

Egremont and Area Regeneration Partnership

Egremont Town Centre Gateways

Business Plan

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1 Project Aims

- 1.1 Egremont is an historic and inherently attractive market town on the western fringes of the Lake District and close to the Sellafield plant. However it has also suffered from long term neglect and deprivation and is widely recognized as in need of major refurbishment and upgrading if it is to take advantage of the private investment which may come to the area following the creation of the NDA.
- 1.2 The Egremont Town Centre Gateways project will make a step change in the visitor experience. The project will enhance the town's appearance and its reputation, allowing the town and its businesses to take advantage of its natural asset base: attractive wide main street, historically interesting castle and fascinating industrial history.
- 1.3 The Egremont Gateways project will:
 - improve the public realm at the Gateways to the Town Centre with a new planting scheme designed to emphasise Egremont's heritage with the introduction of distinctive crab apple trees;
 - revise town centre car parking in line with a new parking strategy and
 - upgrade visitor facilities including opening up walking and cycling opportunities in the beautiful adjoining countryside of the western Lake District.
- 1.4 Egremont's historic castle will also be upgraded through an artist led lighting project. This, as well as emphasising Egremont's landmark building, will spearhead further projects including the enabling of a more extensive programme of public events on the castle with a temporary theatre for the keep.
- 1.5 The Project has grown out of Egremont's mini-masterplanning exercise (Appendix One) and therefore has a strategic fit with other regeneration projects underway within the town, particularly the grants targeted at improving the building stock, which are starting to show results.
- 1.6 Ways to maximise the added value from the project are also being explored. In particular a proposal to ensure good maintenance of the scheme, whilst producing a distinctive Egremont product by harvesting and processing the crab apple crop is being developed.

2 Project Description

- 2.1 The project is located in Egremont and will be implemented by the Egremont and Area Regeneration Partnership, working with West Lakes Renaissance. The

project has in its planning and will in its implementation, involve partnership working with the Highways Agency, Cumbria County Council as Highways Authority, Copeland Borough Council, Egremont Town Council as well as community led groups such as Friends of Egremont Castle.

- 2.2 The project will link to the town's heritage and its unique Crab Fair, with a themed approach based on crab apple trees as part of an extensive replanting to give distinctiveness to the town's approaches and gateways. The designs for this work are included at Appendix 5 with costings. A full scale set of plans, or an electronic version are available on request. This theme will be carried into the town centre with improvements to a park area alongside the Norman castle and into the main visitor reception area at the car park and the routes from there to the main street. Signing will be improved to facilitate the visitor experience and usability of the area. The castle lighting will very much improve the evening experience, bringing to life the town's finest building and lending atmosphere and warmth to those accessing the town's improving evening economy.
- 2.3 Egremont was granted Market Town status in 2002. The project links closely with the Market Town Initiative Programme, funded by the Northwest Regional Development Agency and takes in other projects within that programme, including the upgrading of public realm in the town centre.
- 2.4 The project has grown out of the mini-masterplanning exercise that informs all regeneration work within the town, as well as action plans which take forward particular strands of that plan, in particular the Town Centre Action Plan (Appendix 2 and 2a), the Tourism Action Plan (Appendix 3 and 3a) and the Rural Corridors Development Study (Appendix 4).
- 2.5 There has been consultation through exhibition of the plans for the gateway developments and there will be continuing exhibition of the plans through detailed design stage. There has been discussion of the plans through the Egremont and Area Business Network.
- 2.6 There is an on-going programme to increase the level of marketing of Egremont and its attractiveness as a local shopping centre and increasing awareness of its attractions to visitors. Egremont is applying for Fairtrade Town Status and has a wide variety of local produce available in its shops, from meat and vegetables to crafts and art. The Gateways Project will contribute strongly to this and will bring about the environmental improvements and quality facilities necessary to develop Egremont's commercial potential.
- 2.7 The project will open up the countryside to visitors and local people. In particular the project will put the building blocks in place for Egremont to pursue the valuable niche market of mountain biking. This growing market has been identified within the Tourism Action Plan as having high potential for Egremont. This is an area of tourism that is known to have a particularly large following in Germany and in northern Europe and Egremont can potentially benefit from this expanding area.
- 2.8 The project rationalises Egremont's car parking provision, making it more readily usable by visitors and freeing excess car parking on the periphery of the

town centre to be developed for office accommodation. This in turn will provide office space for around 60 jobs, helping to give sustainability to the town centre businesses. As part of this subsequent development, some additional car parking will be upgraded, allowing for the increase in visitors projected. This project is vital preparation for this further project.

3 Market Failure: The Need for the Project

- 3.1 The Mini-Masterplan (Appendix 1) analysed the position of Egremont within the wider economic picture:
- 3.2 Rural areas in the Northwest have been experiencing severe structural changes for some time and issues were further focussed with the outbreak of Foot and Mouth in 2001. Cumbria was worst affected by this outbreak, with 44% of the cases, and its economy has been significantly hit.
- 3.3 The formulation of Rural Renaissance "The Regional Rural Recovery Plan" (April 2002) to help deliver sustainable development of the rural economy within the region is a key strategy to help develop and stimulate Market Town regeneration as part of the wider rural renaissance and diversification objectives. A key aspect of the vision is to support the development of thriving market towns, acting as a hub in rural areas for jobs, services and leisure. Egremont was acknowledged as a Market Town under the new Government Market Town Initiative in 2002.
- 3.4 Within Copeland there has been created an Urban Regeneration Company West Lakes Renaissance, and a Rural Company Rural Regeneration Cumbria. It has been agreed by NWDA that the lead company that will support the Egremont and Area Partnership in implementation of rural regeneration will be West Lakes Renaissance who will support the partnership in developing and delivering activity. It is also expected that additional activity will be supported by Rural Regeneration Cumbria through its support for thematic areas of regeneration in rural communities.
- 3.5 In 2002 The Egremont and Area Market Town Partnership in conjunction with Copeland Borough Council undertook a Healthcheck in accordance with Market Town Initiative guidelines. This was developed and incorporated within the Mini-Masterplan undertaken by Taylor Young in 2004. This process identified the strengths and weaknesses of the Market Town area within the context of local economy, environmental conditions, social and community issues and communication/transport infrastructure. The results of the process produced an Action Plan aimed at combating the weaknesses identified and utilising the natural strengths of the area through a range of projects/thematic activities.
- 3.6 Egremont acts as the service centre for the villages of Bigrigg, Moor Row, Thornhill, and Beckermest to a lesser extent. It also services the hamlets of Haile, Wilton and Woodend and provides a role for the wider rural hinterland as there is no urban settlement going south along the West Cumbria Coast before Millom, which is 27 miles from Egremont.

- 3.7 Egremont's position as the closest centre of population to Sellafield makes it vulnerable to the changes being predicted for the nuclear industry, but also very well positioned to take advantage of opportunities spinning out of the development of 'environmental restoration' expertise in the area. Nevertheless this underlines the need for Egremont to make the most of its other assets to create wealth and employment.
- 3.8 Egremont's retail sector has suffered from the national trend away from local high streets to the large supermarket and out of town shopping centre model. This is emphasised by the number of vacant and semi-derelict buildings in the historic conservation area in the town centre. A building use and condition survey was carried out as part of the Mini-Masterplan in 2004 and was updated in Town Centre Action Plan (Appendix 2/2a) of 2006. A grants scheme for building renovation and reuse has been established as part of the complementary Market Town Initiative, which is running in Egremont from June 2005 to March 2008. The Gateways work is vital to encourage private sector investment in the future of these buildings and in a diversified economy for the town.
- 3.9 The Mini-Masterplan highlighted that there is a significant need for Egremont to have greater visibility from the bypass. It is also highlighted that car parks are underused. These opportunities are addressed by this project.

3.10 Preliminary Work

Date	Document	Subject	Enclosed Document
Nov 2002	Market Town Healthcheck	This document first highlighted the issues addressed by this project.	
Aug 2004	Mini Masterplan	Highlighted Gateways and Car Parking as weaknesses and opportunities and also emphasized the benefits of developing Egremont's connection with the surrounding countryside.	Appendix 1
Apr 2006	Town Centre Action Plan, with Car Parking Strategy and Ehen Court Road Pedestrian Gateway Strategy	This document analysed the current parking provision based on visitor projections and physical factors and recommended the projects included here.	Appendix 2 and 2a
Apr/July 2006	Tourism Action Plan, with visitor numbers and spend baseline assessment	This analysed Egremont's position regionally and locally. It provided the baseline assessment against which the success of the action plan can be measured and proposed projects, including those that form this application, that can improve Egremont's visitor experience and the economic benefits of more visits.	Appendix 3 and 3a
Feb 2006	Gateways Project Brief	The Gateways brief asked that consideration be made of an ongoing project in the town.	

Mar 2006	Tender of Design Project	This was carried out in accordance with West Lakes Renaissance's processes.	
June 2006	Rural Corridors Development Study	Within the tourism Study the opportunity to provide leisure cycling and walking routes for visitors and local users of the town was highlighted. This document covers all aspects of developing routes from improving ground conditions and waymarking to public information and publicity.	Appendix 4
June 2006	Gateways Baseline Report and Costings	Resulting from the Tender, this document resulted in a public consultation exercise showing widespread support for the concept and designs.	Appendix 5
24/4/06 and on going	Consultation with Statutory Authorities	A joint meeting with Highways Agency, Highways Authority, Planning Authority and landowners and stakeholders was held and comments received, giving the green light to proceed to detailed design stage.	
May 2006	Public Consultation	An exhibition was held at a number of locations and times. A good response was achieved with mostly positive comments. All comments have been taken on board in assessing how to take the project forward.	

3.11 Options Appraisal

Option	For	Against
Medium Level Scheme (preferred option)	<p>Focuses on improving the total experience of visitors to Egremont</p> <p>Lowers Maintenance costs with reduced planting whilst maintaining impact.</p> <p>Maximises match funding potential of sources to lever in funds to Egremont</p> <p>Complements other Town Centre projects, for example the MTI buildings grants project.</p>	<p>Further environmental improvement projects would give added benefits</p>
Higher Level Scheme	<p>Full implementation of Gateway designs would have greatest impact</p>	<p>Higher maintenance costs and potential for public perception of excessive expenditure at expense of other projects.</p> <p>Unmeasurable outputs leading to difficulty in justifying higher level of expenditure at this stage.</p> <p>There would be likely to be difficulty raising additional match funding required.</p>
Lower Level Scheme	<p>Would enable wider range of projects to be funded with funding 'available'</p>	<p>Would lead to potentially 'bitty' scheme, with less coherence and impact.</p>
Do Nothing	<p>Cost saving</p>	<p>Loss of potential funding</p> <p>Successive studies have proposed projects that make up this scheme, demonstrating need and proposing outputs.</p>

3.12 Risk Analysis

Risk associated with preferred option.		What can be done to reduce risk?	What contingency plans are in place?
1	Project Costs increase during tender	Costs have been obtained and will continue to be assessed during the detail design stage	Scheme reductions possible.
2	Unexpected costs during implementation	Effective project management with risks transferred to contractor. Large planting element in scheme reduces areas for cost escalation.	Continual monitoring will take place with proactive project management to address issues as they arise. Further funding bids possible.
3	Delays in implementation / time overrun	Programme timed to fit planting seasons.	Realistic period to get project onto site with fifteen month implementation period for contingency. Some Non-ERDF funding could potentially be held over post March 2008.
4	Funding not achieved	Commitment in principle from all funders with any shortfall becoming known in time to implement a reduced scheme	Implement reduced scheme to fit funding available, whilst maintaining maximum impact.

4 **PROJECT OBJECTIVES**

Outputs and Results

- 4.1 The project will create a step change in the visitor experience of Egremont, with enhancements to approaches, gateways, car parking and pedestrian access to the town centre, as well as improvements to the key town centre attraction, signage and information. The project map included with this proposal shows the scope of the works.
- 4.2 As part of the Egremont Tourism Study and Action Plan carried out by consultants Bowles Green, a baseline study assessed the present visitor contribution to the economy. This is currently low. After completion of the project, a reassessment of this baseline will be carried out.
- 4.3 The project is planned to provide the outputs and results outlined in the table below:

	2007	2008	Total
Planned Outputs			
Two upgraded visitor attractions (Egremont Castle and Town Centre)		2	2
5 hectares of enhanced public space	3	2	5
Planned Results			
New jobs created in town businesses		20	20
Jobs sustained in town businesses	8	0	8
Increased sales		£600,000	£600,000
Safeguarded sales	£100,000	£100,000	£200,000

- 4.4 The expected outputs from the project concern the areas to be improved, with this improvement and enhancement having a direct impact on the visitor experience to the town. This is essential work and will have a direct impact on the visitor experience. It inevitably forms a synergetic relationship with other regeneration work in the town centre aimed at bringing disused buildings in the attractive historic main street back into use. Several of these buildings will have visitor related uses and the gateways project will play a great role in the success of these new business uses.
- 4.5 Whilst the works will have immediate impact on sustaining jobs and sales, allowing Egremont to stand still in the tourism market, the effect that the project has in creating new jobs and increased sales is less likely to come within the project period as in the years directly afterwards. Additionally, the calculations below recognise that it is difficult to attribute results directly to environmental improvements.
- 4.6 The Baseline Estimate included within the Egremont Tourism Study and Action Plan (completed in April 2006) calculated that there are currently 24,300 visits

to Egremont annually. The improvements planned will safeguard these visits as well as allowing the town to market the current attractions more confidently, with an improved visitor experience overall. The introduction of self-guided walks, well signed and marketed, will also lead to an improved and prolonged stay by those currently visiting, increasing average spend.

- 4.7 The improvements will further enable new initiatives to thrive in the town, making new business opportunities more realistic as well as creating the right environment for planned new attractions such as the Folk Art Archive to flourish.
- 4.8 From this low base of 24,300 visits, it is estimated that 8 FTE jobs are directly attributable to visits made to the town and that these will be sustained through the initiative, which will halt the decline of the town's public realm. Egremont is starting, therefore, from a low level, yet, with some inherently attractive features, can raise its profile for visits, with a very much enhanced environment for visitor servicing businesses such as restaurants. The occurrence of new openings in this and related areas will be a success in part attributable to these fundamental infrastructure works.
- 4.9 Existing sales sustained have been calculated at 10% per year of existing sales, calculated from the baseline calculation and set out in the table below.
- 4.10 Additional sales of around £600,000 have been estimated (see table below) which using at one job supported per £40,000 of expenditure gives fifteen additional jobs servicing visitors. However, with Egremont's low service level to expenditure ratio currently, it is considered prudent to increase this by one third, giving 20 new jobs supported by the initiative.

5 MARKETING

- 5.1 Within the Rural Corridors study, budgets have been included for marketing of the routes. This has been enhanced to help to safeguard the increased sales calculated.
- 5.2 The Cumbria Tourist Board is developing, with the Western Lake District Tourism Partnership and the Egremont and Area Regeneration Partnership and the Mountain Biking Group, a niche marketing campaign. This will market the cycling routes through a regional network and help to establish Egremont as a centre for both Mountain and road cycling.
- 5.3 The Egremont and Area Regeneration Partnership is currently looking at sustainable options for operation following the end of the Market Town Initiative. These include the development of the existing visitegremont.co.uk website and a community printing operation. A marketing role will be incorporated within this and promotion of Egremont through these combined routes will be a key part of that role. This will enable the sustained promotion of the work undertaken.

5.4 The following calculations have been made based on the baseline study (appendix 3a):

	Staying (Serviced)	Staying (Non-serviced)	Staying (VFR)	Day Visitor	Total Staying	Total Day
Existing Number/year						
Existing Number/year	8,841	170	427	15,300	9,438	15,300
Average spend per visitor	£105	£128	£37	£15		
Total spend/year	£923,885	£21,777	£15,586	£221,850	£961,247	£221,850
Existing general leisure	4,117	180	427	15,300	4,724	15,300
Existing business	5,190	0	0	0	5,190	0
Existing short walks	0	0	0	0	0	0
Existing cycling	0	0	0	0	0	0

Projected Additional Visitors

General leisure	2059	90	214	7650	2,362	7,650
Business	0	0	0	0	0	0
Short walks	0	0	0	1500	0	1,500
Cycling	250	1500	250	1500	2,000	1,500
Total	2309	1590	464	10650	4,362	10,650

Projected Increase in Visitor Spending

General leisure	£215,113	£11,529	£7,793	£110,925	£234,435	£110,925
Business	£0	£0	£0	£0	£0	£0
Short walks	£0	£0	£0	£21,750	£0	£21,750
Cycling	£26,125	£192,150	£9,125	£21,750	£227,400	£21,750
Total	£241,238	£203,679	£16,918	£154,425	£461,835	£154,425

Jobs supported at £40,000

15

5.5 The Egremont and Area Regeneration Partnership is aware of private sector plans to establish hostel accommodation for cyclists and this will help the town to build on this key niche area. Conservative estimates of bed nights based on this plan have been included in the calculations above.

6 Project Organisation and Management

6.1 A partnership led by Copeland Borough Council, with Egremont and Area Regeneration Partnership and West Lakes Renaissance will be coordinated by a dedicated Project Manager for the duration of the project. This post will be managed by Copeland Borough Council. Project support and coordination with other projects, and delivery of parts associated with the Market Town Initiative will be delivered by the Market Town Initiative Programme Manager.

6.2 West Lakes Renaissance on behalf of the Egremont and Area Regeneration Partnership Ltd appointed consultants White Young Green and Gillespies to undertake the Gateways Baseline Report, including initial sketch designs and

costings, leading to a public consultation exercise. Work will now proceed to detailed design, incorporating landscape improvements and car parking strategy implementation.

- 6.3 Work will be split into phases, with overall management of the schedule managed by Project Manager in liaison with the Egremont and Area Regeneration Partnership and Market Town Programme Manager in order to maintain a coordinated implementation.
- 6.4 Phase One will include the tendering of the core gateways work, as set out in the Gateways Baseline Study. Phase Two, will involve the letting of the contract for work to the rural corridors and the contracts for lighting the castle and other landmark buildings. Phase Three will concern the contract for implementing the car park and associated Ehen Court Road improvements.
- 6.5 Copeland Borough Council will manage the implementation of the project working with the Egremont and Area Regeneration Partnership and Market Town Programme Manager.
- 6.6 The professional team of White Young Green (Engineers) and Gillespies (Landscape Architects) appointed for detailed design and implementation will be responsible for obtaining all statutory consents, including approval of the Highways Agency and Highways Authority (initial consultation having already obtained informal approval, subject to some amendments during detailed design stage).

7 Project Workplan

- 7.1 The project programme is outlined below:

Gateways Baseline Study complete	June 06
Proposals agreed by EARP	29 June 06
Core Gateways Detailed Design Work begins	July 06
Detailed Design Work including agreements complete	Sept 06
Tender exercise for Phase One	Oct/Nov 06
Phase One Work begins on site	Dec 06
Phase Two Detailed Design	Oct-Dec 06
Phase Three Detailed Design	Oct-Dec 06
Phase Two Implementation	Apr 07
Phase Three Implementation	Oct 07 – Sep 08
Project Completion	Dec 08

8 Financial Management

- 8.1 Good financial management will be ensured through Copeland Borough Council, which has a proven track record for delivering ERDF capital projects.
- 8.2 The management role of the accountable body will be undertaken by Copeland Borough Council who has project management systems in place to ensure good project management practices are implemented in terms of financial control and project delivery.
- 8.3 The Council will have overall responsibility for delivery of the project and have extensive experience in administering in managing SRB programmes at South Whitehaven, Cleator Moor and have been actively involved in administering a variety of other Public funds such as European Regional Development Funding, European Social Funding and Coalfield funding.
- 8.4 Procurement of any services/works will comply with the NWDA guidelines and also the approved council contract procurement procedures.
- 8.5 As with the Market Town Initiative, the Council will work in partnership with the Egremont and Area Regeneration Partnership, whose Programme Management team currently are implementing the MTI programme. Additional resources in the form of dedicated project management will be assigned to the project.
- 8.6 A formal agreement is in place between the Egremont and Area Partnership to ensure that the roles of the Accountable body and Partnership are in place.
- 8.7 Financial control and management of the programme will be undertaken by the Council.

9 Project Funding

9.1 The table below shows the breakdown of project costs by category (works, design, preliminaries) and funding sources for the project.

Cost Source Document	West Lakes Renaissance Matched Works										
		Works Cost	Design Cost	Site Prep	Total Costs	WLR	MTI	ERD F	CBC	ACE	Total Funding
App 5	North Roundabout	93	8	13	114	71		43			114
App 5	Northern Approach	46	2	3	51	33		18			51
App 5	Central Roundabout	174	16	24	214	130		83			213
App 5	Southern Roundabout	132	12	18	162	100		62			162
App 5	Pocket Park	95	9	13	117	73		44	0		117
App 5	Bridge End Industrial Estate	This complementary project will be funded separately.									
App 5	Gateway Signage	40	10	0	50	30		20			50
App 5	Castle Lighting	45	12	0	57	25		22		10	57
App 5	Cemetery Lighting	30	12	0	42	16		16		10	42
	Project Management	28			28	20		8			28
	Sub Total	683	81	71	835	498	0	317	0	20	835
	Market Town Initiative Matched Works										
App 2a	Beck Green and Ehen Court Road Car Parking Strategy	210	20	20	250		90	99	61		250
	Sub Total	210	20	20	250	0	90	99	61	0	250
App 5	Town Centre Signage	50	6	0	56		34	22	0		56
	Sub Total	50	6	0	56	0	34	22	0	0	56
App 4	Rural Corridors Projects	124	12	0	136		73	54	9		136
	Sub Total	124	12	0	136	0	73	54	9	0	136
	Project Management	Project management of these elements is through the Market Town Initiative.									
	Sub Total	384	38	20	442	0	197	175	70	0	442
	Total	1067	119	91	1277	498	197	492	70	20	1277

- 9.2 The table references the document from which costings have been taken. It should be noted that the budget in the table for Beck Green and Ehen Court Road Car Parking Strategy assume a value engineered solution over the costings put forward in the King Sturge Action Plan document. Works will be reduced to fit the budget available as necessary. Alternatively, there is an option to apply for further funding from West Lakes Renaissance following detailed design.
- 9.3 The current project in implementing the car parking strategy will open up the potential for town centre office development on a second car parking area. This development could lead to 70 jobs and be a significant fillip to town centre businesses. Additionally, this work will complement the car parking work and will introduce improvements to Ehen Court Road. Depending on the time scale for taking this linked project forward, there may be potential for reduced costs of implementing this element of the project. This will be taken into account at detailed design stage.
- 9.4 The town centre signage budget in the table above is based on the costings provided within Appendix 5.

9.5 The Table below shows the anticipated expenditure by quarter.

	Works Cost	Design Cost	Site Prep	Total Costs	Dec-06	Mar-07	Jun-07	Sep-07	Dec-07	Mar-08
North Roundabout	93	8	13	114	6	26	28	26	26	
Northern Approach	46	2	3	51	1	12	12	12	12	
Central Roundabout	174	16	24	214	12	50	54	50	50	
Southern Roundabout	132	12	18	162	9	37	40	37	37	
Pocket Park	95	9	13	117	6	27	30	27	27	
Gateway Signage	40	10	0	50	8	10	12	10	10	
Castle Lighting	45	12	0	57	8	11	13	13	11	
Cemetery Lighting	30	12	0	42	8	8	10	10	8	
Project Management	28			28			8		12	8
Sub Total	683	81	71	835	58	181	207	186	194	8
Beck Green and Ehen Court Road	210	20	20	250	15				45	190
Sub Total	210	20	20	250	15	0	0	0	45	190
Town Centre Signage	50	6	0	56	4	52	0			
Sub Total	50	6	0	56	4	52	0	0	0	0
Rural Corridors Projects	124	12	0	136		0	34	60		42
Sub Total	124	12	0	136	0	0	34	60	0	42
Sub Total	384	38	20	442	19	52	34	60	45	232
Total	1067	119	91	1277	77	233	241	246	239	240

10 Exit Strategy

- 10.1 The various elements of the project will be adopted by the respective landowners and maintenance undertaken according to an agreed schedule. Project costs include establishment and maintenance costs have been calculated and will be agreed with all parties. The brief for the design work required a scheme with maintenance costs no higher than at present.
- 10.2 Various strategies are being developed to ensure highest quality maintenance and as sustainable a solution as possible. These include a project being taken forward with Leader+ to utilise the fruit of the crab apple trees to produce a distinctive Egremont product.
- 10.3 Renewable sources of energy are being explored for the castle lighting element of the scheme.
- 10.4 As prosperity amongst the businesses in the town increases, investment in property maintenance will increase and a sustainable town centre will emerge.

11 Appendices

Appendix 1	Egremont Mini Masterplan 2004
Appendix 2	Egremont Town Centre Action Plan and Baseline Report
Appendix 2a	Egremont Town Centre Car Parking Management Strategy
Appendix 3	Tourism Action Plan and Study Report
Appendix 3a	Tourism Action Plan Baseline Visitor Numbers and Spend
Appendix 4	Egremont Rural Corridors Development Study
Appendix 5	Gateways Baseline Report and Costings