & the Humber (possibly) and perhaps Lincolnshire Wolds AONB and Responsible Travel</p>	up to £1m (spread across the AONBs/National Parks in the NE/Yorkshire & Humber) - tbc	1
New visiteden website	<p>A new 'out of house' website to promote Eden as a holiday destination – to be launched Easter 2012</p> <p>Lead: EDC Partners: Tbc</p>	£6,000	1
Publication production	<p>Series of publications promoting Eden as a holiday destination covering towns, villages and activities</p> <p>Lead: EDC Partners: Parish and Town Councils/ Local tourism organisations/ Tourism businesses</p>		2/3

4. Carlisle and Hadrian's Wall

The Core: Looking After the Landscape

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
Heritage at Risk	<p>With an aim to remove as much of Hadrian's Wall as possible from the Heritage at Risk register this project will dramatically improve aspects of physical and Intellectual access on its way to safeguarding the monument.</p> <p>Lead: Hadrian's Wall Heritage Partners: National Trust, English Heritage, Natural England</p>	£500,000	3
Connecting People – Big Lottery	<p>Working on bring people together from along the contrasting communities adjacent to Hadrian's Wall this project will engage urban and rural, young and old, long established and recently arrived communities to share experiences, trade skills and tell their stories to the world</p> <p>Lead: Hadrian's Wall Heritage Partners: Numerous community bodies across the corridor</p>	£120,000	1
World Heritage Community Champions	<p>Building on the valuable work already done and demonstrated by prior volunteer activity along Hadrian's Wall this project will broaden the opportunities for people to get engaged in the landscape and heritage of the area while enhancing their personal and employability skills</p> <p>Lead: Hadrian's Wall Heritage Partners:</p>	£200,000	2
Landscape Partnership	<p>A major partnership project focusing on the improvement of the cultural and natural heritage of the Hadrian's Wall corridor numerous outputs are forecast including physical and intellectual access improvements with community engagement and skills development opportunities</p> <p>Lead: Hadrian's Wall Heritage Partners:</p>		1

4. Carlisle and Hadrian's Wall

The Basics: Accommodation, Public Realm, Customer Service

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
Hadrian's Wall Country Access/Interpretation/ Signage programme	<p>An Access/Interpretation/Signage programme with the community at its heart. Through a series of projects throughout Hadrian's Wall Country in Cumbria, communities and organisations will come together to improve not only the area as a place to live but also as a place to visit. Physical improvements, focused on sustainable access including public transport, improved interpretation and road signage and community derived interpretive media will develop a critical mass exploring the stories of the people and places of Hadrian's Wall Country.</p> <p>Roll out of the Hadrian's Wall Interpretation and signage strategy</p> <p>Lead: Hadrian's Wall Heritage Partners: RDPE, landfill tax</p>	£300,000	2
Hadrian's Wall Country Sustainable access programme	<p>Programme of sustainable access improvements including Hadrian's Wall Country Bus, Hadrian's Cycleway, and circular walks.</p> <p>Lead: Hadrian's Wall Heritage Partners: Cumbria County Council , Solway AONB</p>	£200,000 (without Hadrian's cycleway implementation)	2
Hadrian AD2022 Business Engagement programme	<p>The Hadrian AD2022 programme provides an opportunity for all tourism-related businesses within the Hadrian's Wall Country corridor with direct access to all Hadrian's Wall Country marketing activity.</p> <p>Additionally, the programme provides a range of business development tools from familiarisation and networking opportunities to saleable goods and services to enable income generation, and contributes to the conservation and protection of the World Heritage Site</p> <p>Only supporting participants in the Hadrian AD2022 business engagement programme will be featured within Hadrian's Wall Country marketing activity which include;</p> <ol style="list-style-type: none"> 1. Presence on www.hadrians-wall.org 2. Representation via the Hadrian's Wall Information Line 3. Presence in the Hadrian's Wall Country Holiday & Short Breaks Guide 4. Representation of product in Hadrian's Wall Country literature distribution programme 5. Skills development opportunities 6. Access to PR and communications support <p>The 2012 programme features 150 businesses, including many in Cumbria, with opportunity to connect with West Cumbria Tourism 'The Business' programme.</p>	£40,000 pa	3

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
	<p>Lead: Hadrian's Wall Heritage Partners: Hadrian's Wall Country Businesses (HadrianAD2022 programme)</p>		
Hadrian's Wall Country Locally Produced and Know Your Hadrian's Wall Country.	<p>Network of local producers (food, drink, crafts) who all share the Hadrian's Wall Locally Produced brand. Gives identify and quality to the area. Working with these businesses to identify new markets, customers and brand development. "Meet the Producer" has been a very successful venture, providing a day out for important buyers to meet local producers to see their operations at first hand. This has led to significant orders being placed.</p> <p>Know Your Hadrian's Wall Country is a series of one day training events designed for Hadrian's Wall Businesses (B&Bs, hotels, producers) on subjects like geology, history, farming, photography, etc that enables these people to provide real knowledge and information to visitors and customers.</p> <p>Funding is in place for delivery in 2012/13</p> <p>Lead: Hadrian's Wall Heritage Partners:</p>	£17,000	2
Carlisle Public Realm	<p>Targeting 5 key historic buildings in Carlisle including the Railway, market cross, central plaza hotel, Methodist hall and old town hall – currently housing the tourist information centre.</p> <p>Lead: Carlisle City Council Partners: English Heritage</p>	£250,000	2
Carlisle Northern Development Route (CNDR) Cycleway	<p>A cycle way has been included in the proposals for CNDR. This will run on one side of the highway and have crossings on the major roundabouts and include the bridge crossing the Eden. CCC costs are included within the CNDR scheme.</p> <p>Lead: CCC Partners:</p>	N/K	
Hadrian's Cycleway - Missing Link	<p>An off-road section of the cycleway to be constructed alongside the B5300 around Allondy, north of Maryport. The B5300 is not considered to be safe enough to be part of the national cycle network due to the volume and speed of motor traffic. The off-road cycle link would also provide foot access to a range of visitor attractions.</p> <p>Lead: CCC Partners: Hadrian's Wall Heritage</p>	£600,000	3
Wigton Urban Cycle Network	<p>To link the major residential, recreational and educational sites of Wigton by traffic free routes. The scheme has been split into five delivery phases.</p> <p>Lead: CCC Partners:</p>	£500,000	
Roman Gateway	<p>Completion of public realm works entailing final</p>	£25,000	3

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
(Public realm)	<p>installation of way markers and interpretation and information boards. Final part of overall Roman Gateway project including new Roman Gallery within Tullie House, Carlisle</p> <p>Lead: Carlisle City Council Partners: Hadrian's Wall Heritage Ltd, Tullie House Museum & Art Gallery Trust</p>		
Moot Hall, Brampton	<p>Improvement of Moot Hall, Brampton to maximise use including interpretation and continuing occupation by a Tourist Information Centre. The TIC to be potentially delivered through Brampton Parish Council and other local groups on a largely volunteer basis.</p> <p>Lead: Brampton Parish Council Partners: Co, Brampton Economic Partnership, Carlisle City Council, Heritage Lottery Fund</p>	£70,000	1 but into 2 and 3 within 2012

4. Carlisle and Hadrian's Wall

The Visitor Experiences: Outdoor Adventure, Heritage and Culture, Food and Drink, Events

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
Queen's Diamond Jubilee Celebrations – 4 th June 2012	<p>Hadrian's Wall Heritage has secured Hadrian's Wall involvement in marketing campaigns associated with the Queen's Diamond Jubilee, and will use the event to drive new audiences to the Hadrian's Wall World Heritage Site</p> <p>Hadrian's Wall has been selected to commemorate the Queens Diamond Jubilee Celebrations.</p> <p>Hadrian's Wall Heritage will be coordinating a community led lighting of 60 beacons across the World Heritage Site. Hadrian's Wall forms part of the beacon chain which will become a symbol of unity in towns across the UK and beyond, forming a central point of focus for jubilee celebrations in Commonwealth countries across the globe.</p> <p>Locations include a variety of attraction, business and community locations throughout the Hadrian's Wall World Heritage Site.</p> <p>The 86-miles long remains of Hadrian's Wall is a UNESCO World Heritage Site and one the most significant structures of the Roman Empire.</p> <p>The Queen's Diamond Jubilee celebrations form a Bank</p>	Tbc	3

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
	<p>Holiday weekend and the celebrations will be televised on the ITV network. The Hadrian's Wall 'timeslot' is 22h10 and there is the opportunity for the events to be televised live.</p> <p>HWH seeks support of initiatives to encourage visitors to the destination during the jubilee lighting event and will engage with businesses to provide jubilee packages over the event weekend.</p> <p>All events will be led by community teams.</p> <p>Lead: Hadrian's Wall Heritage Partners: Community Groups, English Heritage, Tullie House Museum Trust, Solway AONB</p>		
<p>Hadrian's Wall Installation, London 2012 Festival Aug/Sep 2012 tbc</p>	<p>Hadrian's Wall Heritage has secured Hadrian's Wall involvement in marketing campaigns associated with the 2012 Olympics and the Olympic Torch Relay and will use these events to drive new audiences to the Hadrian's Wall World Heritage Site.</p> <p>A major new art installation for local, national and international audiences to engage with the magnificent structure of the Roman Empire's most Northern border.</p> <p>Designed by New York-based artists' collective YesYesNo with its founder member Zachary Lieberman, the work will aim to span the length of Hadrian's Wall. It will be possible to visit the art installation at different locations along the Wall, as well as remotely through digital means.</p> <p>The project will be developed in consultation with local partners with details being worked up over the next few months for delivery in the late summer of 2012.</p> <p>YesYesNo specialises in the creation of engaging, magical installations that combine creativity, artistic vision and cutting edge technology.</p> <p>The 86-miles long remains of Hadrian's Wall is a UNESCO World Heritage Site and one the most significant structures of the Roman Empire.</p> <p>Although detail is to be confirmed, it will form a spectacular public participation event, and through digital delivery will also ensure global audiences can participate.</p> <p>Teams of volunteers will be selected to aid the production – details will be announced on the application procedure.</p> <p>Lead: Hadrian's Wall Heritage Partners: LOCOG</p>	<p>£250,000</p>	<p>2</p>
<p>Olympic Torch Relay</p>	<p>Overnight stop in Carlisle on 20 June 2012 of the Olympic Torch, including animated routes through the city and entertainment in Bitts park</p>		<p>3</p>

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
	<p>Second passage of Olympic Torch through part of Carlisle en route from Dumfries to West Cumbria and ultimately, Windermere</p> <p>Lead: Carlisle CC Partners: LOCOG</p>		
LYC Garden Banks, (Brampton, Carlisle)	<p>This project involves the restoration of a garden at the LYC House, Banks, near Lanercost. Li Yuan-chia was a contemporary Chinese artist who lived and worked at Banks. In addition to developing a Museum and Gallery at the LYC House he also developed the garden and this project aims to reinstate a garden as a heritage and arts attraction for Trail walkers, cyclists and art lovers.</p> <p>Lead: The LYC Foundation Partners: Hadrian's Wall Heritage</p>	C £400,000	2
Longtown Memorial Hall	<p>The development of the Longtown Memorial Hall site into a sustainable visitor attraction with a heritage theme with possible associated retail or holiday accommodation.</p> <p>Lead: Trustees of Longtown Memorial Hall Partners: Hadrian's Wall Heritage Ltd</p>	circa £1.5 million	1
Brampton Moot Hall	<p>The Moot Hall is owned by Brampton Parish Council and used as a meeting place and part time TIC operated by Carlisle City Council. The project involves the development of the Moot Hall as an improved tourism facility.</p> <p>Lead: Brampton Parish Council Partners: Hadrian's Wall Heritage, Brampton Economic Partnership, Brampton Business Association, Carlisle City Council</p>	Approx £200,000	1
Carlisle Castle	<p>Installation of new introductory exhibition to the castle</p> <p>Lead: English Heritage Partners:</p>	£100,000	2
Carlisle Castle: Cumbria's Military Museum	<p>Moving the museum to Alma Block in the outer ward and redeveloping the displays.</p> <p>Lead: Kings Own Royal Border Regiment Museum Partners: HLF</p>	£900,000	2
Events Prospectus	<p>Production of an updated outdoor events prospectus (to include the Radio 1 Big Weekend success) aimed at attracting small and large scale events to the area.</p> <p>Lead: Carlisle City Council Partners:</p>		1

4. Carlisle and Hadrian's Wall Marketing - the Means to an End

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
<p>Hadrian's Wall Country - North and West Cumbria Strategic Marketing, Community and Interpretation Initiative</p> <p>Jan 2012- December 2014</p>	<p>This is a project that will deliver an integrated and strategic marketing programme to raise the profile of North and West Cumbria and Hadrian's Wall Country via a programme of marketing and community engagement and product development initiatives, and firmly establish and associate North and West Cumbria with the international Hadrian's Wall Country brand.</p> <p>Opportunities lie in the development of historical storylines related to celebration of the unique landscape and nature tourism offer incorporating the areas unique coast and countryside, as well as developing Christian heritage links and integration of genealogy tourism through further interpretation of the Border Reivers story, all connected to the living history legacy of Roman rule through the UNESCO inscribed international Frontiers of the Roman empire World Heritage Site at Hadrian's Wall. It will make Hadrian's Wall Country the visitor destination for Nature/Eco based tourism.</p> <p>The marketing of Hadrians Wall Country, Solway Coast and West Cumbria will provide a fully integrated route for business participation, whilst showcasing the development of new capital development visitor attractions, access to the countryside and interpretation of the Frontiers of the Roman Empire World Heritage site.</p> <p>Core outputs of the campaign will be:</p> <ul style="list-style-type: none"> • Hadrian's Wall Country brand building and sense of place development • Development of the Hadrian's Wall Country product offer within north and west Cumbria • Encouragement of Nature based tourism • Community involvement through training/skills development and volunteer opportunities • Integration of walking and cycling opportunities linked to wider access through public transport • Extension and adoption of local produce and integration with the Taste Cumbria programme <p>Linking the investments in the public realm in Silloth, the HW Cycleway project, Cumbria Skills.</p> <p>Lead: Hadrian's Wall Heritage Partners: RDPE, Solway Coast AONB, Hadrian's Wall Country Businesses (HadrianAD2022 programme)</p>	<p>£150,000</p>	<p>2</p>
<p>Hadrian's Wall Country Destination Marketing Strategy</p>	<p>Working in partnership with VisitEngland and VisitBritain, Hadrian's Wall Country will be featured in marketing campaigns aimed at both domestic and international visitors in 2012.</p> <p>Hadrian's Wall Heritage will deliver campaigns to ensure</p>	<p>£100,000 pa</p>	<p>3</p>

Project	Description	Expenditure	Stage (Key 1= Early Feasibility; 2= Developed Design; 3= Implementation)
	<p>Hadrian's Wall Country is represented in targeted destination marketing and in a series of campaigns focusing on heritage and the countryside, set within the context of VisitEngland's three year tourism project called <i>Growing Tourism Locally</i> to stimulate economic growth and jobs. A key part of the project will be a national campaign to inspire more people to take more short breaks and holidays at home through the key themes of:</p> <ol style="list-style-type: none"> 1. Heritage 2. Outdoor activities (Walking & Cycling) 3. Nature & Wildlife <p>Hadrian's Wall Heritage has already identified key overseas markets in which the Hadrian's Wall Country marketing campaign can be focused through the worldwide VisitBritain network in the following overseas markets:</p> <ol style="list-style-type: none"> 1. Primary: North America, Australia/NZ, Germany, Netherlands – via main season campaign delivery 2. Secondary: China, Spain, Italy, France, Scandinavia – via travel trade development, targeted PR campaign and support activity <p>All our partner businesses involved in the Hadrian AD2022 programme will be represented in all of these activities</p> <p>Lead: Hadrian's Wall Heritage Partners: VisitEngland, VisitBritain, West Cumbria Tourism, Solway Coast AONB, Carlisle City Council, English Heritage, Tullie House Museum Trust, Hadrian's Wall Country Businesses (HadrianAD2022 programme)</p>		
Discover Carlisle	<p>On-going development of the Discover Carlisle website, potentially including the general business inward investment element using it as an 'umbrella' brand.</p> <p>Production of relevant publications to support the Discover Carlisle brand</p> <p>Lead: Carlisle City Council Partners: Private sector tourism businesses. Inward investment areas</p>	£30,000 per annum + print costs	2/3
Carlisle City Centre Business Improvement District (BID)	<p>Creation of new BID for Carlisle city centre retail area. Business plan likely to feature additional marketing of Carlisle as a retail / tourism destination, and support for events programme (yet to be defined)</p> <p>Lead: Carlisle City Centre BID Company (yet to be formalised) Partners: Retail and leisure businesses within city centre. Carlisle City Council</p>	c. £250,000 per annum	1 but leading through 2 and 3 within 2012 – and a 5 year business plan thereafter

B. Generic Proposals [County-wide/Lake District National Park] The Core: Looking After the Landscape

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
Farming Landscapes	<p>'Farming Landscapes' is run by Friends of the Lake District in partnership with the Cumbria Farmer Network and will run 60 events between May and October 2012 on farms. The events aim to raise awareness of local produce and the links between farming, food and the landscape. The project will also give farmers the opportunity to gain the necessary skills and confidence to develop resources and host their own public events.</p> <p>Lead: Friends of the Lake District Partners: NPA, National Trust, Westmorland Agricultural Society, Cumbria Tourism</p>	£45,000 in 2012	3
Flora of the Fells Project	<p>Running public events so people find out more about the landscape, its special qualities, its products, and how it is managed. Raising awareness & understanding – about the impacts climate change will have on fragile upland habitats & how our lifestyle choices & carbon footprints contribute towards these. During 2012:</p> <ul style="list-style-type: none"> • Working with 16 schools through Flora of the Fells each year/8 schools through the Secret Windermere Project. • Running up to 26 Flora of the Fells events – theme 'Adventure, Awareness, Action'; • Running 2 Fell Care Days; and • Establishing Fell Care pledges. <p>Lead: Friends of the Lake District Partners: Natural England, LDNPA, National trust, Nurture Lakeland, Forestry Commission, FLD Corporate Members, Wild Ennerdale, Outdoor Activity Providers, local farms and tourism businesses and expert individuals across the county</p>	£60,000 in 2012 (£100,000k + with in kind)	3
Low Carbon Tourism	<p>Deliver a priority project on low carbon tourism – scope project and secure funding by March 2012.</p> <p>Lead: Nurture Lakeland Partners: NT, LDNPA, CT</p>	£60,000	1/2
Fundraising for Managing the National Park	<p>Develop and agree strategy to increase investment opportunities that will contribute to the sustainability of the National Park. Establish an external funding sub-group to the Lake District National Park Partnership. Explore options for extending voluntary visitor payback schemes.</p> <p>Lead: Nurture Lakeland Partners: FLD, NT, ACT, Forestry Commission, SLDC, Cumbria Wildlife Trust, Business Task Force, CT, Natural England</p>		2
Fix the Fells	<p>Fix the Fells will continue as a partnership between; Nurture Lakeland, National Trust, National Park, Natural England and Friends of the Lake District. The project aims to manage upland footpath erosion through a programme of improvement, management and maintenance</p> <p>Partners: Nurture Lakeland, National Trust, National Park, Natural England and Friends of the Lake District</p>	£200,000 per annum	3
Cumbria Local Nature Partnership	<p>Formation of a Local Nature Partnership for Cumbria</p> <p>Lead: Cumbria Biodiversity Partnership Partners : LDNPA</p>	£17,000	3

B. Generic Proposals [County-wide/Lake District National Park] The Basics: Accommodation, Public Realm, Customer Service

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
Cumbria Rights of Way Network enhancements	<p>Continued programme of enhancements to the public rights of way network across Cumbria, includes partners such as LDNPA and YDNPA:</p> <ol style="list-style-type: none"> 1. Route barrier reduction e.g. replacing stiles with gates. Structure improvements e.g. widening footbridges for wheelchair access 2. Surfacing improvements. <p>Programme of physical improvement projects from user suggestions to enhance the public rights of way network and improve health, sustainable travel and social inclusion:</p> <ol style="list-style-type: none"> 3. Suite of routes for people with limited mobility, includes LDNPA and YDNPA 4. Safe off road routes for commuting/recreation/school journeys 5. Routes to promote health – link to Healthy Walk Initiatives. <p>Programme of improved signing which will provide added value to users by illustrating destination and mileage on fingerposts. These will be located at appropriate sites.</p> <p>Lead: CCC/LDNPA Partners: various</p>	£100,000 in 2012/13	2
Access and recreational opportunities for lakes, rivers and coast	<p>Access Authorities undertaking work to identify, and develop access and recreational opportunities for lakes, rivers and coast:</p> <ol style="list-style-type: none"> 1. Countywide / National – Roll out of England Coastal Trail following royal ascent of Marine & Coastal Access Act 2009. Work underway to plan, develop and implement first stretch along the Cumbrian coast from Allonby to Whitehaven 2010-14, with announcement expected by government for further roll out along the coast. 2. LDNPA – Strategic policy framework concentrating on access to and on water <p>Lead: CCC/LDNPA Partners: EA, private landowners, CT</p>	Tbc	2
Connected Cumbria	<p>Contract to roll out superfast broadband to at least 90% of Cumbria properties by 2015. Where superfast broadband cannot be provided, the CC aims to ensure all other properties have access to a minimum internet connection of at least 2Mbps. Superfast Broadband has the potential to increase business competitiveness and profitability, encourage innovation and support job creation and growth, particularly for SME's in the rural area. Delivery will be supported by funding and resources provided by Broadband Delivery Uk, Cumbria County Council, other public sector monies and the private sector. The roll out is programmed to start during 2012.</p> <p>Lead: CCC Partners:</p>		

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
Car Park Management and Improvement	<p>Deliver a network of modern car parks throughout the National Park and introduce common standards for management, enforcement, charging etc.</p> <p>Lead: CT Partners: District Councils, LDNPA, NT, UU, private sector, private operators</p>	£10,000	1
Coast to Coast Mountain Bike Route	<p>Three national parks authorities, two county councils and two tourist boards have joined together to develop a Coast to Coast mountain bike route from Foxfield to Whitby using existing rights of way. Large sections outside the three national parks are on minor roads. The route is aimed at intermediate riders and would include active families with older children.</p> <p>Lead: CCC Partners: NPAs, TBs</p>	Approx £1m	
National Trust Gateways to the Lakes	<p>Explore the potential for a number of NT sites to be inspirational 'gateway' hubs at strategic locations, acting as promoters of our Lake District experiences. They may also include visitor facilities, such as catering and retail.</p> <p>Lead: National Trust Partners:</p>	Tbc	1
North West Rural Tourism Connect	<p>A grant scheme for raising the quality of serviced accommodation in the rural parts of the county 2012-13. The programme is focused on raising design quality, environmental and business performance. It seeks to increase turnover and profitability of the businesses through increased occupancy and higher quality grading.</p> <p>Lead: Cumbria Tourism Partners: Private operators (serviced accommodation), DEFRA</p>	£300,000 in 2012-13	3
Plan for the retention of Tourism Information and Public Toilets in the Lake District National Park	<p>Preparation of plan and recommended actions to establish priority locations of information centres and toilets within the Lake District National Park.</p> <p>Lead: Cumbria Tourism Partners: District Councils, National Trust, LDNPA, CALC, Private sector</p>	None as yet	2
Electric Bike Network	<p>Establishment of a network of hire points and recharge locations for the hire of electric bikes together with complimentary marketing, servicing, and route development.</p> <p>Lead: Electric Bike Network Partners: LDNPA, Cumbria Tourism, Private operators</p>	n/k	3
Cumbria Tourism Awards	<p>Annual awards event for tourism businesses covering 14 categories which recognise excellence and innovation in their produce, service, welcome, marketing and sustainable practices. Winners go on to represent Cumbria at the VisitEngland Awards for Excellence the following year. Winners, finalists and Cumbria as a destination receive increased business levels and media promotion as a direct result of the competition. Links to Cumbria Tourism's quality improvement agenda and key themes including Taste, Adventure Capital and Culture.</p>	£25-29,000	3

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
	Lead: Cumbria Tourism Partners: Private sector organisers and sponsors		

B. Generic Proposals [County-wide/Lake District National Park] The Visitor Experiences: Outdoor Adventure, Heritage and Culture, Food and Drink, Events

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
Heritage Skills Project	North of England Civic Trust (NECT) are active in conservation and regeneration across the North East of England, North Yorkshire and Cumbria. This project seeks to link up those providing training in traditional heritage building skills with those who need the training. It will provide a network of those working in the field but seeking to up skill, those who have skills that they seek to pass on and those wishing to enter the field, and will provide a body of people to whom formal and informal training can then be offered. The programme will address the whole supply chain of traditional building skills, from professionals specifying work, to specialist trades and heritage managers. Lead: North of England Civic Trust Partners: Cumbrian partnership	£101,000	3
Fairtrade Lake District	Obtain designation for the Lake District as a Fairtrade Zone Lead: Fair Trade Foundation Partners: Business Task Force, LDNPP		3
Event Management	Develop a county-wide approach to large scale event management, promoting environmental sustainability, codes of conduct and levels of safety. Lead: CCC Partners: Lake District Local Access Forum, NT, CT, District Councils		2
Event Toolkit	Launch SORCE (Sustainable Outdoor Recreational Challenge Event) by June 2012. This is a toolkit for large scale events. Roll out SORCE across the National Park. Lead: Nurture Lakeland Partners: Private sector, LDNPA	£25,000	1
Footpaths and Lakes/Rivers/Coastal Access	Review the Access to Lakes, Rivers and Coast Strategy's annual action plan. Lead: LDNPA Partners: LD Local Access Forum, Cumbria Local Access Forum, National Trust, Yorkshire Dales NP, Forestry Commission, CT		2

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
National Trust events programme	<p>Connected to the visitor experience master-planning, we will seek to maximise the potential of National Trust events, including those which are delivered as part of national campaigns, e.g. the NT Walking Festival</p> <p>Lead: National Trust Partners:</p>		2
Visitor Experience masterplanning	<p>Identifying and testing appealing packages/themes to structure the visitor offer – eg Beatrix Potter, the Romantic Poets, etc. Also connecting with key NT themes, such as local food and the cultural heritage of farming</p> <p>Lead: National Trust Partners: Tbc</p>		1
Adventure Capital UK	<p>A programme of development, branding, marketing, event and PR support for building Cumbria's reputation as the Adventure Capital of the UK. This is run in conjunction with public and private sector partners across the county.</p> <p>Lead: Cumbria Tourism Partners: LDNPA, Local authorities, Forestry Commission, Natural England, National Trust, Active Cumbria, Outdoor Industry, ERDF and others</p>	£300,000 in 2012-13	3
TASTE Cumbria	<p>A range of marketing, events, workforce development and PR support for Food and Drink Tourism in Cumbria over the 2012-13 period. A key focus of the programme is the TASTE Cumbria Food Festival which will take place in Cockermouth over the last weekend in September 2012. In addition there will be new marketing materials and web development activity for both visitors and industry. The activity is part funded by DEFRA through the RDPE (Taste and Food Connect). The funding also supports the provision of a Cumbria Food Court at the Torch Relay Event in Bowness on the 21st June 2012 and an extension of Kendal's Festival of Food in October 2012.</p> <p>Lead: Cumbria Tourism Partners: DEFRA, Food Producers, Retailers, Allerdale BC, West Cumbria Tourism and others</p>	£325,000 in 2012-13	3
Cumbria Museums Renaissance Programme	<p>Programme of activity to improve visitor access to world class collections. Three year programme of marketing and development activity to be led by Wordsworth Trust, Tullie House Museum and Lakeland Arts Trust with funding from Arts Council NW</p> <p>Lead: Tullie House, Lakeland Arts, Wordsworth Trust</p>	£3m	3

B. Generic Proposals [County-wide/Lake District National Park] Marketing - The Means to an End

Project	Description	Expenditure	Stage (1= Early Feasibility; 2= Developed Design; 3= Implementation)
Breath of Fresh Air - National Trust marketing and communications plan for the Lake District	Raising the profile of the Trust's outdoors offer, developing a range of fresh, exciting branded collateral, including social media and on-line material (e.g. expansion of the website www.ntlakesoutdoors.org), to encourage more people to visit our sites in the Lakes and widen our appeal to new audiences Lead: National Trust Partners:	Tbc	1
National Trust visual identity visitor experience master planning and project	To create an exciting new visual identity for the NT in the Lakes, masterplanning experiences, signage, welcome and communications at our sites to enhance the visitor's experience (will also inform the Breath of Fresh Air project as above) Lead: National Trust Partners:	Tbc	1
Destination Marketing Activity	Wide-ranging campaigns with various partners in the public and private sector to market Cumbria - the Lake District out of county. Range of different tools including digital marketing, print, Top Attractions Guides, thematic campaigns, e-newsletters, PR, Familiarisation Visits etc. Lead: Cumbria Tourism Partners: Private sector, VisitEngland and others	£500,000 per annum	3
Sense of Place Marketing Campaign	Marketing programme for lesser known towns and villages in rural Cumbria 2011-13. The campaigns will feature local distinctiveness, local events and festivals and create a series of leaflets and web content backed up with marketing activity, social media and PR. Lead: Cumbria Tourism Partners: RDPE, Parish Councils, Chambers of Trade, South Copeland Tourism	£120,000 in 2012-13	3
Cultural Tourist Marketing	marketing campaign aimed at building Cumbria's reputation as a 'cultural' destination through selective marketing and promotion of museums, exhibitions, concerts, festivals and events with a regional and national appeal. Publication and circulation of a Culture Guide for 2013. Lead: Cumbria Tourism Partners: Arts Council North West, Cultural Attractions and Arts Companies	£80,000	3
LDNP World Heritage Site	Project to inscribe the Lake District as a World Heritage Site (WHS) for its cultural landscape. Potential UK nomination to UNESCO from 2013/14 onwards Lead: Cumbria CC Partners: EH, LDNP, FC and others	N/K	2/3

APPENDIX 1:

Organisations & Businesses Consulted in the preparation of the Destination Management Plan:

Allerdale Borough Council	Invest in Cumbria
Arnside & Silverdale AONB	K Village
Arts Council	Keswick Tourism Association
Augill Castle	Lake District Estates
Barrow Borough Council	Lake District National Park Authority
British Energy Coast West Cumbria	Lakes Hospitality Association
CALC	Long Byres
Carlisle City Council	Morecambe Bay Partnership
Carlisle Tourism Partnership	Muncaster Castle
Colliers International	National Trust
Copeland Borough Council	Natural England
Country Landowners and Business Agency	NFU
CREA	North Pennines AONB Partnership
Cumbria Chamber of Commerce	Nurture Lakeland
Cumbria County Council	NWDA
Cumbria Fells & Dales	Regen NE Copeland
Cumbria LEP	Rosehill Theatre
Cumbria Tourism	Royal Hotel
Cumbria Wildlife Trust	RSPB
DEFRA	SLDC
Eden District Council	Solway Borders & Eden
Egremont Regeneration Partnership	Solway Coast AONB
English Heritage North West	South Copeland Tourism Association
Environment Agency	The Rum Story
ERDF NW	University of Cumbria
Forestry Commission	VisitEngland
Friends of the Lake District	West Cumbria Tourism
Furness Enterprise	Whitehaven Town Heritage
Hadrian's Wall Heritage Ltd	Yorkshire Dales National Park
Heritage Lottery Fund	

APPENDIX 2

CRITERIA FOR APPRAISAL AND PRIORITISATION OF MAJOR PROPOSALS FOR DMP PROJECTS

The following criteria are suggested as a means of prioritising project proposals coming forward via the Destination Management Plan process. These are seen as having particular relevance not only for possible public and lottery funding but also as a means of identifying those projects which **have the potential to contribute most to the improvement of the Visitor Economy in Cumbria.**

CRITERIA	COMMENTARY
Strategic Fit	Whether the proposal can demonstrate a direct contribution to achievement of the strategic objectives of the Cumbria Tourism Strategy Cumbria Economic Plans and Visit England's priorities
Contribution to specific needs of the Visitor Economy in Cumbria	How will the proposal improve delivery of the Destination Management Plan in Cumbria? What impact will it have on; quality; seasonality; distinctiveness; brand recognition/strength; skills; customer care; public realm improvements; increased partnership working; other?
Deliverability	Is the proposal ready for implementation and completion within the specified timescale, with all obstacles and risks resolved or resolvable. What is the track record of the delivery body and is match-funding in place?
Evidence of Need	Whether there is clear evidence of market demand, opportunity or industry need for the activity [market failure]
Benefits	Clear and well defined benefits for the Visitor Economy in Cumbria and/or the tourism industry and evidence that the activity will achieve those benefits
Value for Money	Whether the proposal represents the best value way of achieving the objectives, as represented by a Business Plan or evaluation of alternatives
Sustainability	Whether the proposal is sustainable, both in environmental and financial terms in the long run, has an exit strategy from public support and has considered green/sustainable transport plans
Need for Public Support	Whether it has been established that there is a requirement for public funding to make the activity happen, or happen in a more effective or timely way and the level of either public or private sector leverage achieved
Recording and Evaluation	What arrangements are in place to record and evaluate the proposed activities? Is the proposal presented as a regional exemplar for the development and dissemination of innovation and best practice?