

HADRIAN'S WALL HERITAGE LIMITED

MEETING OF THE BOARD: TUESDAY 22 JANUARY 2008

REPORT OF CHIEF EXECUTIVE

1. Strategic and Business Planning

- 1.1. KPIs and Risk Management responsibilities are being embedded in staff objectives. This work will be finished over the next two to three weeks.

2. Staffing and Resources

- 2.1 David Dawe, Interim Finance and Operations Director, has left for his permanent position with Cestria.
- 2.2 Kristina Thrush has joined us as Interim Finance and Operations Director for a minimum of three months whilst we recruit for the permanent position.
- 2.3 Interviews for the On-line CRM and Marketing Assistant positions were held in the week beginning 14 January. The Board will be advised verbally of the successful candidates.
- 2.4 Natural England have kindly agreed to cover the costs of Janine Howarth's maternity cover.
- 2.5 HWHL are pursuing free training needs analysis for senior managers and the prospect of subsidised training to follow through Business Link.

3. Funding and Finance

- 3.1 Following a presentation to the Tynedale Council cabinet, Tynedale have agreed a minimum of £10k this year for HWHL, with consideration being given to requests for £1m of capital funding – dependent on their LAGBI funding result.
- 3.2 We await the result of our HLF bid re Hadrian's Head and our wider submission to support our programmes of work.
- 3.3 The NDA bid result will come following their February Committee meeting.

- 3.4 In the North-East, HWHL are awaiting firm news on the submitted expressions of interest to One NorthEast on their proposals for the Rural Development Programme for England (mainly focused around economic and community development). In the North West a different model using other structures is being used – HWHL have requested full engagement in these structures.
- 3.5 Although no decision has been made on the amount of funding available from Single Programme to the Northumberland Strategic Partnership, regular dialogue continues to take place with the NSP and potential project sponsors in preparation for this becoming clear over the next couple of months, and in readiness to ensure that HWHL sponsored projects are able to progress as quickly as possible.
- 3.6 ONE have stated that possibly only £400k of their RDPE funding will be allocated to tourism development projects – this is a very small proportion indeed and will affect the range of projects HWHL can take forward or influence. Further discussions will take place shortly.

4. Implementation and Measurement

- 4.1 Following discussions with Carlisle City Council and Cumbria Tourism, HWHL and CT will prepare a tourism development strategy for the product development and implementation of tourism for the area – Carlisle CC have invited us to help and would welcome our ideas.
- 4.2 Meeting held with Chris Carr, Vice-Chancellor of the University of Cumbria re a range of possible co-operation projects including business and entrepreneurial activity development. He has cycled part of the Hadrian cycleway and is keen to do more.
- 4.3 The launch of the Life of Hadrian exhibition was very well attended and covered in the national media, throwing up many potential avenues for further media visits and coverage for HWC. Extremely positive working relationship with the BM who are interested in our overall interpretation strategy and capital development plans.
- 4.4 A very good meeting held with the Hexham Abbey HLF application consultants. HWHL explored avenues of co-operation around Economic Impact Assessment for Hexham, and were able to develop our concept of the Roman-Christian heritage theme and how that may play a part in the Hexham Abbey interpretation.
- 4.5 HWHL were invited to speak at the launch of the Roman Bridge at Corbridge opening by Tyne and Wear Museums and HLF. Following three years of archaeology and consolidation, the Bridge remains have been moved slightly as the course of the river has changed over time.

5. Capital Development

- 5.1 The full team of consultants who are supporting the development of the HLF bid at Maryport, covering feasibility, business planning, design, interpretation, architectural design, is now in place, to enable a high quality HLF bid to be submitted by 31 March 2008. Those consultants have now visited the area on a number of occasions to ensure familiarity with local issues and dynamics of the local potential visitor market.
- 5.2 Regular personal contact is taking place with the owners of Camp Farm. Independent valuations have been commissioned, and solicitors instructed. The Steering Group, including HWHL, NWDA, funders, and Senhouse Trustees, is meeting regularly to inform the development of the work. More detail is given in Board paper HWH/08/JAN/04.
- 5.3 In terms of the wider regeneration of Maryport, HWHL have instigated the development of a full strategy and works document for Maryport, which is currently being developed by Capita and which will guide all key activities and projects in Maryport.
- 5.4 Carlisle Leisure Limited have been awarded the management contract for Destination Maryport with an agreement for a substantial revenue budget. Facility will focus heavily on arts, entertainment and events and less on the heritage elements.
- 5.5 Following a recent destination management plan session, Roman Maryport has been identified as a high priority for Cumbria for the future plan.
- 5.6 A significant and constructive meeting was held in December 2007 was held with English Heritage, the National Trust, HWHL, and HLF, regarding a way forward for Housesteads. EH and the NT have been working together to agree how they may work together, and (with HWHL's support) are now looking to bring forward an HLF PPG bid by early March 2008. HWHL are fully involved in the process, offering support and advice. We meet this week to discuss sharing information for the Economic Impact Assessment.
- 5.7 A meeting took place with Tyne & Wear Museums and North Tyneside Council regarding Segedunum in December 2007. It was agreed to commission a brief study into the role of Segedunum within its locality (both how it can contribute to, and how it can benefit from, the wider regeneration of Wallsend, which has emerged as the Council's top regeneration priority). The Tyne & Wear Partnership are being approached for funding for this work.

- 5.8 The team is working closely with Vindolanda and HLF in reviewing options and exploring the possibility of further revised bids to HLF following the rejection of the previous bid in December. HWHL also offered to help with discussions with the British Museum re the return of some of the Writing Tablets. This discussion took place at the launch of the Life of Hadrian exhibition press launch and was very positive. The BM are pleased we could assist in providing a strong profile for the Tablets.
- 5.9 An HLF bid for £50,000 has now been submitted for St Bees Priory, matched with £5K of NWDA project money.
- 5.10 The Walby Grange Farm Park project now has full planning permission and a grant from CREA to progress. HWHL is working closely with the site owners to influence and assist this project.
- 5.11 B5300 Cycleway (Maryport – Solway) - A successful workshop has taken place and the tender for the engineering and feasibility work is now being drafted, in order to develop a safer and more attractive cycleway. This will be funded by WLR/Cumbria CC/Solway AONB.
- 5.12 We are currently developing an HLF bid, for £40,000, for submission in January, for the Hadrian's Head exhibitions at Tullie House and Segedunum.
- 5.13 Meetings have taken place with Chief Officers at Carlisle and Newcastle local authorities to explore how the work of HWHL can support, and benefit from, wider regeneration in both of those cities. This potential joint working has been very much welcomed by most local authorities.
- 5.14 HWHL have been asked to review the Arbeia plans and provide evidence of the role we believe Arbeia will play in the Roman Frontier story, and its importance to our overall objectives.

6. Economic Development and Business Support

There are two main strands to our work in this area at present – local produce and business networking:

- 6.1 **Local Produce:** The Trade Fair has been booked for 4 March, at Wentworth Leisure Centre, Hexham. As well as the support that this provides in terms of promotion of business opportunities, a range of speakers, demonstrators, etc, have been booked to maximize the impact of this. Full marketing of the event will be taking place through Revolution. Meetings have also been secured with buyers in advance of the event to promote this.

- 6.2 **Know Your Hadrian's Wall Country:** A popular and developing network of local businesses exist, and discussions are taking place with them about potential pilots for activity in developing those networks.
- 6.3 **Workshops/Partnership working:** HWHL continues to engage in a number of activities with partners, such as Tourism Association meetings, Audiences North East, National Parks, Business Link Tourism Skills Advisors, Rural Shops Alliance, etc.
- 6.4 **Management Plan:** We are using our knowledge of business support to help to strengthen the Management Plan, in particular through the identified issue of "Encouraging sustainable development of the WHS to contribute to regenerating its host communities and the regional economy".
- 6.5 **Signposting/Business Visits:** We continue to provide support to various business through signposting for individual businesses, through 1-1 referrals, business consultants, RDA's, UKTI, Tourism Association Meetings, Chamber of Commerce, etc.

7. Marketing Campaigns

- 7.1 In partnership with Enjoy England, Hadrian's Wall Country will be one of three partners, and only one other destination participating in a direct mail being sent to 110,000 contacts with an interest in rural holidays. To be mailed at the end of January 2008, the call to action will be to order the new Essential Map and Where to Stay guide from the Information Line and visit our website to find out more about a) the Emperor Hadrian exhibitions taking place this spring and b) walking in Hadrian's Wall Country.

8. Consumer branding, Hadrian's Wall Country Line and Locally Produced

- 8.1 Two images were selected prior to Christmas and the train wrap is now in production, due to be completed by early February 2008 along with the branded table tops and station signs. Northern Rail and Hadrian's Wall Heritage are working on a joint launch of the re-branded railway, likely to be held in mid-late February 2008.
- 8.2 Local agency Revolution is to produce refreshed marketing material for the producers and retailers who sign up to the re-launched Hadrian's Wall Country Locally Produced scheme. This will consist of branded stickers, tags, shelf displays as well as e-marketing materials. This will be ready in time for the trade fair on 4 March 2008.

9. Hadrian's Wall Country Essential Map/Where to Stay Guide

- 9.1 Work has been continuing on the design and production of the main pieces of consumer print for 2008. These will be printed by the end of January and in Tourist Information Centres and other distribution points in the run up to Easter. Feedback from Tourist Information Centre staff has been very positive and as a result the print-run of the Essential Map has been increased to 300,000. More advertising revenue has been raised than in 2007, with an increase in advertisers to 121 including food and drink providers and taxi operators.

10. The Face of an Emperor: Hadrian Inspects the Wall

- 10.1 There has been ongoing coordination of the exhibitions taking place at Tullie House and Segedunum, with Hadrian's Wall Heritage providing imagery and ensuring that the temporary exhibitions deliver the best impact for visitors. There has also been ongoing liaison with the British Museum to increase Hadrian's Wall Country coverage in the marketing they are carrying out for their July-October 2008 Emperor Hadrian exhibition. Moving imagery of the Wall was supplied to their marketing team to be incorporated into the online video they are producing. There is also the potential for Hadrian's Wall Country inclusion in their cinema advertising.

11. Corporate Communications and PR

- 11.1 Hadrian's Wall Heritage assisted with PR for the Northumberland Lights event. Planning is underway for a series of walking related press visits in spring 2008 as well as a visit by the Daily Telegraph for an article to appear June 2008 highlighting the Emperor Hadrian exhibition. We are also working with Alnwick Garden on securing press visits from key overseas markets i.e. USA, Germany, Sweden, Spain and France.
- 11.2 300 Christmas cards were mailed out to key contacts along Hadrian's Wall Corridor and across the UK. Feedback from the card has been very positive.

12. Destination and consumer PR

- 12.1 A telephone survey was carried out after the Walltown Craggs lighting event, 1 December 2008. 100 ticket buyers were contacted by telephone to gather feedback on the event itself and gather suggestions for future events. Feedback was overwhelmingly positive, with many local businesses reporting increased business as a result of the event. A full report will be produced shortly.

13. World Heritage Site Management Plan

- 13.1 Parts 1-3 (The Role of this Management Plan; Description of the WHS; Interests and Legislative Background) are complete and comments have been received from Christopher Young. These will be incorporated, and a meeting of the Steering Group is being arranged for week beginning 10 March to consider these sections. Part 4 (Statement of Significance) will be written to be considered by the same meeting. Part 5 (Assessment of the 2002-7 Management Plan) is in draft form based on responses from partners with responsibilities. It is intended this section will be completed in time for the Steering Group meeting.
- 13.2 The third meeting for the HWHL staff consultation took place on 19 December – this meeting focussed on Transport and Access issues.
- 13.3 Part 6, Management Issues, Policies and Actions.
- Issues 1-5 (Identification, Protection and Planning and Risk Preparedness) are complete as first draft and need revision incorporating comments from the Planning and Protection Interest Group meeting of 30 October. This will be done in late January, for next meeting of the Interest Group 12 February.
 - Issues 6 & 7 (Conservation) will be drafted late January or early February. A date for the Conservation and Rural Landuse Interest Group will be fixed for early April.
 - Issue 8 (Research) to be drafted by Paul Austen.
 - Issue 9 (Access & Transport) first draft complete and circulated to the Access & Transport Interest Group for meeting on 28 January.
 - Issues 10-13 (marketing & communication, WHS & sustainable economic development, cultural engagement of communities) are in progress by relevant staff. Initial contributions will be considered at internal meeting 16 January, redrafted by Jane Brantom and circulated to Presentation and Tourism Interest Group on 30 January.
 - Issue 14 (Education) Paul Austen to draft when Education Strategy complete.
 - Issues 15-17 (Management Structure of WHS, Monitoring, Funding & Resources) to be drafted by Paul Austen.
- 13.4 Progress is still on target for completing and revision of the text by end of May, to be signed off by the Management Plan Committee and for public consultation July-September, as per the timetable agreed by the MPC at their last meeting in July 2007.

13.5 KW and HN are preparing a strategy for consulting with local communities about management plan issues. This will be an on-going process that will continue after the management plan is completed. It will help to inform community initiatives to develop greater links between communities, HW and HWHL. KW & HN met Jane Hart, Community Action Northumberland to talk through approaches to community consultation.

14. Heritage and Learning

14.1 Interpretation Framework – Tim Padley of Tullie House Museum has developed the draft 'timeline' for the frontier story. Comments are being invited from specialists.

14.2 EVENT appointed to develop interpretation plan for Roman Maryport. NM is working closely with EVENT on this. Attended site meeting and meeting with Hugh Thompson of Senhouse Museum Trust.

14.3 Contributing to Carlisle Cultural Quarter project, articulating vision for the future of Carlisle.

14.4 Facilitating proposals for 'Life at the Frontier' education programme (successor to Pax Britannica) – complicated by 'absence' of Pax B co-ordinator and lack of resource (time and money).

14.5 Draft Education Strategy expected from Education Forum by the end of January. This will provide a framework for bidding for funds to support lifelong learning activity – possible links to NE and NW museum hubs.

14.6 Northumberland Heritage Forum – new network bring created, facilitated by NSP, to lobby for and integrate heritage contribution to tourism, cultural and community development in Northumberland – opportunities to link to Reiver & Christian Heritage themes amongst others.

14.7 Limes conference – developing framework for 'Presenting the Romans' session.

14.8 Development of proposals to HLF for range of initiatives to take forward heritage based projects (community archaeology, community interpretation, education, etc).

15. Sustainable Access – National Trail, National Cycle Trail, Public Transport

- 15.1 DMcG & JH met with English Heritage (Mick Wilson & Ian Merrit) and management techniques at the guardianship sites and the possible option of EH working with contractors through HWHL, subject to EH funding availability.
- 15.2 DMcG to forward guardianship site notes per the 2007 autumn survey to EH to help assess extent of management requirements.
- 15.3 A Trail team project update meeting was held in January and included a discussion on handover requirements for Janine Howarth's post – she is due to go on maternity leave from March 2008.
- 15.4 Interim claims totalling approx £25k for the financial year 2007/08 submitted to Natural England for expected payment in January.
- 15.5 Advance funding to HWHL for the financial year 2008/09 has been approved and the full claim of £32k has been submitted to Natural England. Funding is for projects within NNP (King Arthur's Well & Hotbank), works planned to be carried out summer 2008.
- 15.6 HWHL submitted Trail Project requirements for the financial year 2008/09 to Natural England in Autumn 2007 and we are awaiting allocation.
- 15.7 Shots taken in November for the fixed point photo monitoring along the Trail to be analysed in advance of next Management Plan Meeting, which is at the end of January.
- 15.8 The Economic Impact and Trail User Report 2003-2007 is in progress and will include People Counter information at Trail Hotspots and Long Distance areas, National Trail Survey findings and Trail User profiles.
- 15.9 David McGlade is finalising the Trail Autumn Survey report in advance of the next MPC meeting. This report forms the basis of the Trail work programme and prioritises required works.

16. Community Engagement and Volunteering

- 16.1 Two Induction training weekends organised for 10 new Hadrian's Wall Country Volunteer Wardens are being held on 19/20 January and 2/3 February 2008. Issues to cover will include company induction, map and compass navigation, first aid awareness, visitor engagement and archaeological significance of Hadrian's Wall, including field survey techniques. Trained wardens to be assigned to available sections of the National Trail and new Circular routes.

- 16.2 A Volunteers' social walk was held prior to Christmas. Circular route to the north of the Wall and using the Military way to demonstrate alternative routes to the National Trail in the winter months.
- 16.3 New Year lunch to be held on Friday January 11 at The George Hotel, Chollerford for current National Trail and Circular Walks Volunteer Wardens.
- 16.4 Monthly training events being finalised for all Hadrian's Wall Country Volunteers for 2008.
- 16.5 Feasibility study into volunteer-led guided walks and/or site based tours, progress being made to run a pilot programme of site based guides for summer season 2008. Contact made with interested Roman attractions.
- 16.6 Proposal being drawn up for the community consultation process of the Management Plan.

17. Hadrian's Wall Country Bus

- 17.1 It has been agreed to run the Service from Good Friday 21 March to Sunday 2 November 2008 to avoid confusion for passengers and provide continuity from the 2007 season. The partners congratulated HWHL on their bold thinking for the continuing support of the service. The new timetable leaflet, with other public transport information, is being designed and should be ready by the end of February 2008.
- 17.2 The timetable will be the same as last season with a minor change to the Newcastle service. The bus will call at Walltown before Haltwhistle as requested by a number of users. The bus operator has agreed to this change without extra costs.
- 17.3 The longer season will mean increased running costs. However more promotion and publicity will hopefully increase revenue income from ticket sales. We may have to increase ticket prices to cover increased fuel costs. Further discussions to take place.
- 17.4 A promotional campaign is being planned with the marketing team and will be targeted in Tyneside and other areas to increase awareness of the service.
- 17.5 The buses of both operators will have new liveries to tie in with the new branding of Hadrian's Wall Country and will ready in February 2008.
- 17.6 The tender documentation for the guiding service is being produced and will be available shortly.

- 17.7 We are investigating the potential of a scenic guide publication for the bus for when there is no guiding service.
- 17.8 A report produced for the Northumberland National Park Authority will be releasing £12k for 2007/08. The outcome of a bid for a further £12k for 2008/09 will be known by the end of January 2008.
- 17.9 Funding for the service will be a major priority as currently there is a shortfall for 2008/09. Initial discussions have taken place with previous funders who may be able to increase their contributions slightly. Other funding sources are to be investigated.
- 17.10 The full results of the 2007 on-bus passenger survey have been analysed, and are available as a PowerPoint presentation. Interesting findings included:
- Main purpose of the bus was for walking and visiting attractions
 - People found the bus cheaper and more convenient than the car
 - People would use the bus more if the service was more frequent
 - Most visitors were staying in B&Bs
 - Frequency was the only factor given a 'poor' rating
 - Standard of driving and driver helpfulness were given top score throughout
 - One third of all passengers were from overseas.

There were some criticisms:

- *Newcastle Central Station stop is not clearly marked* – Action will be taken to improve signage at the stop and improve TIC awareness.
- *Timetable is confusing* – We are looking at ways of improving the 2008 version and giving suggested day itineraries.
- *Not clear which stops drivers should announce* – Action is not practicable but we will produce a route map inside the bus.
- *There should be earlier buses from Newcastle* – It is not possible to put other buses on but we will make passengers aware of other bus and train interconnecting services from Newcastle to Hexham on the timetable leaflet.

18. Hadrian's Cycleway

- 18.1 A meeting was held with Ted Liddle, cycling consultant, to update on the current situation with cycleway and signage issues.
- 18.2 A meeting was held with Michelle Turnbull, cycle tourism officer for Sustrans, to discuss joint working on future activities. The Hadrian's Cycleway route map will be reprinted in the summer and Sustrans have asked if we will contribute to the printing.

18.3 The brief for a feasibility study for an alternative route along the B5300 north of Maryport is being produced in partnership with West Lakes Renaissance, Cumbria County Council and Allerdale District Council. The study will enable the development of an off-road route which will enhance the cycling experience in West Cumbria.

19. Signage Strategy

19.1 An internal group is to be established, initially to look at the rationalisation of signage in Hadrian's Wall Country, and then to liaise with partner organisations to form a coherent strategy for implementation at gateway sites.

20. Recommendations

20.1 It is recommended that:

- i) the Board note the contents of this report; and
- ii) this report may be published.

Chief Executive

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