

SQW

BLUE SAIL ▶

LANCASTER CULTURAL HERITAGE STRATEGY  
ACTION PLAN  
2011 TO 2015

LANCASTER CITY COUNCIL

MARCH 2011

## INTRODUCTION

This Action Plan accompanies the Lancaster Cultural Heritage Strategy and indicates how its recommendations can be carried forward.

The Priority 1 Capital and Revenue projects are those the Strategy identified as having high impact and that are considered relatively feasible in the 5 year term of the Action Plan

Even so there are distinct challenges:

- ▶ The future of the Castle is bound up in decisions by others – the Courts Service, and the Duchy of Lancaster.
- ▶ The process of developing the Strategy took place primarily between March and September 2010. During that time there was a change of Government leading to decisions to abolish the regional development agencies and regional strategies, accompanied by severe curtailment of public spending. It is not yet clear in detail how this will affect investment in heritage or in the development of tourism; but together with constrained private sector investment it is likely to create a challenging environment for delivery of investment options set out in this Strategy.

Priority 2 and 3 Capital projects are included in the Action Plan. However in many cases it must be uncertain whether they can proceed in the 5 year period of the Action Plan, either because they depend on a positive market sentiment or because of the restrictions on public capital and revenue spending.

Strategy Recommendation	Lead ( <u>underlined</u> ) and Partners	When	Key Performance Indicators	Next Steps	Resource Implications and Indicative Cost Levels	Notes (including barriers)
<b>Priority 1 Capital Schemes</b>						
<b>1. Public realm – Lancaster Square Routes - revitalising historic places and routes in Lancaster City Centre</b>	<u>City Council</u> Lancashire County Council (highway authority)	1 <sup>st</sup> phase 2011-12	Footfall in designated areas  Rental values of retail and commercial properties	<ul style="list-style-type: none"> <li>▶ Review and finalise design (may need further phasing or scaling back for financial reasons)</li> <li>▶ Review of funding resources in light of new financial circumstances; external funding sought</li> <li>▶ Plans adopted by local authorities</li> <li>▶ Planning and other permissions</li> <li>▶ Contract preparation and tendering</li> </ul>	<p>Capital works estimates by QS 2010 Q2 prices £5.35m for city centre, £2.42m for Castle Precinct. City Council Capital programme 2011-12 includes £220,000; £73400 secured from S.106.</p> <p>Implication of greater long-term maintenance input .</p> <p>Funding from developer contributions, BID, external direct grants</p>	<p>City Centre including Market Place the first priority.</p> <p>.</p> <p>Feed strong images of streetscape and spaces – mix of contemporary &amp; heritage - into Brand communications and brand –building for Lancaster as Heritage City</p>

<p><b>2 Lancaster Castle –improvements on relocation of courts</b></p>	<p><u>Lancashire County Council</u></p>	<p>Negotiations now</p>	<p>Visitor numbers  Secondary income</p>	<ul style="list-style-type: none"> <li>▶ Negotiate (with the Duchy) the basis of continuing visitor access to the court rooms and cells etc on the relocation of the courts service from the building</li> <li>▶ Scope and cost potential for improved access and visitor facilities and interpretation,</li> <li>▶ Listed building consent and planning permissions</li> <li>▶ Seek external funding – HLF</li> <li>▶ Implement Square Routes proposals to improve the setting, access, parking and interpretation of the Precinct</li> </ul>	<p>New lease terms to be negotiated.</p> <p>Without Courts Service increased revenue costs likely to fall on the Museums Service</p> <p>Development plan notional capital estimate of £500,000 (Feasibility Study 2009 for Lancashire County Council)</p> <p>Potential HLF bid for up to 90%</p>	<p>Increased access enables increased promotional activities. Need to develop &amp; promote stories and activities in and around the castle.</p>
<p><b>3. Morecambe Townscape Heritage Initiative 2: A View for Eric</b></p>	<p><u>City Council and HLF</u></p>	<p>5 year programme. Start anticipated 2011-12</p>	<p>Number of properties improved; value of properties/ commercial rents, people attending heritage skills training , area of public realm improved.</p>	<ul style="list-style-type: none"> <li>▶ Secure approval from HLF for scheme to proceed.</li> </ul>	<p>HLF £923k; City Council £275k; private sector contributions to renewal of properties</p>	

<p><b>4. Feasibility of City Museum Development and Extension</b></p>	<p><u>City Council</u>  Lancashire County Council</p>	<p>Med term: when future of Castle clearer</p>	<p>Attendances; earned income and overall subsidy level Private sector investment</p>	<ul style="list-style-type: none"> <li>▶ Scope options for extension and adaptation – sketch design and costings</li> <li>▶ Planning permission</li> <li>▶ Political endorsement</li> <li>▶ Invite private sector interest</li> <li>▶ Funding applications</li> <li>▶ Design and commissioning</li> </ul>	<p>Notional capital cost £2m – potential for HLF funding</p>	<p>Progressing this project is contingent on decisions on future of the Castle as a visitor attraction which could provide opportunity for the Museum to relocate there; the Strategy suggests a feasibility study on options for rationalisation of the museum service in this context. See item 10 below.</p>
<p><b>5. Morecambe Bay Landscape Partnership scheme</b></p>	<p><u>Morecambe Bay Partnership</u></p>	<p>Development phase 2011; delivery 2013 -18</p>	<p>Completed projects; community participation level</p>	<p>Define optimum area of scheme and sub-projects to be included ;  Confirm match funding for development phase; complete bid to HLF for Stage 1 grant  Develop Stage 2 bid and submit</p>	<p>Overall value estimated at £2.74m; HLF grant potentially to 75% of eligible cost; Lancaster City contribution of £5000 over 5 years.</p>	<p>Application to HLF for Project Development grant made April 2011. Lancaster City Council contribution is match for the Delivery Stage - to be confirmed if the application succeeds.</p>

Priority 1 Revenue Projects	Lead	When	KPIs	Next Steps	Resources	Notes
<b>6. Maintenance and cleansing of public realm, Lancaster</b>	<u>Lancashire County Council</u>  City Council	Now	Adherence to new standards; improved rating in destination benchmarking	<ul style="list-style-type: none"> <li>▶ Identify necessary standards and actions</li> <li>▶ Political endorsement</li> <li>▶ Communications to public and businesses</li> <li>▶ Equipment, training</li> <li>▶ Implementation</li> </ul>	Additional or re-prioritised maintenance resources; possible equipment requirements. Potential BID contribution	A notional £100k a year additional maintenance and routine upkeep referred to in the Strategy to indicate necessity to maintain the new public realm to high standards.
<b>7. Better, coordinated marketing</b>	<u>Lancaster City Council</u>  Lancashire & Blackpool Tourist Board, Lancaster University, Bay Tourism Partnership, County Council (Museum function)	2011: conduct research and develop brand guideline, images, and website.  2012: CRM, local and visitor campaigns	Visitor Numbers and spend; website hits; attraction visitor numbers; impact of event;	<ul style="list-style-type: none"> <li>▶ Agree with partners a coordinated approach and shared resources</li> <li>▶ In partnership with University conduct consumer perception research</li> <li>▶ In partnership with LBTB develop Lancaster Heritage City brand guidelines</li> <li>▶ Invest in professional heritage images and footage library</li> <li>▶ Develop Lancaster Heritage City website including strong call to action: varied products, events and activities and social media.</li> <li>▶ Develop 'Heritage on Your Door Step Campaign for locals</li> <li>▶ Develop Customer Relationship Management system with key markets</li> <li>▶ Heritage Campaign via online, social and PR channels</li> </ul>	£5k (+£5k match)  £5k  £5k (+£5k match)  £20k year 1 £3k maintenance pa £2k SEO pa  £5k pa  £5k set up year 1 (£5k pa after for e-marketing) £35k pa heritage promotions & social £15k pa PR	The City Council to re-allocate existing marketing funds (especially away from print) to new media and maximise contributions from partners   Update annually – shared resource for all partners.   Some activities can be outsourced to online and PR agencies

<p><b>8. Festivals and events</b></p>	<p><u>Lancaster City Council</u> facilitating a partnership</p>	<p>Now</p>	<p>Growth in independent festival promotion; Increased economic impact</p>	<ul style="list-style-type: none"> <li>▶ Initiate local discussions/ forum</li> <li>▶ Formulate festivals strategy- identify best options, lead, costs and benefits</li> <li>▶ Business and financial plan</li> <li>▶ Funding plan</li> <li>▶ Marketing Plan</li> <li>▶ Implementation</li> </ul>	<p>Partners to prepare strategy – or resource independent strategy report (c. £25k) Annual support of £20k by City Council for festival development. Commercial and external funding needed to support growth of festival product - possible BID contribution</p>	<p>Concept of a festivals city can inform promotion and marketing of Lancaster.</p> <p>City Council financial support to 3<sup>rd</sup> sector to pump-prime festival development and lever external funding.</p> <p>(The City Council revenue item is not in current budgets).</p>
<p><b>9. Facilitation of a Business Improvement District initiative in Lancaster and Morecambe</b></p>	<p><u>City Council</u> City Centre business leaders and trade bodies</p>	<p>Now</p>	<p>Programme agreed; ballot held; positive outcome</p>	<ul style="list-style-type: none"> <li>▶ Draft and agree BID programme</li> <li>▶ Organise and implement ballot</li> <li>▶ Initiate BID if ballot positive</li> </ul>	<p>£40k allocated by City Council to develop the initiative and implement ballot in both Lancaster and Morecambe.</p>	
<p><b>10. Feasibility study to examine the options for rationalisation of the museums service and buildings</b></p>	<p><u>City Council</u></p>	<p>Once options for future of Castle are clear</p>	<p>Strategy for museums and buildings agreed</p>	<ul style="list-style-type: none"> <li>▶ Take note of negotiations between key partners on future of the Castle and potential heritage uses</li> <li>▶ Draw up brief</li> <li>▶ Appoint consultants</li> </ul>	<p>Estimated cost of study c £35k</p>	<p>Requires cooperation of several stakeholders – including Duchy, Courts Service, County and City Councils.</p>

Priority 2 Capital Schemes						
	Lead	When	KPIs	Next Steps	Resources	Notes
<b>11. Castle as a major attraction, on relocation of courts and prison</b>	<u>Lancashire County Council</u> <u>City Council</u>	Med- to longer term – may not be in timescale of Action Plan	Sustainable development of the site with substantial public access. Visitor numbers and spend. Jobs created.	<ul style="list-style-type: none"> <li>▶ Clarify Courts Service and Duchy of Lancaster intentions</li> <li>▶ Comprehensive study of development options</li> <li>▶ Identify key areas for heritage presentation</li> <li>▶ Financial assessment of heritage attraction uses</li> <li>▶ Invite private sector interest/ proposals</li> </ul>	Major capital requirement: possible sources – the Duchy, commercial (attraction operators, hotel) , external funding especially HLF for heritage and interpretation aspects.	Funding can be expected to be a mix of public sector (especially for the heritage elements) and private for commercial and possibly residential elements.
<b>12. Canal Corridor development</b>	<u>City Council with commercial sector</u>	Med term: uncertain whether development will be in timescale of Action Plan	Area regenerated; listed buildings and character areas conserved and brought into beneficial use; Lancaster has higher position in retail rankings; jobs created	<ul style="list-style-type: none"> <li>▶ Seek resolution of treatment of heritage assets with English Heritage</li> <li>▶ Developer to review and revise scheme accordingly</li> </ul>	Led by private sector investment .  Council land assets are involved.	Economic circumstances will influence timing of development
<b>13. City Centre hotels</b>	<u>City Council with commercial sector</u>	Med term: commercial interest-led	Increase in 4* or better city bedspaces; jobs created	<ul style="list-style-type: none"> <li>▶ Maintain planning and core policy support for city centre hotels Initiate or respond to developer interest as market conditions permit</li> </ul>	Led by private sector investment	Economic circumstances will influence timing of development



<p><b>14. Regeneration/renewal of Victorian/ Edwardian housing, Morecambe</b></p>	<p><u>City Council</u></p>	<p>On-going</p>	<p>Restoration/ conversion of housing units</p>	<ul style="list-style-type: none"> <li>▶ West End Masterplan initiative will carry forward the work</li> <li>▶ Morecambe AAP to consider future programme</li> </ul>	<p>Funding from Homes and Communities Agency and City Council's capital programme.</p>	
<p><b>15. Further Promenade gardens and artworks</b></p>	<p><u>City Council</u></p>	<p>Med term</p>		<ul style="list-style-type: none"> <li>▶ Morecambe AAP to consider in relation to development and public realm priorities</li> </ul>	<p>Funding channels uncertain/ limited by public sector stringencies</p>	<p>Maintenance implications</p>

Priority 3 Capital Schemes	Lead	When	KPIs	Next Steps	Resources	Notes
<b>16. Sculpture restoration and conservation, Dalton Square and Town Hall</b>	<u>City Council</u>	Soon	Sculpture groups conserved	<ul style="list-style-type: none"> <li>▶ Specialist condition and conservation report</li> <li>▶ Funding applications</li> <li>▶ Commissioning and publicity</li> </ul>	Cost to be assessed	
<b>17. Judges Lodgings improvements</b>	<u>Lancashire County Council</u>	Longer term	Improved attendances and income generation	<ul style="list-style-type: none"> <li>▶ Scope potential to improve visitor facilities and presentation</li> <li>▶ Explore potential private sector involvement in e.g. restaurant</li> </ul>	Potential HLF project with private sector match	
<b>18. Ashton Memorial and Williamson Park Developments</b>	<u>City Council</u>	Longer term	Improved attendances and income generation	<ul style="list-style-type: none"> <li>▶ Review objectives, markets and scale of redevelopment scheme</li> </ul>	Cost of scheme prepared in 2008 (at 2010 prices) was £5.2m. Potential HLF funding.	
<b>19. Maritime Museum and Quay</b>	<u>City Council</u>	Longer term	Improved attendances and income generation Increased footfall and economic activity on Quay	<ul style="list-style-type: none"> <li>▶ Scope potential to improve visitor facilities and presentation in museum</li> <li>▶ Feasibility study of changes to flood defence and landscaping/ screening road</li> <li>▶ Commission interpretation study and proposals</li> </ul>	Significant cost; HLF grant a possibility  Interpretation study c. £25,000  Capital costs to be assessed	
<b>20. Winter Gardens Restoration</b>	<u>Preservation Trust ; Morecambe AAP</u>	Longer term	Building put to regular beneficial use	<ul style="list-style-type: none"> <li>▶ Morecambe AAP to consider future uses within strategy for Morecambe</li> </ul>	Managed by Trust; Potential HLF funding. 2009 capital scheme was c.£12m	Requires sustainable business plan and likely to require revenue funding from public sources

