

Economic Growth Scrutiny Panel

Agenda
Item:
A.3

Meeting Date: 05/04/2018
Portfolio: Culture, Heritage and Leisure
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: Carlisle City Council Emerging Heritage Asset Strategy
Report of: Corporate Director of Economic Development
Report Number: ED 16/18

Purpose / Summary:

To provide the panel with an update on the progress made to date on the emerging Heritage Asset Strategy for the Carlisle District.

Recommendations:

To note the progress made to date and to scrutinise the emerging vision, key themes and priorities.

Tracking

Executive:	
Scrutiny:	5th April 2017
Council:	

1. BACKGROUND

- 1.1 The Carlisle District has a unique and distinctive heritage which is required to be preserved and enhanced for present and future generations by statute and national policy. Currently the City Council has no overarching strategy to achieve this so the purpose of the Heritage Asset Strategy (“the Strategy”) is to guide conservation and heritage activities in the District. Parts of the Strategy will also have useful relevance to other Council services, duties and powers that directly or indirectly relate to our District’s heritage.
- 1.2 The historic environment is a valuable asset which contributes to broader council ambitions for people, places and prosperity. Specifically it contributes to sustainable economic development, urban and rural regeneration, tourism, leisure and recreation, community development, provision of formal and informal education, and development of skills. The Strategy seeks to help define, reinforce and bring these diverse aspects together.
- 1.3 This is a preliminary first draft of the Strategy and should be considered as work in progress.

2. Policy Background

- 2.1 Statutory duties for the management of the historic environment are conferred on local authorities by the Planning (Listed Buildings and Conservation Areas) Act 1990 and the Planning and Compulsory Purchase Act 2004. These are:
 - When exercising planning functions, to contribute to the achievement of sustainable development; this can be taken to include stewardship of heritage assets within the historic environment
 - When considering applications for listed building consent and for planning consent pertaining to listed buildings, to aim to preserve the building, its setting and any features of special architectural or historic interest
 - When considering applications for planning consent pertaining to conservation areas, to aim to preserve or enhance the character or appearance of that area
- 2.2 National planning policy on the historic environment is set out in the National Planning Policy Framework (NPPF) (2012), which states that Local Planning Authorities should take into account:
 - The desirability of sustaining and enhancing the significance of heritage assets and putting them to viable uses consistent with their conservation
 - The wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring

- The desirability of new development making a positive contribution to local character and distinctiveness
- Opportunities to draw on the contribution made by the historic environment to the character of a place

2.3 Local planning policy on the historic environment is set out in the Carlisle Local Plan 2015-2030, which was adopted in 2016. It contains a strategic overarching policy for the historic environment and a suite of policies developing this in more detail:

- Protecting and enhancing the character, appearance, archaeological and historic value on significance of the District's designated and undesignated heritage assets (Strategic Policy SP7)
- Preserving the archaeological sites that form part of the Outstanding Universal Value of Hadrian's Wall World Heritage Site (Policy HE1)
- Preserving the significance of scheduled monuments, or other non-designated sites or assets of archaeological interest (Policy HE2)
- Preserving the significance of listed buildings and their settings (Policy HE3)
- Preserving the significance of historic parks and gardens and their settings (Policy HE4)
- Preserving the significance of the Registered Historic Battlefield of the Battle of the Solway Moss historic parks and its settings (Policy HE5)
- Designating locally important heritage assets through the Local List (Policy HE6)
- Preserving the special character of conservation areas and their settings (Policy HE7)

3. DEVELOPMENT AND DIRECTION

3.1 The purpose of the Strategy is to set informed priorities in relation to the conservation, management and monitoring of the District's heritage assets. It seeks to:

- Improve understanding and appreciation of how Carlisle's rich history and heritage 'fits together'
- Raise the profile of heritage across the District and maximise opportunities for the historic environment to help deliver the Council's wider corporate objectives, including those of the Local Plan.
- Provide clear strategic direction and a framework for the management of heritage assets, underpinned by a focused action plan, which will support bids for heritage funding.
- Engage and connect local communities and interest groups with management and consumption of heritage

3.2 The Strategy advocates a joined up approach to the management of the District's heritage. The delivery of the Strategy, and the supporting Action Plan, will enable better and more efficient performance and more effectively targeted action, but will require a partnership approach between the Council, its partners and key stakeholders.

3.3 The Strategy does not set out detailed policy guidance, as this is already established in the adopted Carlisle Local Plan. Instead, the Strategy seeks to highlight the value and significance of our District's heritage, the benefits of 'positive management' and how this ties in with the Council's corporate priorities.

3.4 The Strategy sets out a vision, which is:

***“The heritage of Carlisle will be valued and protected, actively promoted and made accessible to all and its contribution to the health, wellbeing and economic prosperity of the people of Carlisle will be maximised.*”**

3.5 The vision is underpinned by five key themes (each of which articulates a set of 'strategy priorities', which should help the Council, its partners and key stakeholders to focus future action):

- 1) **Valuing** the City's heritage and for it to be given appropriate priority in decision-making
- 2) **Conserving** the City's heritage appropriately for future generations
- 3) **Enhancing** the City's heritage and making the most of its unique historic environment
- 4) **Promoting** the City's heritage assets and maximising their utility
- 5) **Engaging** local communities and businesses in the city's heritage

4. NEXT STEPS

4.1 Engagement with partners is due to commence on the draft strategy to test the proposed vision, key themes and priorities. This process will also help to secure buy-in, as their support will be necessary to develop and deliver the projects identified in the action plan. The Strategy narrative will continue to be developed in tandem.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

5.1 The City Council has no overarching strategy to guide conservation and heritage activities in the District. The production of Heritage Asset Strategy will enable the

activities in relation to the conservation, management and monitoring of heritage assets to be identified and prioritised.

- 5.2 The Economic Growth Scrutiny Panel are invited to scrutinise the draft strategy, to add value to and aid the strategy's robustness at this early stage prior to it being shared with partners and refined further through consultation.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 6.1 The development of a Heritage Asset Strategy contributes directly towards achieving the Vision of the Carlisle Plan 2015-2018 – "To improve the health, wellbeing and economic prosperity of the people of Carlisle"

- 6.2 The Strategy also contributes towards the Priorities to:

- Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle
- Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents
- Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle City Council
- Promote Carlisle regionally, nationally and internationally as a place with much to offer

Contact Officer: Steven Robinson

Ext: 7535

**Appendices Draft Carlisle City Council Heritage Asset Strategy
attached to report:**

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS/RISKS:

Community Services -

Corporate Support and Resources –

Economic Development –

Governance and Regulatory Services –

Draft Carlisle City Council Heritage Asset Strategy

DRAFT

Foreword

Carlisle City Council is committed to the promotion, protection and the maintenance of the finite and often fragile heritage within the District. It is committed because it recognises that heritage creates a sense of identity which is important for attracting investment and visitors and making the District an appealing place in which to live, work and visit.

The purpose of this strategy is to raise awareness of the impact and value of District's urban and rural heritage assets and set informed priorities in relation to their conservation, promotion and appreciation. It also identifies future priorities for funding, investment and partnership working.

The Strategy sets out a vision for the future management and sustainable use of heritage assets across the District:

“The urban and rural heritage of the District will be valued and protected, actively promoted and made accessible to all and its contribution to the health, wellbeing and economic prosperity of the people of Carlisle will be maximised”

The vision is underpinned by five key themes, each of which articulates a set of strategy priorities, which will focus the future action of the Council and its partners:

- 1) **Valuing** the City's heritage and for it to be given appropriate priority in decision-making
- 2) **Conserving** the City's heritage appropriately for future generations
- 3) **Enhancing** the City's heritage and making the most of its unique historic environment
- 4) **Promoting** the City's heritage assets and maximising their utility
- 5) **Engaging** local communities and businesses in the city's heritage

The strategy also highlights the important role of the Council's Heritage Champion in raising awareness of the importance of the local historic environment, ensuring that a consistent, co-ordinated approach is taken to management of heritage assets and ensuring that the impact of other council policies and programmes on the heritage assets are properly considered.

1. Introduction

1.1 What constitutes a heritage asset?

Heritage assets are assets that, because of their rarity, importance and/or significance, should be preserved for the benefit of present and future generations. They can be classified as cultural and natural and their significance can be for a number of different reasons including, and not limited to, their architectural, agricultural, artistic, cultural, environmental, historical, natural, scientific or technological importance.

Cultural heritage consists of man-made heritage items that could be either tangible or intangible. Examples of tangible cultural heritage include monuments, archaeological sites, historic buildings, works of art, and scientific collections. Examples of intangible cultural heritage: includes practices, customs, knowledge and skills/ traditional craftsmanship. Natural heritage covers natural features or areas. Examples include natural features such as fells/mountains, naturally occurring rock formations, and bodies of water such as lakes or waterfalls.

1.2 Why are Heritage assets important?

Heritage and heritage assets play a vital role in terms of our wellbeing, sense of place and economic prosperity. Carlisle's heritage and historic environment has a potentially powerful role to play in shaping the District as distinctive, vibrant, thriving place and help cement its position as a regional centre and focus for investment. Heritage has wide-ranging impacts, which are explained in the diagram below:



Figure 1: Impact and value of Heritage (Historic England: 'Heritage Counts', 2014)

1.3 Purpose of the Strategy

The overarching purpose of this strategy is to enable the Council and partners identify the challenges and opportunities regarding the management of heritage assets within the District, provide a framework around which resources and action can be coordinated to maximise their value and impact and set out an action plan.

1.4 Scope of the Strategy

The Scope of the strategy is to:-

1. Raise the profile of heritage across the District and increase awareness of the impact and value of heritage assets
2. Provide a better understanding and appreciation of how Carlisle's rich history and heritage 'fits together'
3. Give clear strategic direction and framework for the management of heritage assets
4. Set out a focused action plan that will support bids for heritage funding and identify resource implications
5. Engage and connect local communities and interest groups with management and appreciation of heritage

The Strategy will be a 'living' document that will be refreshed periodically to take account of new and emerging issues, priorities and projects posed by the Council and / or its heritage partners.

1.5 Links with other Plans & Policies

The Heritage Strategy does not exist in isolation but is linked to a range of other Council plans and policy documents.

Carlisle Plan 2015-2018	The Heritage Assets Strategy will include actions and projects that will, either directly or indirectly, contribute to the health, well-being and economic prosperity of the people of Carlisle
Medium Term Financial Plan	The City Council has £19.5million of heritage assets recorded on our balance sheet. The Heritage Asset Strategy will inform the Council's financial reporting in respect of the valuation of those assets and also any future maintenance responsibilities that may need to be incorporated into future capital programmes.

Carlisle Local Plan 2015-2030

The Heritage Assets Strategy will support the delivery and monitoring of the policies set out in the Local Plan, specifically Policy SP7

DRAFT

2. Carlisle's Heritage

2.1 History

The historic City and its Castle are situated just to the south of the River Eden at its lowest crossing point before the river emerges through salt marsh into the Solway Firth. The site was a defensive position, being protected by the Eden, to the west by the River Caldew, and to the east by the Petteril. Since Roman times Carlisle has been a strategic military site: a border settlement and fortress from, and over which, seventeen centuries of struggle were fought. The Romans first came in AD80 and later the Emperor Hadrian sought to protect the northern boundary of the Roman Empire with the construction of a defensive Wall, with Carlisle located towards its western end and supporting its largest fortress. During the Middle Ages the City and Castle witnessed centuries of struggle for control between the crowns of England and Scotland. During the Jacobite rising of 1745, led by Bonnie Prince Charlie, Carlisle became the last English City in history to be besieged, and witnessed the ending of this long struggle. No other border settlement has been so strategically important for so long.

The Carlisle City Centre Conservation Area includes the historic core of Carlisle containing its Castle; remnants of its City Walls; , Cathedral, Old Town Hall and Market Cross. All these sites bore witness to its turbulent past.

2.2 Heritage assets

In planning terms, a heritage asset is defined by the National Planning Policy Framework as being:

"A building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. Heritage assets include designated heritage assets and assets identified by the local planning authority (including local listing)."

a) Designated heritage assets

There are number of categories of designated heritage assets. These are:

- World Heritage Sites
- Scheduled Monuments

- Listed Buildings
- Protected Wreck Sites
- Registered Parks and Gardens
- Registered Battlefields
- Conservation Areas

As of March 2018, there were over 1,343 designated heritage assets within the Carlisle District (some list entries cover multiple properties). The table below details the number of each individual type and where applicable, grading.

Heritage Asset Type	No. Assets
Listed Buildings	1153
Grade I	55
Grade II*	70
Grade II	1028
Conservation Areas	19
Scheduled Monuments	166
Parks & Gardens	3
Grade I	1
Grade II*	0
Grade II	2
Battlefields	1
Protected wreck sites	0
World Heritage Sites	1
TOTAL	1343

Table 1: Summary of Designated Heritage Assets in Carlisle District (as of March 2018)

b) Locally listed assets

In addition to those nationally designated assets, there are also those assets that are locally significant and this significance is formally reflected by their inclusion on local lists, which are maintained by local authorities. There are no national categories for what can be

included on local lists and it is entirely at the discretion of the local authority. Carlisle is developing its own local list whose inclusion criteria has been field-tested with a view to adoption in 2018. Whilst designated assets have statutory protection, those which are identified locally (and therefore not designated) have no statutory protection, but are a material consideration for planning purposes. In Carlisle there are three broad types of these 'locally listed' assets:

- Building and structures
- Landscapes, parks and gardens
- Archaeological sites

A number of criteria will be used to assess whether potential candidates are suitable for inclusion on the Local List. They have been based upon the themes:

- Age and Rarity
- Community and Social Value
- Historic and Cultural Association
- Architectural Value
- Townscape or Landscape Value

3. Heritage Management in Action

Whilst the overarching purpose of this strategy is to highlight the impact and value of Carlisle's heritage assets, outline the opportunity and challenges that effective heritage management presents – it also serves to highlight our recent successes. There has been considerable activity and investment in heritage management across the Carlisle District in recent years, with a number of key projects delivered or underway. A selection of these is outlined in more detail below.



Project: Old Town Hall

Cost: £1,500,000

Key themes: Conservation / Enhancement

This project focussed on the repair and restoration of the Old Town Hall, a prominent two storey Grade 1 listed building of medieval origin but most dating from the 17th and 18th centuries. The grant funded support contributed towards restoration, repairs and renewals to the fabric of the building including to maintain the long term occupancy and viability of the building as a public asset.



Project: Roman Gateway (Tullie House)

Cost: £700,000

Key themes: Promotion / Engagement

Roman Gateway Project involved the creation of a new 400m² Roman Gallery within Tullie House Museum & Art Gallery that includes the use of cutting-edge interactive technology to recreate life in Roman Carlisle and along the Wall.



Project: Fell Foot Forward

Location: Rural

Cost: £2,900,000

Key themes: Conservation / Promotion / Engagement

A Landscape Partnership Scheme for an area straddling the border between the districts of Carlisle and Eden. It focusses on the conservation of the landscape and geology, historic environment and cultural history of the area to attract visitors and boost the local economy.



Project: Crown & Mitre Hotel

Cost: £100,000

Key themes: Conservation / Enhancement

This Hotel is a prominent Grade II listed building on a key street in the City Centre. The PSICA grant contribution has enabled these water ingress through failing original roof covering and penetration of the fabric by water arising from rainwater disposal integrated into the facade of the building to be addressed. Extensive work to the windows, in particular to the upper/former levels where the condition has been very poor has also been undertaken.



Project: Former GPO, Warwick Road (The Halston)

Cost: £125,000

Key themes: Conservation / Enhancement

The former GPO building was built in 1916 by John Laing and served as sorting office and post office until 2008. The PSICA grant contribution supported the renovation of sash windows and timber sash replacement in keeping with the building and enabled the delivery of the project while retaining considerable historic character through preservation of original detailing and joinery.

4. Challenges & Opportunities

The effective management of the District's heritage assets presents a series of both challenges and opportunities. These are numerous and varied but the most significant of these are identified below.

- **Heritage at risk** – there are number of assets on the National Heritage at Risk Register. There are also a number of heritage assets which, subject to survey and review, could also be classified as locally at risk¹. This means that they are in need of some investment to protect and conserve them but cannot qualify for the National List (which excludes Grade II buildings except in London). This is amplified further in Section 3.2 as a specific key issue facing the Council.
- **Scarcity of funding** – in an era of public expenditure constraints there is inevitably a need to prioritise the use of scarce capital resources. By their nature heritage assets can require significant investment to undertake remedial works, to modify to support alternative uses and for their day to day operation. This scarcity of funding represents a risk to the existing heritage of the District.
- **Profile of heritage** – whilst the important contribution that heritage can make to the overall well-being of the District is recognised, its profile needs to be balanced against other competing priorities. There is a need to sustain the profile of heritage so that it is a consideration in decision-making and resource allocations of the council.
- **Appropriate use for heritage buildings** – National guidance suggests councils should seek to secure viable uses for heritage assets consistent with their conservation. However this can present a conflict when the use for which the building was originally intended is no longer viable. The Council will have to be flexible in this regards with an emphasis on securing sustainable uses rather than leaving buildings vacant.
- **Access to Relevant Skills** – Management of heritage buildings requires specialist skills at both trade and professional levels and any works to designated and locally-listed heritage assets should be undertaken by appropriately qualified and experienced professionals. It is apparent that many property owners, businesses and builders lack the knowledge of what modifications can be undertaken and consequently, there is a need to focus on education and training with in the District in relation to the consenting regime and maintenance of heritage assets.
- **Emphasising Council's Stewardship Role** – In managing heritage assets there is a potential conflict between stewardship and entrepreneurial roles of asset management. Heritage assets can be productive and have the potential to generate income or support

¹ The National Register only allows inclusion of Grade I and Grade II* listed buildings (outside of London). Consequently numerous Grade II buildings which are evidently 'at risk' e.g. the Central Plaza Hotel, do not qualify for inclusion on the At Risk Register.

service delivery, although they can be perceived as a liability and resource hungry. The Council will embrace the stewardship of heritage assets as part of the Council's civic leadership role.

- **Using heritage to create form and place** – Heritage has a unique ability to give neighbourhoods a distinctive feel and character. Their location, distinctive design and their use can all contribute to helping shaping unique places across the city. The role of heritage needs to be better exploited to help regenerate areas and support the city's growth.
- **Making 'hidden heritage' visible** – often heritage is unrecognised. Most people in the City will pass or use heritage assets each day without recognising their significance. With the council's drive to create a world class City and to promote civic leadership there is a need to extend this into our 'collective ownership and pride' in these heritage assets by making people aware of them. With the national policy drive for community empowerment this concept of 'civic pride' can also be extended to great community involvement in the management of heritage assets.

5. Context

5.1 National Policy Guidance

Statutory duties are conferred on local authorities by the Planning (Listed Buildings and Conservation Areas) Act 1990 and the Planning and Compulsory Purchase Act 2004. These are:

- When exercising planning functions, to contribute to the achievement of sustainable development; this can be taken to include stewardship of heritage assets within the historic environment
- When considering applications for listed building consent and for planning consent pertaining to listed buildings, to aim to preserve the building, its setting and any features of special architectural or historic interest
- When considering applications for planning consent pertaining to conservation areas, to aim to preserve or enhance the character or appearance of that area

Current national planning policy on the historic environment is set out in the National Planning Policy Framework (NPPF) (2012), which states that Local Planning Authorities should take into account:

- The desirability of sustaining and enhancing the significance of heritage assets and putting them to viable uses consistent with their conservation
- The wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring;
- The desirability of new development making a positive contribution to local character and distinctiveness
- Opportunities to draw on the contribution made by the historic environment to the character of a place.

5.2 Local Policy Guidance

Local planning policy on the historic environment is set out in the Carlisle Local Plan 2015-2030, which was adopted in 2016. It contains a strategic overarching policy for the historic environment and a suite of policies developing this in more detail:

- Protecting and enhancing the character, appearance, archaeological and historic value on significance of the District's designated and undesignated heritage assets (Strategic Policy SP7)
- Preserving the archaeological sites that form part of the Outstanding Universal Value of Hadrian's Wall World Heritage Site (Policy HE1)

- Preserving the significance of scheduled monuments, or other non-designated sites or assets of archaeological interest (Policy HE2)
- Preserving the significance of listed buildings and their settings (Policy HE3)
- Preserving the significance of historic parks and gardens and their settings (Policy HE4)
- Preserving the significance of the Registered Historic Battlefield of the Battle of the Solway Moss historic parks and its settings (Policy HE5)
- Designating locally important heritage assets through the Local List (Policy HE6)
- Preserving the special character of conservation areas and their settings (Policy HE7)

5.3 Role of the Council

As a major owner of heritage assets in the District, the Council's principles and policies are important both as an exemplar to others and in their own right in ensuring proper stewardship of its heritage assets. In summary the Council's principles for managing its portfolio of heritage assets are to:

- Ensure the City Council is seen as exemplary owner of heritage assets demonstrating a lead to other organisations in the district
- Undertake periodic condition assessments of our heritage assets and carry out identified preventative maintenance and remedial works
- Maintain a watching brief on our vacant heritage assets pending consideration of options for disposal or alternative reuse

The wider role of the Council to ensure proper recording, stewardship and sustainable use of the heritage assets within the District is to:

- Ensure that all assets which contribute to our district's cultural or historical heritage are identified
- Ensure that there are appropriate governance arrangements covering heritage
- Ensure heritage assets are put to productive use and where possible, a use that is consistent with their historical significance
- Minimise our heritage at risk through periodic condition assessments
- Maximise the funding opportunities for our heritage through joint working and investigation of alternative funding sources
- Promote understanding of, and access to our heritage through information, explanation and interpretation

5.4 Role of heritage partners

Heritage partners across the District will also play an important role in delivering the vision and objectives of the Strategy. The Council will look to work collaboratively and proactively with them in order to identify emerging issues, priorities and projects. The current list of heritage partners includes:

- North of England Civic Trust
- Carlisle and District Civic Trust
- Hadrian's Wall Partnership Board
- Conservation Area Advisory Committee
- Historic Quarter Working Group

6. Strategic influences & direction

6.1 Vision

The strategic direction for the management of heritage assets across the District needs to respond to the strategic context identified in the challenges and opportunities identified above.

It also needs to be reflected through a vision, which is to:

“The urban and rural heritage of the District will be valued and protected, actively promoted and made accessible to all and its contribution to the health, wellbeing and economic prosperity of the people of Carlisle will be maximised”

6.2 Key themes

The Vision is underpinned by five key themes

Theme	Objectives
1. Valuing the District's heritage	<ul style="list-style-type: none">• The overarching theme:• Recognise the value and impact of heritage and give it appropriate priority in decision-making
2: Conserving District's heritage	<ul style="list-style-type: none">• Full suite of up-to-date Conservation Area Appraisals & Management Plans for the District's 19 conservation areas• Proactive approaches to:<ul style="list-style-type: none">○ Identifying candidate assets for listing○ Identifying buildings/areas that are 'at risk' status (inc Grade II listed buildings)
3: Enhancing District's heritage	<ul style="list-style-type: none">• Capitalising on opportunities to restore or reveal important lost architectural features and/or views• Improving the public realm within the city centre and achieving a more sympathetic relationship with heritage assets contained therein• Encouraging new development that makes a positive contribution to the historic environment, including contemporary designs• Improving public access to, or interpretation of, heritage assets across the district

	<ul style="list-style-type: none"> Promoting the cultivation of a skills base among local tradespeople to appropriately conserve heritage assets
4: Promoting District's heritage	<ul style="list-style-type: none"> Support projects and initiatives that help tell / communicate Carlisle's story Improve the profile and offer of heritage-based tourism attractions Support the delivery of a series of themed heritage trails Using heritage to support the regeneration of key city centre and edge-of-centre sites
5: Engaging in District's heritage	<ul style="list-style-type: none"> Encourage and support people to participate in and learn about their heritage Increasing the level participation in heritage from local communities and businesses Supporting projects that research Carlisle's past and uncover hidden history and stories Use heritage to improve the health and well-being of residents

6.3 Framework for Action

A number of key projects have been identified that contribute to the aims and objectives of the four strategic themes outlined above and are presented in the table below.

Project	Action	Outcome	Who?	Conserve	Enhance	Promote	Engage
Buildings							
Carlisle Castle	Explore ways in which the visitor offer and experience at the Castle can be improved.	<ul style="list-style-type: none"> Improved facilities and attraction at the Castle Increased visitor numbers to the Castle and the City Centre 	English Heritage City Council	✓		✓	✓
The Citadels	Explore the regeneration opportunity presented by the vacant Citadels complex and the adjacent retail frontage.	<ul style="list-style-type: none"> Securing the sustainable reuse of two prominent Grade 1 Listed Buildings in the City Creation of a mixed-use development providing improved retail and leisure offer in 	City Council Cumbria County Council	✓	✓	✓	

Project	Action	Outcome	Who?	Conserve	Enhance	Promote	Engage
		the City Centre <ul style="list-style-type: none"> Creation of an attractive gateway to the city centre and improved access to the station 					
Carlisle Citadel Station	Explore the options for the use underused spaces within the station, the improvement of the public realm at Court Square and the redevelopment of the Pools site to improve parking facilities.	<ul style="list-style-type: none"> Securing the sustainable use of currently underused parts of a prominent Grade II* Listed Building in the city. An attractive destination and point of arrival into the city Improved access, capacity and commercial facilities 	City Council Cumbria County Council Network Rail Virgin Trains	✓	✓	✓	
Streets and squares							
Portland Square	Repair the railings and wall enclosing the square and improve the landscaping, public realm and interpretation within.	<ul style="list-style-type: none"> Restoration and visual enhancement of a key component of the Chatsworth Square and Portland Conservation Area Increased use of an important piece of green infrastructure in the city centre 	City Council Cumbria County Council	✓	✓		
Botchergate	Repair and reinstatement of historic features along the frontage properties and regeneration of key underused landmark buildings within the Conservation Area.	<ul style="list-style-type: none"> Remove the Conservation Area from the 'At Risk register' Boost the economic vibrancy of the area Improve the quality of the built environment and public realm 	City Council Persimmon Homes	✓	✓	✓	✓
Parks and gardens							
Christchurch Gardens	Environmental improvements including hard and soft landscaping and installation of new furniture	<ul style="list-style-type: none"> Enhance the contribution of this sole piece of green space within the area Make the gardens more welcoming Improve the level of use by the local community 	City Council Carlisle Diocese	✓	✓	✓	✓

Project	Action	Outcome	Who?	Conserve	Enhance	Promote	Engage
Archaeology							
Roman Bathhouse	Explore options to reveal the Roman find and create an exhibition space on the site	<ul style="list-style-type: none"> Creation of a new visitor attraction within the City and the western section of Hadrian's Wall Education and learning opportunities through direct participation and interaction Increased visitor numbers to the city 	City Council Cumbria County Council Carlisle Cricket Club	✓		✓	✓
Heritage Landscapes							
North Pennines AONB / Fell Foot Forward	Delivering community projects and events to increase understanding of local heritage, address environmental challenges and sustain landscape character	<ul style="list-style-type: none"> Nature and history based tourism will help future-proof local economy Promote NPAONB as visitor destination Support landscape-tourism based diversification 	City Council Eden District Council North Pennines AONB	✓		✓	✓
Strategy							
Heritage Interpretation and Trails	Development of themed heritage trails across the City	<ul style="list-style-type: none"> Creation of a new visitor attraction within the City Education and learning opportunities through direct participation and interaction Increased visitor numbers to the city 	City Council		✓	✓	✓
Local List	Continue to develop and expand the local list of heritage assets	<ul style="list-style-type: none"> Identification and enhanced protection of locally important heritage assets 	City Council	✓	✓		✓
Heritage At Risk Review	Undertake a review of the Districts heritage assets and identify those at risk	<ul style="list-style-type: none"> Identification local heritage assets at risk and development of an action plan for intervention Education and learning opportunities through direct participation and interaction 	City Council	✓	✓		✓
Conservation	Undertake a review of the condition of	<ul style="list-style-type: none"> Full suite of up-to-date Conservation Area 	City Council	✓	✓		✓

Project	Action	Outcome	Who?	Conserve	Enhance	Promote	Engage
Area Review	the District's conservation areas and identify where there is scope for boundary adjustments	Appraisals & Management Plans for the District's 19 conservation areas <ul style="list-style-type: none"> Education and learning opportunities through direct participation and interaction 					

7. Governance and delivery

7.1 Governance arrangements

This Strategy provides a foundation for the future management and development of Carlisle's heritage. It is a document for the entire district, involving partners from the public, private and charitable sectors, and local communities. Aims, objectives and actions should be undertaken collaboratively, and the necessary infrastructure must be put in place to motivate, enable and monitor the delivery of the Strategy.

Carlisle City Council will take the lead in managing the Strategy and reporting progress. The Council's strategic plans and statutory responsibilities provide both a basis and channel through which heritage projects can be delivered. The Council will continue to play a lead role in major funding applications for large public projects, bringing investment from key regional and national bodies such as the Heritage Lottery Fund and Historic England.

7.2 Implementing the strategy

Heritage already plays a significant role in the District and the initial driving force will come from those groups and organisations already engaged in the historic environment. This momentum must be harnessed and promoted through established networks to involve everyone with a stake in the district's past and future. The Council will also play its part, actively supporting and intervening where required, using its statutory powers to prompt actions and attract investment.

Advocacy:

- Promote 'ownership' of the strategy across the Council and its key stakeholders.
- Engage regularly at a senior level with English Heritage, Heritage Lottery Fund and other local and regional public and private sector bodies to promote the heritage in Carlisle and identify new opportunities.
- Regular meetings with key voluntary heritage providers to report progress on the implementation of the strategy.

Funding and Resources:

- Most projects will only be realised if funding can be found from external sources and applications for funding for projects in line with the key objectives of the strategy will be supported.
- We will work with key partners to develop a strategy to attract business funding to support heritage initiatives in the Borough.

Marketing and promotion:

- Continue the use of the 'Discover Carlisle' website to promote heritage tourism.
- Work with the Council's corporate marketing and communication services to ensure local heritage activities and organisations have a high profile in publications and promotional material
- Be pro-active in placing positive heritage stories in the regional and national media
- Utilise more fully the Council's magazine 'Carlisle Focus' to encourage awareness and customer take up of heritage activities.
- Aim to better inform the public of heritage with appropriate interpretation display boards, plaques and maps.

Support services

- Facilitate and support the establishment of heritage forums and heritage networks.
- Support the development of 'Know Your Place' by the Cumbria historic environment records team to enhance public access to heritage information

7.3 Measuring Success

A key part of delivering the Strategy will be in understanding and measuring its achievements. Intended outcomes of the projects contained within the action plan will be defined in advance and used to monitor how the strategic objectives of the Strategy are being delivered. Progress will be reported annually to enable all partners to see how projects have been delivered and allow areas of shortfall to be prioritised.

Appendix A – Notable heritage assets in the Carlisle District



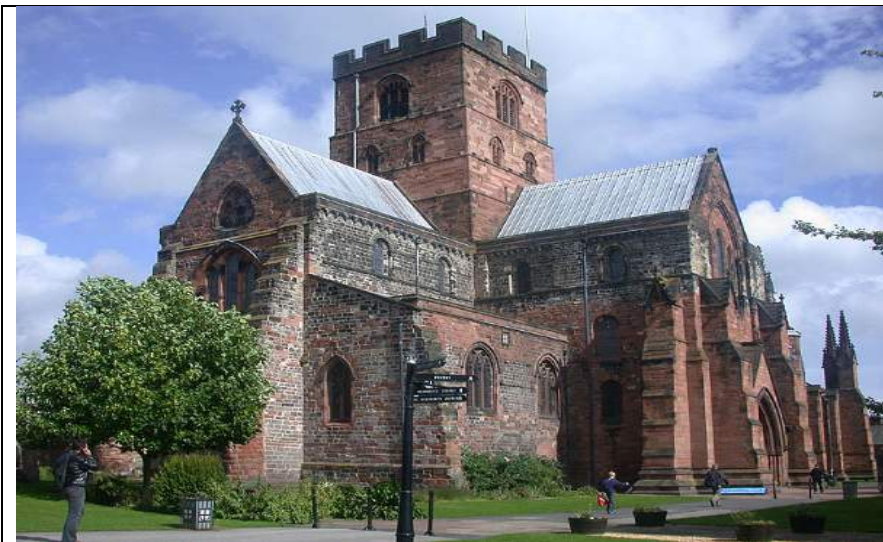
Citadels – Grade 1 Listed Buildings

The Citadels that dominate the southern entrance to the City were built in 1810-1811 to a design by Thomas Telford and completed by Sir Robert Smirke. The East Tower – Nisi Prius Citadel – housed the civil courts and the West Tower – the Crown Court – housed the criminal courts. The building replaced a 16th Century fortress of which some masonry still survives in the lower levels of the Eastern tower.



Carlisle Castle – Grade 1 Listed Building

The Norman Castle dominates the skyline of the City and the sandstone keep dates back to the 12th Century and is the oldest surviving part. Within the Castle walls there are a number of buildings that have been associated with more recent military use such as c18th barrack blocks. Due to its location, it has a long and violent history with ownership by the English and Scottish changing numerous times during conflicts such as the English Civil; War and the Jacobite Uprising.



Carlisle Cathedral – Grade 1 Listed Building

Carlisle Cathedral has a long and turbulent history. It started life as a Norman Priory Church in 1123, but became a Cathedral in 1133. The building was damaged by fire in 1292 and much of the nave was destroyed in the Civil War, however its use as a church was continued until 1870. In 1797, the novelist Sir Walter Scott was married there. In 1949, the Cathedral became a memorial chapel for the Border Regiment which is based at the Castle.



Lanercost Priory – Grade 1 Listed Building

The Augustinian Lanercost Priory has had an equally vibrant history. Standing close to Hadrian's Wall and the disputed Scottish border, it suffered frequent attacks during the long Anglo-Scottish wars - once by Robert Bruce in person. The mortally sick King Edward I rested here for five months in 1306-7, shortly before his death at Burgh by Sands on his final campaign. The east end of the noble 13th-century church survives to its full height, with its triple tier of arches.



Hadrian's Wall – UNESCO World Heritage Site

Hadrian's Wall is among the most important monument built by the Romans in Britain. It stretches seventy-three miles from Wallsend near Newcastle, across Northumberland and Cumbria, to Bowness-on-Solway. The Wall runs through Carlisle District and the City itself. It was built in the 120's AD. It was not an impenetrable barrier and forts were built at seven mile intervals; milecastles (small guard posts) at one mile intervals; and two turrets (towers) were placed between each pair of milecastles, for observation. This allowed rapid communication along the Wall.



Corby Castle – Grade 1 Listed Registered Park and Garden

Corby Castle is situated immediately south of the village of Great Corby and east of Wetheral. The 60 hectare site is on land which slopes south-westwards down to the River Eden. The landscaped grounds surrounding the Castle were laid out by Thomas Howard during the period 1709-1739 and retain a range of contemporary structures with a number of listed structures of national and international importance. Additions to the 18th century parkland and pleasure grounds were made by Henry Howard and by Philip Howard in the C19.



West Walls – Grade 1 Listed Building / Scheduled Ancient Monument

The City Walls ran from Carlisle Castle in the North West of the city to the Citadels in the South East. Between these points, the city was protected by the former North and East Walls (now demolished) and the West Walls which remain largely intact. There are further portions of the City Walls to the South East and South West of the Castle, and Carlisle stands alongside walled Cities such as York and Chester in retention of such features.