FEASIBILITY STUDY
FOR A NEW VISITOR EXPERIENCE
AT PRESTONPANS, EAST LOTHIAN

Prepared for The Battle of Prestonpans (1745) Heritage Trust
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CONTENTS

PAGE

1. INTRODUCTION

1.1 THE BATTLE SITE

The 1745 Battle of Prestonpans was the greatest victory of Bonnie Prince Charlie's Jacobite Army. The defeat of the Hanoverian army in just fifteen minutes provided the Jacobites with the momentum to continue their campaign south into England. Whilst the site of the battlefield is known there is little to signal its existence to the visitor; development proposals for the surrounding area mean that it is regarded by Historic Scotland as one of the most severely threatened battlefields in Scotland.

1.2 THE PRESTOUNGRANGE ARTS FESTIVAL

The Prestoungrange Arts Festival is a Charity established in 1997. It is sponsored by the Baron Courts of Prestoungrange and Dolphinstoun, and also receives grants from a variety of other sources.

The Prestoungrange Gothenburg is the centre for all the activities of the Arts Festival and is a listed Building by virtue of its fine arts and craft interior design. Built in 1908, The Prestoungrange Gothenburg is under the management of the East of Scotland Public House Company Limited which trades wholly within the original Gothenburg Principles its founders established. After a 5% pa cumulative return on the capital employed in the enterprise, all further surpluses are Gift Aid granted to the Prestoungrange Arts Festival. .Some of the Festival Activities include:

- The Three Harbours Arts Festival which celebrates art in the three communities of Prestonpans, Cockenzie and Port Seton. Last year the festival generated 5,000 visits across 80 venues displaying the work of 150 artists. In 2007, these numbers rose to 10,000, 110 and 300 respectively.
- The creation of a gallery of the historically interesting buildings and sculptures in Prestonpans.
- A programme of events each October in remembrance of the 81 witches executed in Prestonpans.
- To resurrect the coal trail as a tourism feature.
- Murals across the town to honour the memories of Prestonpans ancestors. In 2006, the Global Association for Murals Art Biennial Conference was hosted in Prestonpans with 64 towns represented.

Research has been undertaken into the impact of the murals on the people of Prestonpans. Key findings suggest that the murals appear to have had a positive influence on Prestonpans and that overall opinion of them is quite positive. As the research undertaken didn't generate a significant response rate there is further qualitative and quantitative research which is intended to delve further into the impact.

1.3 THE BATTLE OF PRESTONPANS (1745) HERITAGE TRUST

The people of Prestonpans, the Prestonpans Community Council and the Prestoungrange Arts Festival have joined forces to form the Battle of Prestonpans (1745) Heritage Trust. The Trust aims to develop a visitor attraction that offers a permanent and appropriate memorial that will better preserve and interpret this historic victory.

The Trust would like to develop a visitor centre adjacent to the Battle site. The aims of the proposal are:

- To provide a permanent and accessible resource centre for the interpretation of the Battle of Prestonpans, fitting for its important standing in Scottish history, with relevance to schools, the local community and UK and overseas visitors.

- To honour those who fought and died on both sides of the Battle, evaluating the subsequent treatment of key players.

- To safeguard the Battle site by ensuring it is protected from encroaching development, delineating the lines of battle and facilitating proper archaeological exploration and preservation of all artefacts and remains.

- Create an environmentally sound space by re-planting original species of trees and restoring the pattern of agriculture.

- Interpret significant aspects of the area before and since the Battle, including the ancient monument at Birsley Brae, the Tranent/Cockenzie Waggonway, Bankton House, Preston Tower, Hamilton House, Preston Links Coalfield and Bings and Cockenzie Power Station.

- Become a self-financing tourist destination that will greatly benefit the local and national economy, using its location near the A1, just ten miles east of Edinburgh, to attract visitors.

- Generate local employment, both directly and through ancillary local facilities, possibly including a motel or hotel with an appropriate theme that can service the needs arising from the increased visitor numbers. The Battle site will play a significant part in the continuing regeneration of Prestonpans, which lost its entire industrial base in the 1960s.

- Use the arts, which are flourishing in Prestonpans, to underpin and strengthen the project by creating poetry, painting, music, drama and literature which has the Battle as its theme.

Whilst the aims outlined above broadly relate to the Battle, there are also significant opportunities to present and interpret other aspects of the Prestonpans Community. These might include:

- The social and economic history of Prestonpans, including the rise and decline of its traditional industrial base.
- The Prestonpans Murals.
- The area's association with witches.

The project team anticipate making applications to the Heritage Lottery Fund and other bodies to raise the required capital.

The Battlefield site is currently owned by Scottish Power which has lately been taken over by Spanish firm Iberdrola; consultation with Scottish Power has indicated they will not be in a position to make any decisions in the near future. The lands adjacent to the battlefield are owned by East Lothian Council and the Scottish Archdiocese of the Catholic Church.

It is a core aim of the project that it is financially sustainable. Whilst indicative architectural plans have been developed there has, to date, been no assessment of the market opportunity for this kind of facility.

1.4 PURPOSE

The purpose of this Report is to refine and assess the business opportunities suggested by the client and to provide an expert, objective assessment of the viability of a visitor attraction. The findings inform the development of likely visitor numbers to the site, and thereby determine the extent to which it might be financially sustainable.

1.5 SCOPE

The project has been based on the business concepts and ideas discussed with the client group. This was not regarded as an exclusive list and RGA was open to the consideration of other ideas as part of the research process.

The report assesses the feasibility of the project on a purely financial (revenue) basis, as stated in the consultancy brief. It is recognised by RGA that the project is capable of generating community, social and educational benefits for Prestonpans and the wider area. However the quantification of these benefits falls outside the remit of this report.

The timescale for this Study has not permitted original market research or community consultation to be undertaken. The findings and recommendations are therefore based on a programme of secondary research, our extensive experience in the tourism and visitor attractions sector and other market research. The performance estimates provided in this report should be regarded as indicative only.

In researching the overall product mix at the proposed visitor centre, RGA has assumed that there is a desire, on behalf of the project team, to avoid displacing visitors, economic or business activity from other operators in the area.

This report summarises our research and findings.

1.6 APPROACH

In preparing this research study, RGA has undertaken the following:

– Met with the project team to obtain further information about the project.

– Visited the project site.

– Reviewed the strategic and operating context for the project.

– For each of the proposed development concepts, scoped the market in terms of current and future supply, market trends, and anticipated demand;

– Conducted a visioning workshop to scope and define the overall positioning of the visitor experience at Prestonpans;

– Developed a Strategic Direction to define the purpose, standards, identity and objectives of the Prestonpans Visitor Centre;

– Prepared indicative visitor estimates for the facility and commented on the overall viability of the proposed product at the Prestonpans Visitor Centre, making recommendations as to how the project team might respond.

– Suggested an Action Plan for the project to set out the future work required to undertake the business planning and, ultimately, its delivery.

2. SUMMARY AND RECOMMENDATIONS

The Battle of Prestonpans (1745) Heritage Trust wishes to consider the development of a visitor attraction that offers a permanent and appropriate memorial that will better preserve and interpret the Battle.

Prestonpans has a high proportion of vulnerable social groups. This project has the potential to provide a positive social and economic influence on the area. The market area for the project also has a high proportion of affluent individuals who have the ability to make a positive contribution to the sustainability of the project.

Our research found no inherent barriers to developing a new visitor centre in East Lothian. The proposed visitor centre must be designed to be dynamic in a flexible multi-functional facility that will maximise revenue generation. Partnerships, joint marketing and cross ticketing should be adopted for maximum visitor reach.

In terms of the economic, community and sustainability objectives which have been established for the project; multiple elements have the potential to generate positive benefits and financial sustainability.

The core visitor attraction would provide twenty two jobs and bring over 76,000 visitors from outside East Lothian.

We believe that the core paid attraction can achieve:

	2009	**2010**	**2011**
Total Attendance	81,760	72,701	74,315
Earned surplus from operations	£60,684	£9,418	£20,895

There is potential for an attraction as the core of certain other elements that will satisfy the objectives of the Trust for this to be a regeneration project for the town. However there are a number of unknowns which must be resolved before the large scale “vision” can be attained. The chief one is acquiring the site and approval for the development.

Meanwhile the Trust should not stand still – the momentum Prestonpans at large has gained over the last decade should be maintained. We suggest, for example, that the small scale interpretation of the Battlefield and a programme of suitable events should continue. They will further prove the potential of the destination and surprise the visitors.

The theme that has been adopted is “Victory, Hope and Ambition” for the community of Prestonpans.

3. OVERVIEW OF MARKET BACKGROUND

3.1 INTRODUCTION

Prestonpans is located on the south coast of the Firth of Forth, approximately ten miles east of Edinburgh, near the A1 corridor linking the North East of England with Scotland. It has a population of 7,153. Historically a mining town, there is currently very little industry; resulting in a stagnant economy for the last forty years. Unemployment in the Ward at 3.9% is the highest in East Lothian.

RGA has examined the characteristics of the communities by commissioning an Acorn profile of the market area, at drive times of 30, 60 and 90-minutes from the project site. The isochrones were selected based upon the "normal" catchments for various scales of UK visitor attractions. A map of the Acorn drive times can be found in Appendix B. Economic and tourism indicators have been provided for Prestonpans and East Lothian where appropriate.

A fuller analysis of the market background in presented in Appendix A and a summary can be found below.

3.2 CURRENT ECONOMIC CONDITIONS

Prestonpans is in a good location from which to access a significant proportion of the Scottish population within a 90-minutes drive.

The 30, 60 and 90-minutes areas are all characterised by comparatively high percentages of the population falling into the "Hard Pressed" Category. These people are experiencing the most difficult social and economic conditions and appear to have limited opportunity to improve their circumstances.

The social and community objectives of this project, when fully developed, will therefore have the potential to impact on the most vulnerable social groups. This is one of the key drivers for the project team and also attractive to wider stakeholders. The potential impact of the project in these terms is, in our view, highly significant.

By contrast, there is also a high proportion of "Urban Prosperity"; these are well educated and mostly prosperous people. The high proportion of such individuals within the market area is positive in that they have a high propensity to undertake leisure activities and therefore can make a contribution to the financial sustainability of the project.

Almost four fifths (79%) of residents within the local authority of East Lothian are in employment. The largest employment industry sector in East Lothian is in the service sector (76%) although figures are not available for production and construction sectors.

East Lothian is projected to see a higher than average increase in the population above working age, and those of working age. The population below working age will decline but at a rate slower than the national level. There are concerns that the present trends of rapid population growth among working age adults are not sustainable with current employment levels.

High levels of commuting out of East Lothian for employment is also a concern as the low daytime population reduces the vibrancy of town centres and contributes to high levels of retail and service expenditure leakage.

The overall economic outlook for Scotland as presented by PricewaterhouseCoopers is broadly positive, outlining growth.

The market area has good rail and road transport and communication links with access to Edinburgh and Glasgow airports within a 60 minute drive. Prestonpans is also served by a train on the Edinburgh to North Berwick line. Rosyth provides sea access to and from northern Europe.

3.3 TOURISM OVERVIEW

Prestonpans is an historic town located on the picturesque coast, just outside Edinburgh. Tourism statistics, for the whole of Edinburgh and the Lothians, show that tourism was worth £1,126 million in 2005; 70% of which is generated from domestic visitors. 9% of the local economy in 2004 was employed in tourism, which is in line with national averages. However, it is important to note that the inclusion of tourism statistics from Edinburgh will skew data, as Edinburgh is an internationally popular tourism destination.

Domestic tourism is an important economic sector in the region, with overnight visitors spending an average of £100 per night and staying an average of 2.5 nights. Overseas tourists, spend less, an average of £55 per night, but tend to make longer visits (6.4 nights on average).

“Holidays” are the most popular reason for visiting, followed by business/conferences for domestic visitors and visiting friends and relatives for overseas tourists. Encouragingly, the area shows less seasonality than Scotland as a whole and higher than average occupancy figures for all forms of accommodation except caravan/camping sites.

There are a large number of tourist attractions within Edinburgh and the Lothians; but most of the top ten are in Edinburgh. East Lothian also has a number of tourist attractions, including the Museum of Flight in East Fortune, the Scottish Seabird Centre in North Berwick and the Prestongrange Industrial Heritage Museum. The latter is the closest attraction to the site and plans are currently being considered by the Council for its redevelopment.

3.4 REGENERATION

There are major housing developments planned across a number of key sites in East Lothian. The most significant, to the project, is Blindwells near Tranent that will initially develop 1,600 homes commencing in 2008. It will straddle and impact on the important route that the Highlanders took along the Rigonhead Defile prior to the battle to create the element of surprise. There are also developments in Wallyford, Haddington, Dunbar, and North Berwick.

There are a number of developments that could impact on the project including increased passengers through Edinburgh Airport and Waverley Station following their expansion. Queen Margaret is developing its new campus nearby opening in 2007/2008.

3.5 FINDINGS

- The immediate market in Prestonpans has a high proportion of vulnerable social groups. This project has the potential to provide a positive social and economic influence on the area.

- The market area for the project also has a high proportion of affluent individuals who have the ability to make a positive contribution to the sustainability of the project.

- The rapid increase in the working age population of East Lothian will not be sustainable in the long term without an increase in jobs in order to curtail the high levels of commuting to Edinburgh for employment.

- Prestonpans is well located near the A1 along the corridor linking the North East of England with Scotland and in a good position to capture a significant amount of the population with a 90 minutes drive.

- The tourism industry in the Edinburgh and Lothians region is worth approximately £1,126 million per year to the local economy and plays an increasingly important role in the economic life of the region; 9% of all employment in the area is within the tourism sector, which is in line with Scottish national averages;

- The Museum of Flight and the Scottish Seabird Centre both in the top ten of paid Scottish Visitors Attractions, are in East Lothian;

- There is little evidence of substantial inward investment in the area or of new tourism product development, except in the golf sector.

3.6 CONCLUSIONS

A new visitor centre has the potential to benefit East Lothian in general and Prestonpans in particular as it would generate increased jobs and other community benefits thereby decreasing unemployment and displacement.

4. VISITOR ATTRACTIONS

4.1 UK VISITOR ATTRACTION TRENDS

In order to present an overview of the visitor attraction sector and its performance we have considered the latest published research for attractions in the UK. This section will provide an overview of current trends by geographical area, visitor attraction type and a range of other indicators such as gross revenues, visitor spend patterns and dwell times. Table 4.1 provides an overview of visitor trends across the UK regions, based on 3,063 attractions which provided visits figures for 2002 and 2003.

Table 4.1.1: Visits Trends to UK Attractions, 2002-03

Project Definition	**Attractions**	**Visits**
	%	%
Country Parks	5	16
Farms	3	2
Gardens	6	5
Historic Houses/Castles	18	11
Other Historic Properties	7	3
Leisure/Theme Parks	2	9
Museums/Art Galleries	30	26
Steam/Heritage Railways	2	2
Visitor/Heritage Centres	8	6
Wildlife Attractions	5	7
Workplaces	6	3
Places of Worship	3	5
Other	4	7
ALL UK ATTRACTIONS	**100**	**100**

Source: Star UK/RGA Research
* Figures may over add due to rounding

Museums/art galleries account for almost a third of attractions (30%); however they generate a lower share of visits at just over one quarter of total reported visits (26%). Historic houses/castles, the second largest category in terms of number of attractions (18%) only received 11% of total reported visits. Conversely, country parks, representing a small proportion of UK attractions (5%) accounted for a higher proportion of visits (16%), as did leisure/theme parks (2% of attractions and 9% of visits). The two latter attraction categories tend to attract large numbers of visitors.

Table 4.1.2: Average Adult Admission Charge for Paid Attractions, 2002

Project Definition	Average Admission Price (Adult)
Country Parks	£2.76
Farms	£3.59
Gardens	£3.57
Historic Houses/Castles	£4.18
Other Historic Properties	£2.68
Leisure/Theme Parks	£6.73
Museums/Art Galleries	£2.96
Steam/Heritage Railways	£6.11
Visitor/Heritage Centres	£3.23
Wildlife Attractions/Zoos	£5.33
Workplaces	£3.35
Places of Worship	£3.45
Other	£4.91
ALL UK ATTRACTIONS	**£3.80**

Source: Star UK/RGA Research

The average adult admission charges varied greatly amongst the categories, ranging from £2.68 for other historic properties to £6.73 for leisure/theme parks.

Table 4.1.3: Average Dwell Time Per Visit by Attraction Project Definition, 2002

Project Definition	Average Dwell Time (Minutes)
Country Parks	130
Farms	182
Gardens	161
Historic Houses/Castles	133
Other Historic Properties	137
Leisure/Theme Parks	267
Museums/Art Galleries	112
Steam/Heritage Railways	149
Visitor/Heritage Centres	102
Wildlife Attractions/Zoos	202
Workplaces	89
Places of Worship	66
Other	89
ALL UK ATTRACTIONS	**136**

Source: Star UK/RGA Research

In 2002 places of worship reported the lowest average dwell time at just over one hour (66 minutes on average) whereas leisure/theme parks reported the highest at approximately four and half hours (267 minutes on average per visit). Visitor and heritage centres reported average dwell times of approximately 102 minutes.

4.2 MARKET AREA ATTRACTIONS

The competitor set for the proposed Prestonpans visitor centre was defined as all visitor attractions, historic properties, parks and estates and museums and galleries within the market area, divided into three catchments:

- 0-30-minutes;
- 30-60-minutes; and
- 60-90-minutes drive time of the project site.

(Note: this Section refers to direct competition in terms of other visitor attractions with a similar product: it should be remembered that the proposed visitor centre is also competing with a wider range of leisure activities such as going to the cinema, eating out and shopping. Each of these sectors is subject to its own market trends; in this Section we examine those related to the visitor attractions market in the view that they are the most relevant to the project overall).

RGA has identified a total of 297 attractions throughout the total market area. As the Table below illustrates there is a relatively large competitor set within a thirty-minutes drive time. The attractions within the 90-minutes drive time are also considerable reflecting the location of the project site with relation to main urban centres including Edinburgh, Falkirk and the Eastern part of Glasgow. An overview of the primary competitor set is presented in Table 4.4.

Table 4.2.1: Overview of Competitive Supply by Drivetime

Drivetime	Number of Attractions	% of total Competitor Set
0-30 Minutes	87	29%
30-60 Minutes	57	19%
60-90 Minutes	153	52%
Total	**297**	**100%**

Source: VisitScotland /RGA

The combination of rural and urban characteristics within the catchment areas mean that there is a wide range of different types of attractions, as shown in Table 4.5.

Table 4.2.2: Competitor Visitor Attractions by Category

Category	**Number of Attractions**	**% of Competitor Set**
Museum/ Gallery	82	28%
Castle/Historic Houses	58	20%
Parks and Gardens	48	16%
Visitor Centres	41	14%
Visitor Attraction	20	7%
Nature attractions	15	5%
Religious Building	10	3%
General	9	3%
Farm/Zoo	7	2%
Church	7	2%
Total	**297**	**100%**

Source: VisitScotland /RGA

The largest category within the 90 minutes catchment area is museums and galleries, accounting for almost a third of all competitors. This is followed by castles and historic houses (20%) and parks and gardens (16%). Interestingly, visitor centres only constitute 14% of the competitive set within the 90-minutes catchment and a closer look at the 30-minutes catchment identified only one visitor centre, the 'Clan Tartan Centre' in Edinburgh. These findings perhaps indicate that visitor centres are underrepresented within the immediate market area.

4.2.1 Average Attendance at Area Attractions

Table 4.2.3: Overview of Average Attendance Numbers, 2004-05

Drive Time	**Total Attractions**	**Average Attendance 2005**	**Average Attendance 2004**
0-30 Minutes	87	158,882	159,258
30-60 Minutes	57	64,922	59,217
60-90 Minutes	153	151,195	127,069
Total	**297**	**134,578**	**123,685**

Source: RGA Research

NB. Full attendance data was not available for all of the competitor attractions. A list of attractions included in this study is provided in Appendix K.

The average attendance numbers at market area attractions increased by 9% between 2004 and 2005. The average visitor numbers in 2005 and 2004 were highest in the 0-30-minutes drive time category (158,882 and 159,258 respectively), which perhaps reflects Edinburgh's position as the key tourist destination within a national context. The 60-90-minutes cohort largely covers Greater Glasgow, the Scottish Borders and Fife. Despite this cohort representing the largest number of visitor attractions in the market area, the average number of visitors were slightly lower than the 0-30 minutes cohort (-5%) in 2005 and significantly lower (-20%) in 2004. These considerable fluctuations underline the volatility of the visitor attractions market.

4.2.2 Pricing Structure of Competitor Attractions

Table 4.7 provides an overview of the pricing structure within the area's competitive supply.

Table 4.7: Overview of Pricing Structure of Competitive Supply

Drive Time	Paid (%)	Free (%)	Average Adult	Average Child
0-30 Minutes	40%	60%	£6.38	£3.78
30-60 Minutes	40%	60%	£4.69	£2.88
60-90 Minutes	39%	61%	£4.98	£2.76
Total	**39%**	**61%**	**£5.35**	**£3.08**

Source: RGA Research
NB. Full price data was not available for all of the competitor attractions. A list of attractions included in this study is provided in Appendix K.

The balance of paid and free attractions within the market area is fairly evenly split between 40% paid and 60% free across the three cohorts. Of the paid attractions, the average adult price is £5.35 – the highest cohort is the 0-30 minutes drive time (£6.38). The average admission for children is £3.08 across the three cohorts; similar to adult admission charges, the 0-30 minutes drive time presents the highest average prices (£3.78). Pricing a new visitor experience at Prestonpans should be set against some price sensitivity within the local market with an appropriate pricing strategy implemented to address this.

4.2.3 Seasonal Opening

Nearly one fifth (18%) of attractions in the whole market area operate on a seasonal basis; however for attractions in the 0-30-minutes area this figure reduces to 9%. This may reflect the fact that the seasonal pattern of tourism in Edinburgh and the Lothians is less marked than in other Tourist Board areas.

4.3 OVERVIEW OF KEY VISITOR ATTRACTIONS AND OTHER RESEARCH

4.3.1 Prestongrange Industrial Heritage Museum

East Lothian Council is in the process of scoping options for the re-development of the Prestongrange Industrial Heritage Museum. Possible components include artist workspace, natural and industrial heritage, a visitor centre and park.

Should this development proceed, there could be an opportunity to work closely with the museum, benefiting from joint marketing and cross ticketing; thereby making Prestonpans into a day visit destination.

4.3.2 Comparator Attractions

RGA reviewed National Trust properties at Culloden and Bannockburn as well as the Museum of Flight and the Scottish Seabird Centre (the two largest visitor attractions in East Lothian).

The research highlighted key points for sustainability and success as follows:

- a need to make attractions interactive to maximise visitor engagement;
- Links with other attractions and events are highly effective in increasing exposure; thereby benefiting from joint marketing and generating new and repeat visits;
- Development of multi functional spaces that can serve as education rooms as well as accommodate conferences and events maximise revenue generation.

4.3.3 Battlefield Tourism

Battlefield Tourism is included under the Dark Tourism banner which also includes Holocaust tourism, cemetery tourism, slavery-heritage tourism and prison tourism.

According to the Dark Tourism Forum (a collaborative project led by the University of Lancashire and Tourism Society UK), “Dark Tourism is the act of travel and visitation to sites, attractions and exhibitions which has real or recreated death, suffering or the seemingly macabre as a main theme.” The Dark Tourism Forum was established to increase debate and study into this increasingly popular genre of tourism.

Although this is still an emerging area of study, two elements appear to fascinate visitors when they try to understand the reality of battles. The first is an overview of the tactics of battle in which they need to see the movements of the armies as the battle proceeds. The second is the detail and reality of the conflict.

Visitors often have no concept of the nature of battle before the technological warfare of the modern era. The skills that were required of fighters are exotic in their unfamiliarity. Battles were fought in the daytime only because due to the lack of light, friends and enemies were often indistinguishable, battlefield communications were limited and armies composed of men with no training at one extreme and foreign mercenary fighters at the other.

There are a number of re-enactment societies that specialise in various eras. Re-enactments can range extensively in size, cost, and number of visitors it attracts. At the NTS and Historic Scotland, re-enactments are generally included in the admission charge but have the ability to attract thousands of visitors.

4.3.4 Battles of East Lothian

The Battle of Athelstaneford (832 AD), the Battle of Pinkie Cleugh (1547) and the Battle of Dunbar (1650) also occurred on East Lothian soil. The Battle of Pinkie, which took place along the River Esk in Musselburgh, is historically significant as it was the first modern battle fought in Britain. There is currently no on site commemoration or interpretation. There is a monument at The Battle of Dunbar. This resulted in the defeat of the Scottish army, and the English Parliamentary Forces were able to march into Edinburgh. The Battle of Athelstaneford which took place near Haddington between the picts and the Scots against the English is very modestly commemorated in the National Flag Centre.

The Battles of Prestonpans, Pinkie and Dunbar are all included in a report currently being prepared by Historic Scotland on endangered battlefields. The report examines the battlefields and how to protect them in the future. Historic Scotland would be supportive of a project that would help safeguard the Battle sites but at present have no statutory role with regards to battlefields.

4.3.5 Distilleries

Whisky and distillery visits appeal significantly more to international visitors than domestic ones. These visitors tend to be familiar with the established brands and tend to focus on the North and West of Scotland where most of them are. A recent initiative, The Whisky Coast, has been formed by 16 distilleries to promote whiskey sites along the west coast.

The only distillery in the Lothians, Glenkinchie attracts modest visitor numbers (24,091 in 2005).

The Scotch Whisky Heritage Centre in Edinburgh has a different demographic profile from traditional whisky drinkers suggesting perhaps that these visitors' experiences are fulfilled from their visit to the Centre.

It is unlikely that there will be enough of a hook to draw visitors to East Lothian for such an attraction.

4.3.6 East Lothian Attractions Group

The East Lothian Attractions Group, supported by East Lothian Council, assists with marketing attractions providing help with funding applications from a range of sources including the VisitScotland Challenge Fund and European Leader.

This group would provide a valuable resource to assist with funding sources and cross marketing opportunities.

4.3.7 Queen Margaret University

Queen Margaret University has expressed a keen interest in student involvement at a new development. Their students have a requirement for 16 week student placements from May to September across a range of subjects in the School of Business including management, marketing, entrepreneurship and retail, tourism, hospitality and events and consumer studies.

Whilst we acknowledge that the objective of this project is to secure employment for the community of Prestonpans, we feel that there could be value to exploring certain partnerships whereby the project could benefit from University resources and skills on a limited basis.

Discussions with Queen Margaret University have been detailed in Appendix J.1 and further referenced in Chapter 8 on The Learning Market.

4.4 FINDINGS

- There is only one tartan themed visitor centre in the 30-minutes catchment, the 'Clan Tartan Centre' in Edinburgh, possibly indicating an under representation within the market area and a possible extension of the theme for the Centre;

- There are considerable fluctuations in the wider 60-90-minutes markets underlining the volatility of the visitor attractions market;

- Pricing a new visitor experience at Prestonpans should be set against price sensitivity within the local market with an appropriate pricing strategy implemented to address this;

- Attractions in the 0-30-minutes market drive time operate on less of a seasonal basis than the wider market area reflecting a less marked seasonal tourism pattern in Edinburgh and the Lothians than in other Tourist Board areas;

- East Lothian Council is exploring re-developments at the Prestoungrange Industrial Heritage Museum. The redevelopments have not yet been finalised and there is no time plan outlined for its delivery. It is difficult to assess its impact on this project;

- Attractions should be interactive and engaging to visitors. There is also benefit to linking with other organisations to reach a larger number of visitors. Culloden has expressed willingness to partner with a Battle of Prestonpans Visitor Centre and this should be further explored with other attractions;

- Motivation for Battlefield Tourism is still an emerging area of study; however it is clear that battle re-enactments have the potential to attract considerable visitor numbers;

- Broadening the theme of the centre and drawing on other East Lothian conflicts could widen the appeal to visitors;

- Distilleries appeal primarily to international tourists who tend to be familiar with established brands. A new distillery in East Lothian is unlikely to attract significant visitor numbers;

- The East Lothian Attractions Group can provide a valuable resource for funding and marketing of the proposed visitor centre;

- Queen Margaret University is keen to discuss various partnership opportunities at the Visitor Centre.

4.5 CONCLUSIONS

Our research found no inherent barriers to developing a new visitor centre in East Lothian. The proposed visitor centre must be designed to be dynamic in a flexible multi-functional facility that will maximise revenue generation.

Partnerships, joint marketing and cross ticketing should be adopted for maximum visitor reach.

5. ARTIST WORKSPACE

5.1 INTRODUCTION

The development of new business or incubator units is commonplace in the scientific and industrial sectors but historically there has been less emphasis on the creative industries. Traditionally artist workspaces in the UK have been founded and organised by artists themselves, often operating as a collective organisation but generally lacking in a traditional “business” approach to the enterprise. Recently, however, economic development agencies and local authorities have been taking an increasing interest in the creative industries sector and this is now a recognised priority for development throughout the UK. The trend is further enhanced by an expressed desire from stakeholders to move away from the focus on facilities and audiences of the past decade and to concentrate on the creative process instead.

The community in Prestonpans has embraced the artistic activity undertaken there in recent years. It has voluntarily created adult arts classes and Master Classes and convened the Global Murals Biennial Conference. Additionally, artist workspace has the potential to act as a live attraction, showcasing the community, thereby providing an additional visitor hook and augmenting the retail offer.

Based on this we have explored opportunities to develop a workshop and studio at the visitor centre.

5.2 EXISTING SUPPLY

5.2.1 WASPS

WASPS is a charity which provides affordable studio space to support Scottish artists. Visual art forms include painting, photography, sculpture, performing arts, ceramics, glass and more.

WASPS provides 130 studios to 147 artists in Edinburgh. There are currently 150 artists on the waiting list and the waiting time is approximately five years. These studios are well-marketed and have established reputations for providing full-serviced, quality units. The studios can be rented from one month to over a decade, thereby making it difficult to fully estimate the waiting list for studio space. Studio charges vary by building and according to the floor space leased. Average rentals range from £65 to £100 per month with £85 being the average for a 200 square foot studio. “Light and windows” are sited as key to determining the number of studios possible.

WASPS has been developing a rural studios initiative to enable artists to live and work in their own communities. To date they have only funded two initiatives; one in Fife and one in Selkirk. These studios have waiting lists but no information was available on the numbers or estimated length of wait.

WASPS typically seek to secure 100% or majority funding for their projects. Sources of funding include the Scottish Arts Council, Local Authorities, Heritage Funds, and Scottish Enterprise.

5.2.2 Edinburgh Sculpture Workshop

Edinburgh Sculpture Workshop (ESW) is a membership organisation and members are encouraged to contribute to its management through representation on the Board of Directors and attendance at the AGM as well as act as advocates through project and audience development.

The workshop is open to all ESW members at daily, weekly and monthly rates. There is a full range of equipment available for use. Rates are £84 for a single studio and £62 for a shared one inclusive of light and heat.

As well as fourteen permanent studio spaces, ESW has a studio for short-term let and a project space which is available to rent on a monthly basis. They also offer technician support sessions and encourage members to share skills with each other.

5.2.3 Edinburgh Printmakers

Edinburgh Printmakers provides an entrance free gallery, and inexpensive, open access print studio, where artists and members of the public can use equipment and source technical expertise to develop their hands on printmaking skills.

Edinburgh Printmakers has various pricing schemes which offer discounts when sessions are bought in bulk. One session (four hours of studio time) is £5.20, three sessions is £13.10, one month is £80 and three months is £200.

A range of courses are offered at Edinburgh Printmakers and with each students get associate membership for six months.

Both the Edinburgh Sculpture Workshop and Edinburgh Printmakers may not be entirely comparable to Prestonpans as they both offer courses, technical assistance and equipment to their members. There may be aspects of this that could be considered for Prestonpans.

5.2.4 West Barns Studios

West Barns Studios in Dunbar is an artist workspace leased from East Lothian Council by a group of five artists. The Victorian building was formally a primary school badly in need of restoration. The artists negotiated low rent (exact amount was not disclosed) in exchange for undertaking extensive phased refurbishments under Council supervision.

The studio has been subdivided into individual spaces for each artist. They have held several exhibitions and also offer arts classes and arts parties for children.

5.3 FUTURE SUPPLY

Informal discussions with East Lothian Council have revealed that they are in support of developing workshops in East Lothian and would be interested in hearing more about this project. They are currently exploring workspace as part of the Prestongrange Industrial Heritage Museum redevelopment. Pilot artist residencies at the Museum have been relatively successful and research indicates that artists are keen to seek alternative and more reasonably priced studios outwith Edinburgh city centre. They intend to focus on contemporary visual art.

In Dunbar, Skateraw Farm offered Richard Demarco a barn for his archive which was then setup as an exhibition. There are now plans underway to build another barn in which other artists can archive their work and some of the space will be converted into studios. A Business Plan is being prepared and they are seeking funding from Scottish Executive, Scottish Enterprise Edinburgh and Lothian, and the Scottish Arts Council. They are also working closely with Edinburgh College of Art.

5.4 FINDINGS

- There has been an increased strategic interest in the creative industries sector which is now a recognised priority for development throughout the UK;
- The competitor stock is largely city centre-based with high quality, fully-serviced units. The majority of venues in Edinburgh are reporting waiting lists for rental units. This suggests a gap for artists that could be fulfilled in non-urban locations;
- Anecdotal evidence suggests significant demand for artist workspace; further research is needed to assess this ;
- East Lothian Council is in support of developing workspace, and is currently exploring this as a possible component to the new Prestongrange Industrial Heritage Museum;
- Artist workspace has potential to act as a live attraction showcasing the community, thereby delivering an additional visitor hook and augmenting the retail offer.

5.5 CONCLUSIONS

There is potential to develop workshop and studio units at Prestonpans; however the size and scale must be carefully considered. RGA would advise a more detailed demand study in order to assess the viability of this option. To add relevance, it may be appropriate to attract local craft makers or perhaps artists who are prepared to produce works that can be linked to the era of the Battle.

This option is not expected to add materially to the revenue streams; however, given national strategic support for similar initiatives, it is recommended that is it further explored due to its potential to attract funding.

6. *LEISURE VENUE CATERING*

6.1 INTRODUCTION

A catering offer at visitor attractions, museums and other leisure venues is now recognised as an important income generator. A brief analysis of the current catering supply within a 10-minutes drive and recognition of national trends has been conducted. Appendix D provides an analysis of the UK leisure venue catering market.

6.2 SUMMARY OF THE UK LEISURE VENUE CATERING MARKET

The leisure venue catering sector has grown by 15% between 2001 and 2006 to a current value of £2.1 billion. This is slower than the 25% growth of the total eating out market and suggests that some leisure venues are not maximising their services.

Museums and arts galleries catering achieved a 3.6% growth between 2001 and 2006.

Museum and art gallery catering is experiencing challenges as many visitors bring pack lunches. Average spend per visitor is estimated to be £1.20 in 2006.

The three leading leisure venue catering contractors are Compass Group, Elior and Sodexho. It is noted many leisure venues independently operate their catering facilities to re-invest any profit back into the facility.

Key customer views indicate that leisure venue catering is too expensive, not appealing and there are too many queues.

Market opportunities and trends indicate leisure catering venues need to become more customer savvy and seek to offer similar products and services to what can be found elsewhere in the market. Healthy and ethical traded food is now a major concern for consumers and combating queues should be addressed to reduce negative experiences.

6.3 COMPETITOR SET

A market area of a 10-minutes drive time was set to analyse the local provision of catering facilities. Table 6.3.1 indicates the restaurant provision in the local market area, categorised by cuisine type.

Table 6.3.1: Sample Restaurant & Café Provision Overview in Market Area (10-Minutes Drive)

Style	Number of Units
Chinese	2
Traditional Fair	4
Indian	1
Café	5
Other	1
Total	**13**

Source: RGA Research

Eight restaurants and five cafés were identified within the market area. This small supply may reflect a lack of disposable income in the local area. A list of all restaurants and a map of their locations identified is presented in Appendix E.

The majority of restaurants identified in the area are clustered around Musselburgh, with the remaining four spread over the area. The nearest restaurant to the project site is the Prestoungrange Gothenburg, which is the only restaurant identified in Prestonpans. Any new catering offering must be carefully considered in order to avoid customer displacement from the Prestoungrange Gothenburg.

6.4 IMPLICATIONS OF THE ACORN PROFILE

Despite the lack of disposable income in the immediate Prestonpans area, the propensity to eat out in the wider 0-30 and 30-60 minutes areas are higher than the national averages.

Restaurant Visits	**0-30 Minutes**		**30-60 Minutes**		**60-90 Minutes**	
	Propensity	**Index**	**Propensity**	**Index**	**Propensity**	**Index**
Eating out during the day at least once a month	15.9%	111	15.9%	112	13.9%	98
Eating out at night at least once a month	26.7%	108	26.8%	109	23.3%	94

Source: Acorn/ RGA Research

The projected increase in population would be favourable for increased supply.

6.5 FINDINGS

- There is a limited supply of restaurants within ten minutes of the site. This is most likely due to the lack of disposable income in the area.

- The propensity to eat out in the 0-30 and 30-60 minutes drive times is higher than the national averages.

- The projected population growth is favourable for an increase in supply.

- There is a danger that an additional catering facility could displace visitors from the Prestoungrange Gothenburg.

6.6 CONCLUSIONS

It is recommended that a catering offering is developed that does not compete directly with the Gothenburg.

7. LEISURE VENUE RETAIL

7.1 INTRODUCTION

Like catering, a retail offer at leisure venues is an important income generator. As a result, many operators are paying more attention to the format and quality of their retailing activity, and may even seek to extend their brands into mail order and online provision.

In this section, the development opportunities for leisure retail products and gardening retail (suggested by the client group as a possible component) at Prestonpans are explored. A market overview of retail at leisure venues and gardening retail can be found in Appendix G.

7.2 SUMMARY OF THE UK LEISURE VENUE RETAIL MARKET

Mintel forecasts a strong outlook for the leisure retail sector, with high customer confidence and disposable income levels suggesting that attendance to leisure venues will continue to grow;

In order to convert visitation into sales the product and pricing mix must be right. Products should be high-quality and preferably exclusive to the particular venue. The new visitor centre in Culloden, is developing branded high quality merchandise for a wide range of items ranging from whisky to pencils and erasers.

Spending on garden products increased by over 50% between 1998 and 2003 due to a number of factors including an increase in disposable income levels, increased access to gardens, use of gardens as leisure space, and the influence of DIY and makeover programmes;

Chain DIY and garden centres continue to dominate gardening retail distribution.

7.3 MARKET AREA LEISURE RETAIL SET

The supply of destination retail in the immediate area is weak. Within 10-minutes drive of Prestonpans there are seven gift shops (‘UpMyStreet.com”). A number of them specialise in greeting cards.

In the 10-minutes market area there are four garden centres. There is also a B&Q and a Dobbies Garden Centre that fall outside the market area; these should still be considered as secondary competitors due to their market influence.

A full list of competitor properties and a map of their locations is presented in Appendix G.

7.4 IMPLICATIONS OF THE ACORN PROFILE

The high percentage of the “Urban Prosperity” group within the 30-minutes drive is likely to be positive. This group includes wealthy older people who tend to be both cash and time rich and therefore more likely to visit leisure and garden retail outlets.

The ACORN profile of the market area revealed that 60.9% (202,136) of individuals within a 30-minutes drive of Prestonpans have visited a garden centre within the past twelve months. However, this demand is most likely satisfied by current facilities.

7.5 FINDINGS

- The retail sector in visitor attractions and museums is an important income generator and within the immediate area of Prestonpans there is limited retail competition;

- The supply of destination retail in the immediate area of Prestonpans is weak;

- The high percentage of the "Urban Prosperity" group is positive for quality retailing at the project.

- The demand for garden retail is most likely satisfied by the current facilities within the market area.

7.6 CONCLUSIONS

It is recommended that the retail offer is defined based on final visitor centre positioning and content.

It is felt that there is adequate garden retail supply within the market area and that a new facility could lead to an oversupply in the market.

8. THE LEARNING MARKET

8.1 LEISURE LEARNING

The leisure learning product focuses on a hobby or pastime; painting, gardening skills, nature study, or photography, for example. Typically participants work with a suitably qualified instructor to create or make something that they can take away with them at the end of the course.

This product appears to be particularly attractive to the older market, which has the time and the resources to undertake this type of activity. The growth of institutions such as the University of the Third Age illustrates the demand for new learning opportunities without the pressure of formal assessment.

Data currently available for this sector is fragmented. Further evidence of the growth in demand for this type of product is provided in the upcoming publication of a Mintel *Leisure Intelligence* report into the market later in 2007.

8.2 COMPARATOR OVERVIEW

The City and Guilds website lists many establishments that run leisure learning courses. They vary in terms of ownership and characteristics; some are part of a local authority, some are run by charitable trusts and some are attached to universities.

The sector is rather fragmented and as such a comprehensive list of course offerings has been difficult to establish. There is currently only one establishment in Scotland listed on the City and Guilds website; the Field Studies Council in Perthshire offers classes on both residential and non residential bases. There are, however, many venues that offer leisure learning classes centred on their specialist fields.

Residential Learning
Generally these are twin rooms that are suited either to participants sharing or to single occupancy. There is an increasing trend towards en-suite provision and disabled access is also important. The formatting of the accommodation and facilities is broadly “campus” or “limited service” in character. The accommodation is supplemented with social spaces including dining areas, lounges and possibly a bar.

Residential courses focus on the arts and crafts, gardening, hobbies and interests, food and drink and health and wellbeing sectors. Courses generally last for between one and four nights (average 2.34 nights). The rates charged across different locations are variable, ranging from £51.67 to £123.65 per night (average £91.04). Prices generally include accommodation, meals, all tuition and course materials. Many establishments also offer day rates for non-residential participants; these range from £28 to £74.50 per day (average £59.49). In the latter case there is often much more of an emphasis on value for money in the product description than on the “premium pricing” approach used for experience.

Non-Residential Learning
A variety of non-residential leisure learning classes were also reviewed. The Royal Botanic Garden in Edinburgh, as an example, offers both day and evening classes for adults. Courses have been designed for those with interest in the arts, sciences and horticulture. Classes last for one day, a weekend or over the course of a term. Rates are variable with the average price for day classes at £31.00. Short courses (average 2-5 days) include lunch with prices ranging from £75.00 – £175.00 (average £125).

The City of Edinburgh Council also offers a range of leisure classes all year with classes ranging from 8-16 weeks at a range of locations (generally schools) across the city. These classes vary greatly in price depending on subject.

8.3 YOUTH AND COMMUNITY EDUCATION

RGA also researched the potential to deliver education for the disadvantaged community in Prestonpans.

RGA are working on a similar project in England at Wentworth Castle and Stainsborough Park Trust (see Appendix J).

The Trust, working with the local Council and the Groundwork Trust in England, developed educational projects for NEETs (not currently involved in employment, education or training). Wentworth's role is essentially that of providing a venue and facilities while the Groundwork Trust is responsible for programme delivery.

The project has achieved high levels of community benefit to date. The Trust is currently looking to expand their facilities and develop a kitchen for culinary training which can also be used for commercial purposes.

Initial consultations with Queen Margaret University and Youth Link Scotland detailed in Appendix J have identified possible partnership and delivery options for community education.

- Queen Margaret University is keen to develop partnerships where it can deliver part time degree studies or discreet learning in the community. They are seeking partners that can identify legitimate community needs and provide facilities;

- Youth Link Scotland, the national youth work agency in Scotland, provides free services to communicate the project to its members; thereby facilitating partnerships across the country.

Although there is limited capital and revenue funding available for such projects, this option will not add to the revenue stream and must be sustainable by other means. It is suggested for the community benefits it will generate.

8.4 FINDINGS

- Leisure Learning has the potential to generate additional commercial income;

- Courses cover a range of subjects but popular activities include the arts and crafts, hobbies, wildlife and nature and health and wellbeing;

- The sector is fragmented and detailed listings of establishments offering courses is not readily available. There is evidence of growth in the sector and demand for this type of product which will be provided in the upcoming publication of a Mintel *Leisure Intelligence* report into the market later in 2007;

- The average price of a residential package is £91.01 per night – this includes tuition, course materials, accommodation and meals. Courses generally last for two nights but week-long courses are offered at some locations. Information on non residential learning is fragmented with the average price per day at £31.00;

- Youth and Community education will attract limited funding; however there is a large community merit to pursuing it;

- Queen Margaret University is seeking to develop community partners and provide courses in the community;

- Youth Link Scotland would be a valuable resource for sourcing partners in the sector.

8.5 CONCLUSIONS

RGA believes that the visitor centre would be in a strong position to develop leisure and community education programmes. The visitor centre should consider appointing a Learning and Education Manger that can facilitate educations programmes and establish links with partner organisations that can deliver them.

Discussions should be held with Queen Margaret University to further discuss and refine their commitment to a partnership, and their available resources.

9. ACCOMMODATION MARKET ANALYSIS

9.1 INTRODUCTION

There are no hotels in Prestonpans. Although accommodation provision was not initially proposed as part of this development, opportunities in the Leisure Learning sector (which might be residential) and proximity to the A1 have caused us to examine the market.

St Joseph's Industrial School in Tranent, under ownership of the Roman Catholic Archdiocese of St. Andrews and Edinburgh, is proposed as a possible location. The site sits in a good location adjacent to the Meadowmill Sports Centre with easy access from the A1. For the purpose of this Study we have not restricted our analysis to this site or to any specific accommodation type.

An overview of the UK hotel sector can be found in Appendix H.

9.2 HOTEL SUPPLY

The competitor set for the proposed hotel development in Prestonpans was defined by:

- All hotels and branded limited service hotels with 20 bedrooms or more within the market area, a 15-minutes drive from the site.

RGA identified ten hotels providing 415 rooms within the market area. An overview of the primary competitor set is presented in Table 9.2.1.

Table 9.2.1: Overview of Competitive Supply

Rating	Number of Hotels	Average Quoted Rate	Number Of Rooms	Percentage Of Supply
4 Star	1	£115.00	33	8%
3 Star	5	£95.20	216	52%
Limited Service	4	£59.25	166	40%
Total	**10**	**£82.80**	**415**	**100%**

Source: RGA Research

Three hotel brands are present across the market area in five hotels; Premier Travel Inn, Travelodge and Best Western. The remaining five hotels are independently owned.

The three star sector contributes the largest number of bedrooms to the total stock with just over half (52%) of all bedrooms across half of the hotel supply. This is followed by the limited service sector, which provides 40% of the supply across four hotels. Only one four star hotel was identified in the area, and no five star hotels were present. It should be noted that Dalhousie House Hotel and Spa has been classified as a three star hotel for this study, in line with AA rating, however Visit Scotland classified the hotel as four stars in 2006.

The average quoted rate for a hotel in the area is £82.80, with prices ranging from £55.00 in a branded, limited service hotel to £160.00 in a high three star hotel.

A detailed list of the competitive hotel stock and their locations can be found in Appendix I, Table I.1 and Map I.1 respectively.

The majority of hotels in the market area are located to the east of the project site, towards Edinburgh. The limited service hotels are all on the A1. The remaining six hotels are all in or around urban areas such as Haddington, Dalkeith and Duddingston. The closest hotel to the current project is the Premier Travel Inn Musselburgh, three miles east.

9.3 FUTURE SUPPLY OF COMPETITOR HOTELS

The market area covers two local authorities; East Lothian and Midlothian.

RGA contacted the planning departments in both to establish, on an informal basis, potential new hotel developments occurring in the area.

Planning officers at East Lothian Council were only aware of one development in the pipeline; Whitekirk Golf and Country Club, near North Berwick. Planning permission has recently been denied; however, there are plans to appeal the decision. Although this site is out of the market area, it is important to consider as it represents a significant increase in market supply.

The Council also reported a general interest in the area for hotel developments, including a site in Dunbar, next to the Asda Supermarket earmarked for development. Outline planning permission was granted for a hotel with associated family bar and restaurant facilities in 2004, but no full plans have been submitted to date. Additionally, a site in Macmerry was highlighted in the last local plan for a budget style hotel, but similarly, no plans have been submitted.

In general, there is a sense that higher end hotels are needed, to complement the development of golf tourism in the area.

Midlothian Council Planning identified one hotel which in the planning pipeline; a 75 bedroom hotel at Dobbies Garden Centre in Lasswade. Permission was granted for a budget style hotel with adjacent restaurant and bar in early 2006. There are also indicative plans for a new hotel at Sheriffhall Roundabout, although no further details are known, as nothing formal has been submitted.

9.4 NON SERVICED ACCOMMODATION

RGA looked at the non-serviced accommodation supply in the market area (15-minutes drive). This encompassed hostels, self catering units, caravan and camp sites and timeshare resorts.

No hostels or timeshare units were identified in the area, with the closest such units being in Edinburgh city itself.

Six caravan and camp sites were identified, ranging in size from 15 to 120 pitches. The average number of pitches per site was 56. The average price per pitch, per night was £14.25. Appendix I, Table I.2 outlines the caravan and campsites in the market area, and their locations are plotted on Map I.2.

In addition, nine self catering units were identified in the 15-minutes drive from the project site. The majority of these were single units, offering an average of five bed spaces for an average price of £332.33 per week during low season to £427.33 per week in the high season. Gullane and North Berwick appear to be the most popular locations for self catering units. Table I.3 provides an overview of the self catering units identified. Their locations are plotted in Map I.2.

Self Catering Units and Caravan and Campsites are distributed across the area, with a tendency for coastal locations. Given the rural nature of the area and the proximity to Edinburgh, there are surprisingly few self catering units. Edinburgh, North Berwick and Gullane (just outside of the market area) have a much higher incidence of self catering units.

9.5 EDINBURGH AND THE LOTHIANS TOURISM ACCOMMODATION AUDIT

VisitScotland published an audit of the hotel accommodation supply in Edinburgh and the Lothians in late 2006, in order to assess the market's strengths and weaknesses and to address any shortfalls highlighted. The results of this audit are being used to direct accommodation development in Edinburgh and the Lothians. A number of points specific to accommodation in East Lothian can be taken from the report:

- East Lothian benefits from the overspill from the Edinburgh accommodation market during busy times of the year, as well as relying on its traditional reputation as a holiday destination (as highlighted by the large number of self catering units).
- The accommodation stock in East Lothian has declined in recent years, with a number of small hotels and Bed and Breakfasts being converted into private accommodation.
- East Lothian is becoming increasingly popular as commuter territory for people working in Edinburgh city centre; the area has an increasing 'leisure' focus from west to east of the area.
- Serviced accommodation in East Lothian accounted for 12% of the total stock in Edinburgh and the Lothians, including 110 hotels and 47 small hotels; The average size of a hotel in the area is 21 bedrooms which is low.
- The average achieved room rate for serviced accommodation was £33.78 in 2005, and the average published rate was £74.94. Average room occupancy was 55.7%. This is quite a weak performance.
- The drive to increase golf tourism in the area should benefit the local hotel market, as should the observed demand for 'heritage' style properties and the promotion of rural activities.
- The recommendations are to focus on the development of smaller three and four star hotels to support the area's leisure market; particularlyly the golf market.

9.6 FINDINGS

A number of findings can be drawn from this section:

- RGA have identified a competitor set of 10 hotels with 415 rooms and an average rack rate of £82.80. Three star hotels represent 52% of the total bedroom stock, followed by branded limited service hotels with 40% of the supply;
- RGA identified two new hotel developments in the formal stages of planning, which will increase the total bedroom supply by 42%;
- East Lothian has experienced a decline in bedroom stock over recent years, but economic development officers highlighted that the council have several sites earmarked for hotel developments and wish to promote the golf and heritage product in the area;
- The Drum Mohr Campsite to the west of Prestonpans and the Seton Sands site to the east are likely to fill the demand for camping and caravan accommodation;
- There may be potential for additional self catering accommodation in the area. Prestonpans' proximity to Edinburgh may benefit from overspill during peak seasons.

9.7 CONCLUSIONS

Although there is currently no supply of accommodation in or around Prestonpans, RGA does not believe the area could support incremental supply without the addition of new demand generators (such as a new visitor centre) into the market. If a hotel development does progress, a partnership should be furthered to package the living history and leisure learning offer. If secured, the Visitor Centre could be differently configured.

There may be a better economic opportunity to develop self catering units; let on a short term as well as a weekly basis.

10. CONSIDERATION OF THE RESEARCH FINDINGS

10.1 INTRODUCTION

Based on the research, sector knowledge and client meetings RGA used various tools to summarise and analyse the research and develop a product mix that creates a sustainable product.

10.2 FORCES FOR CHANGE

Having reported the key findings of our research RGA worked with the client group to better define the overall concept; using the "Forces for Change" toolkit, some key points emerged:

Table 10.2.1: Forces for Change

What Is Needed?	– A project that meets a demonstrated need – A sustainable, deliverable initiative – Community benefits as key drivers – A transforming and revitalising effect – The community should engage with the project and take responsibility for driving it forward. – A project that generates education, training and learning outcomes – A project that creates a legacy for the community – An authentic and authoritative place that represents best knowledge – A project that embraces "Victory, Hope and Ambition" as its core theme
What Is Not Needed?	– A project that does not have substance or integrity, or ignores its community – Job placements for students – Failure to employ local people (At least 50%) – Displacement or competition with other initiatives in the area – Failure to attract visitors into Prestonpans from off the A1 – A stagnant initiative which flounders
Barriers To Delivery	– Failure to acquire the required land – The project stalling or becoming exhausted because of a lack of momentum
Project Theme	– The project should evoke feelings of "Victory, Hope and Ambition" for the community.

10.3 SWOT ANALYSIS

Based on the research and the results of the workshop, RGA have undertaken a SWOT analysis of the findings. This is prepared from the point of view of the Battle of Prestonpans (1745) Heritage Trust.

Table 10.3.1: SWOT Analysis

Strengths	**Response**
– Historic significance of the Battle	– Incorporate Battle as the central theme
– Proximity to the A1 with good transport links	– Signage visible from the A1(and passing trains) that generates interest
– Success of other arts and community initiatives to date	– A centre that showcases other aspects of the Prestonpans community through exhibitions, guided tours, and events
Weaknesses	**Response**
– Physical location not secured and size of available land not established	– Continue discussions with Scottish Power, East Lothian Council and St. Joseph's Church in order to secure a suitable site
– No significant regeneration or inward investment is planned for the area	
Opportunities	**Response**
– Interest expressed by Tony Pollard, John Bellany	– Engage high profile figures to enhance credibility and attract increased interest
– Increased employment and learning opportunities for the community	– Employ locals where possible
– Large percentage of "Urban Prosperity" with disposable income and general population growth	– Develop activities that will cater to this population to optimise charitable income
– Prestongrange Museum Development	– Cross ticketing and joint marketing possibility to develop Prestonpans into a destination
– Creative Industries sector is now recognized as a priority for the UK	– Further explore artist workspace as a means to attract funding and to act as a visitor hook
– Lack of catering in the area	– Develop an offer that appeals to the growing population. It must be high quality and unique but not compete with the Gothenburg.
– Research has indicated a lack of accredited leisure learning facilities in the market area; this is a growing market	– Capitalize on this as it represents a significant opportunity for revenue generation
– QMU interest in outreach education development	– Development of multi functional venue that can be used for QMU to deliver the education.

Threats	Response
– Significant visitor numbers overwhelm the community and lead to alienation	– Create a place outside of the centre of Prestonpans where visitors and the community meet
– Prestongrange Museum Development	– Monitor progress closely to avoid duplication of offer
– The majority of visitors to the Lothians don't venture outside of Edinburgh	– Develop a unique product that will entice visitors with something different

10.4 INDICATIVE BENEFITS

Each proposed component has been judged in general terms of the economic, community and sustainability objectives for the project where three ticks indicate it strongly meets the objective.

Table 10.4.1 Summary of Benefits

Components	Economic Benefit	Community Benefit	Sustainability
Visitor Centre	✓✓✓	✓✓	✓
Artist Workspace	✓	✓✓	✓
Leisure Catering	✓✓✓	✓	✓✓✓
Leisure Retail	✓✓✓	✓	✓✓✓
Leisure Learning	✓✓✓	✓	✓✓✓
Youth and Community Learning	✓	✓✓✓	

Based on these findings, none of the components rate highly in fulfilling all three of the objectives; however, if multiple elements are developed in tandem, they have the potential to generate positive economic impact, community benefits and financial sustainability.

In conclusion, RGA have devised two development options for Prestonpans.

10.5 DEVELOPMENT OPTIONS

10.5.1 Option A

Develop the Visitor Centre with all the components.

Should this option progress, a hotel or some form of accommodation could also be considered, platformed upon the development of new demand from visitors to the centre and the "leisure learning" programme. The hotel feasibility is outside of the scope of the Study.

10.5.2 Option B

Progress the learning components as stand alone provisions; Leisure Learning will generate revenue and provide positive economic impact while community learning fulfills the community aspirations of the client.

As RGA found no inherent barriers to developing a visitor centre, we have outlined a business model to ascertain the financial sustainability for Option A.

The approach is clearly highly subjective; sustainability of the core visitor option is modelled in Section 11.

10.6 STRATEGIC DIRECTION

At a workshop with the Trust we established the strategic direction for the Visitor Centre against a framework.

Purpose	A manifestation of the regeneration of Prestonpans Safeguarding and interpreting the site
Attitude (internal values)	Proud to show visitors what we are achieving Able to influence our own success
Identity (external image)	Surprising achievement Authentic
Standards	Authoritative Best and evolving state of knowledge about the Battle
Benefits to users	Visitors – a great experience of Scottish history Residents – always something going on, self fulfilment and hope School age – see their future opportunities by showing the hopes of the Jacobites Local artists – participation and contribution to the theme Partners – delivery platform, placement

11. VISITOR PROJECTIONS

11.1 INTRODUCTION

In this Section, we present projected visitor numbers for the visitor centre at Prestonpans, and the assumptions on which they are based. The assumptions are informed by our own research programme and our understanding and experience of the Scottish visitor attractions market.

The visitor projections below were calculated based on the centre opening in 2009. This is an entirely illustrative time line and the content will not vary greatly based on the Trust's decision to revise the opening to 2011. See Section 13 for a detailed Action Plan.

11.2 VISITOR PROJECTIONS

Visitors to the redeveloped paid attraction have been calculated using the following process:

- Identifying and sizing the potential markets for the attraction, broken down by age
- Applying growth factors to each segment to reflect estimated, future changes,
- Applying a penetration rate for each market, based on our experience of market segmentation of visitor attractions and other available data,

For the purposes of this study, we have assumed that the site will open in 2009.The facilities have not yet been specified, but we assume that they will be of the nature and to the standards described in Section 9.4.1, and that operation, management and marketing will be effective.

11.2.1 Local Population (East Lothian)

The immediate area population was sized using Scottish Executive statistics. In 2005, the population of East Lothian was 91,800. Between 2005 and 2024, the population of East Lothian is forecast to increase by 12%, say 0.602% per year. Applying this annual rate of change to the 2005 population figure generates the following population forecast for East Lothian for 2009 to 2011:

Table 11.2.1: East Lothian Population, Financial Years Ending 31st March 2009-2011

	2009	**2010**	**2011**
Above Working Age	20,627	23,050	25,759
Of Working Age	56,066	56,767	56,767
Below Working Age	19,434	19,386	19,386
Total Population	96,127	99,203	101,912

Source: Scottish Executive/RGA

11.2.2 Day Visit Market

The Day Visit Market has been sized using the information provided in the ACORN profile commissioned for this Study. The 0-30 minutes drive catchment contains 332,024 individuals. By 2010 the population in this area is forecast to increase by 2.94%, say 0.49% per year. The 30- 90 minutes drive catchment consisted of 1,960,537 individuals and is projected to increase by 0.633% or 0.11% per annum. The East Lothian population have been subtracted from the total population figures to avoid double-counting. The market area populations for the day visit market are therefore:

Table 11.2.2: Day Visit Population within 30-Minutes Drive of Prestonpans, 2009-2011

	2009	**2010**	**2011**
Above Working Age	33,949	34,222	34,498
Of Working Age	175,370	176,321	177,277
Below Working Age	32,424	32,140	31,859
Total	**241,743**	**242,684**	**243,634**

Source: CACI/RGA

Table 11.2.3: Day Visit Population within 30-90 Minutes Drive of Prestonpans, 2009-2011

	2009	**2010**	**2011**
Above Working Age	325,739	329,273	332,846
Of Working Age	1,316,205	1,318,993	1,321,787
Below Working Age	325,881	321,819	317,806
Total	**1,967,825**	**1,970,085**	**1,972,440**

Source: CACI/RGA

11.2.3 Education

The schools market was approximated using the schools census data produced by the Scottish Executive. For this purpose we have assumed that all schools within the local authorities included in the market area were considered; in our experience, schools are willing to travel if the attraction provides a suitable fit within the national curriculum. A total, in 2002 of 232,810 primary school pupils and 181,505 secondary school pupils were identified in the market area. The school population is expected to decline by 1.3% per year until 2013.

School numbers for the paid attraction education market from 2009-2011 are:

Table 11.2.4: Schools Education Market, 2009-2011

	2009	**2010**	**2011**
Primary	196,637	194,081	191,558
Secondary	154,994	152,979	150,990
All pupils	351,631	347,060	342,548

Source: Scottish Executive/RGA

We have not subtracted education numbers from the local population figures because we believe that it is possible to capture a visit from those under 16 twice; once through their families and once through their schools.

11.2.4 Tourist Markets

The tourism market for the project has been defined as all holiday and visiting friends and relatives (VFR) tourists in the 90-minutes drive region, which broadly covers Edinburgh and Lothians, half of Greater Glasgow and the Clyde Valley, Fife, Perthshire and Borders VisitScotland areas. Sizing this market using recent trends is difficult; events such as Foot and Mouth Disease, September 11th and the war in Iraq have impacted heavily on visit numbers. VisitScotland have targeted increases of 2.67% per annum in domestic tourism and 2.33% per annum in overseas tourism to 2009. Applying these growth rates to current tourism performance, the potential UK and overseas tourism market for the paid attraction is:

Table 11.2.5: UK And Overseas Tourist Population, 2009-2011

	2009	**2010**	**2011**
Total UK	5,660,184	5,811,311	5,966,473
Total Overseas	1,811,104	1,853,302	1,896,484
Total Tourists	7,471,288	7,664,613	7,862,957

Source: VisitScotland/RGA

11.2.6 Special Interest Markets

It is anticipated that the Visitor Centre will be of considerable interest to those with an interest in a broad range of arenas (Scottish History, “dark tourism”, archaeology etc.). The economic benefits of the project will be maximised by visits to Scotland from overseas. At this stage it has not been within the remit of this Study to conduct primary research. VisitScotland estimates that there are approximately 28 million members of the Scottish Diaspora worldwide, with concentrations in the USA, Australia, New Zealand, Canada and South Africa as well as in the rest of the UK – these people could be a primary target audience. At this stage we have not included them as a discrete market.

11.2.7 Total Gross Market Potential

Table 11.2.6 summarises the potential markets for the paid attraction element of the Visitor Centre.

Table 11.2.6: Potential Attraction Gross Market, 2009-2011

	2009	**2010**	**2011**
East Lothian Residents	96,127	99,203	101,912
Day Visit (0-30 Minutes)	241,743	242,684	243,634
Day Visit (30-90 Minutes)	1,967,825	1,970,085	1,972,440
Education	351,631	347,060	342,548
UK Tourists	5,660,184	5,811,311	5,966,473
Overseas Tourists	1,811,104	1,853,302	1,896,484
Market Size	**10,128,614**	**10,323,645**	**10,523,490**

Source: RGA

11.2.8 Penetration rates

In deriving the visitor projections it is implicit that Battlefield of Prestonpans achieves a significantly raised profile and a top quality positioning as an attraction. To place our selection of the penetration rates in context we examine a relevant attraction category “Castles and Forts”. The Attraction Monitor lists 63 in this category – the highest by number of visitors (Edinburgh Castle) achieved 1.2 million in 2005 and the median value was 11,732 (Blackness Castle). We can see that a top attraction in its set may achieve more than ten times “fair share”.

The following penetration rates for the paid attraction have been applied:

Local Residents: 5%

It is felt that this rate is achievable given the emerging existing connections between the BPHT (Gothenburg and Arts Festival) and the local community and the aspirations of the development to instil a sense of pride in local residents. Local residents will also accompany VFR tourists on a visit.

Day Visit: 0-30-minutes drive: 0.85 %
The ACORN profile and applied Mintel data suggested that residents within the 0-30 minutes drive catchment had a propensity of 18.4% to visit castle or places of historic interest. Our research shows that there are 87 attractions within the market area. Dividing the propensity of 18.4% by the 87 attractions produces a “fair share” penetration rate of 0.21%. This means that if all attractions were equally attractive to the visitor, each would penetrate the market at a rate of 0.21%.In our opinion the positioning and quality of the BPHT is sufficiently attractive that it should achieve a penetration rate of four times this level, resulting in a projected penetration rate of 3.44%.

Day Visit: 30-90 minutes drive: 0.33%.
The ACORN profile of this area revealed a propensity of 17.35% to visit castles or places of historic interest. This area is considerable, including areas of Glasgow, Edinburgh and much of the Central Belt. There are 210 such attractions within the market area, resulting in a “fair share” penetration of 0.08%. Again we have increased this by a factor of four to reflect the overall positioning and market appeal of this product, resulting in a penetration rate of 0.33%.

Education Market (Primary): 0.48%
RGA experience indicates that in general, primary school pupils visit an attraction once during their seven-year primary career. The overall penetration rate for this market is therefore 1/7, or 14.29%. However, we have assumed that due to the presence of other potential school trip destinations within the market area and the requirements of the school curriculum and likely teacher preference, the BPHT will “compete” with other attractions to secure visits. There are about 149 attractions within the market area that welcome group visits, resulting in a “fair share” penetration of 0.10%. We have assumed, given the presence of a dedicated Education Officer, that BPHT can increase its fair share penetration by a factor of five, so have applied a penetration rate of 0.48% to the primary school market.

Education Market (Secondary): 0.10%
School trips for secondary schools are generally much less frequent than for primary schools, largely due to the short lesson times allocated to each subject and the difficulties encountered in taking large numbers of pupils (who may have different timetables) out of school for the day. To reflect this, we have reduced the primary school penetration rate by a factor of 5, producing a penetration rate of 0.10%.

UK Tourists: 0.62%
Composite data from VisitScotland areas shows that 37% of domestic tourists visit a historic monument or a castle during their stay. We have divided the resultant events by the competitor set of 297 attractions to give a “fair share” penetration rate of 0.12%. We believe that the positioning and characteristics of the redeveloped BPHT attraction, and its positioning as one of the definitive locations to experience and understand the Jacobite History are sufficient for it to increase this fair share rate by a factor of 5.

Overseas Tourists: 1.19%
VisitScotland data shows that 71% of overseas tourists visit a historic monument or a museum during their stay, resulting in a “fair share” penetration of 0.24%. As with the UK tourism market this has been increased by a factor of five to reflect the strong association between Bonnie Prince Charlie and Scotland and the anticipated quality of the visitor experience. A penetration rate of 1.19% has therefore been applied.

11.2.9 Typical Attendance Pattern

Attendance at new visitor attractions typically shows a “crag and tail” pattern, where attendance peaks in the first year of opening and declines to a stable level from year 3 onwards. This is attributed to increased interest during the first two years due to pre-opening publicity, media attention, etc. Accordingly, we have increased the penetration rates from the levels described above for all markets by 15% for 2009. The number of paid visitors for 2010 is the “stable year” position.

Penetration rates for each market are therefore:

Table 11.2.7 Market Penetration Rates For The Paid Attraction, 2009-2011

	2009	**2010**	**2011**
Local Residents	5.75%	5.00%	5.00%
Day Visit (Local – 30 Minutes)	0.97%	0.85%	0.85%
Day Visit (30-90 Minutes)	0.38%	0.33%	0.33%
Education Primary	0.55%	0.48%	0.48%
Education Secondary	0.11%	0.10%	0.10%
UK Tourists	0.71%	0.62%	0.62%
Overseas Tourists	1.36%	1.19%	1.19%

Source: RGA

11.2.10 Attendance at the Paid Attraction

Applying the penetration rates in table 11.2.7 to the markets in table 11.2.6 generates the following attendance pattern for the first three years of the operation of the BPHT:

Table 11.2.8: BPHT Paid Attraction Attendance, 2009-2011

	2009	**2010**	**2011**
Local Residents	5,527	4,960	5,096
Day Visit (Local – 30 Minutes)	2,352	2,053	2,061
Day Visit (30-90 Minutes)	7,466	6,511	6,518
Education Primary	1,088	934	921
Education Secondary	1,088	934	921
UK Tourists	40,436	36,101	37,064
Overseas Tourists	24,720	21,996	22,509
Total Attendance	**81,760**	**72,701**	**74,315**

Source: RGA

The distribution of visitors by age group was calculated using 2004 Census data for each of the local population and drive time segments and the tourist data was segmented using data supplied from VisitScotland. All educational visits are, needless to say, included in the 'Below Working Age' cohort. table 11.2.9 provides an overview by broad age group for visitors to the paid attraction.

Table 11.2.9: Age of Visitors to the Paid Attraction, 2009-2011

	2009	**2010**	**2011**
Above Working Age	10,866	9,768	10,107
Of Working Age	59,310	52,708	53,836
Below Working Age	11,584	10,225	10,373
All Visitors	**81,760**	**72,701**	**74,315**

Source: RGA

11.2.11 Comparative Performance

The visitor projections are that during a stable year the visitor centre will attract approximately 75,000 paying visitors per annum. This figure has been analysed against key regional and national comparators to ensure that our judgements are as robust as possible.

VisitScotland's *Scottish Visitor Attraction Monitor* 2005 shows that the top performing attractions report a very wide range of visitor numbers. Of the paid attractions in the 90-minutes area, eleven report visitor numbers in excess of 100,000. Only one, Edinburgh Castle, reports in excess of a 1 million visitors (1,243m). The second placed paid attraction, Edinburgh Zoo, reports just over half of the number of visitors recorded by Edinburgh Castle. Two of the attractions, the Scottish Seabird Centre and the Museum of Flight are in East Lothian. It is interesting to note how precipitous the decline in visitor numbers is even across the top twelve attractions.

Table 11.2.10: Paid visitor attractions with over 100,000 Visitors in the 90-minutes market area

Name	**2004**	**2005**	**% Change**
Edinburgh Castle	1,243,570	1,187,342	-4.5%
Edinburgh Zoo	600,688	614,321	2.3%
Scotch Whisky Heritage Centre	247,907	235,714	-4.9%
The Royal Yacht Britannia	300,552	265,659	-11.6%
Scottish Seabird Centre	147,906	142,823	-3.4%
Museum of Flight	70,013	150,908	115.5%
Rosslyn Chapel	68,603	118,151	72.2%
Deep Sea World	276,000	260,000	-5.80%
New Lanark Visitor Centre	372,150	362,850	-2.50%
The Falkirk Wheel	450,217	298,562	-33.70%
Stirling Castle	420,797	373,766	-11.20%
National Wallace Monument	115,322	128,849	11.70%

Source: 2005 Visitor Attraction Monitor/RGA Research

Primary market research by RGA has examined various Scottish icons (whisky, Burns and Tartan) finding them to be “essential components of the Scottish tourism experience”. They are generally not significant drivers of tourism in their own right. It is our opinion that the subject of Bonnie Prince Charlie would fall into this category of “iconic Scotland”.

As a parallel it is worth examining trends in distillery visiting. The Famous Grouse Experience in Crieff is a paid distillery that reports the highest visitor numbers in the sector at 120,000. This is a tourism initiative on a popular tourism route and backed by a major international brand. Glenkinchie Distillery (East Lothian) reported 24,091 visitors in 2005– one-fifth of the leading attraction in this category.

Amongst battlefield sites Bannockburn attracted 72,231 and Culloden 86,414 visits in 2005 – we foresee BPHT being capable of achieving similar numbers.

Within the context of these comparisons, RGA is comfortable that our projections are “reasonable”.

11.3 CATERING

The percentage of visitors who, having experienced the paid interpretation area, then go on to visit the café, has been estimated at 50%. There is very little reliable published data available on this subject, so the figure is based on previous RGA experience and the database we maintain based upon a number of comparable visitor attractions. It is felt to be achievable assuming that the café enjoys a prominent positioning within the overall building design. We have applied this figure to all markets apart from the education market; our experience is that schools generally bring packed lunches and that large school groups in the catering area can prove disruptive to other customers and should therefore be allocated their own dedicated space. We have therefore applied a much lower capture rate of 5% to school visitors to represent vended items and snacks.

The café may also attract use from the visitor segments that have not been to the paid attraction but have visited the overall site. However at this stage, before design and site details are developed we have taken a token level of catering destination visits.

Table 11.3.1: Visitors to the BPHT Café, 2009-2011

	2009	**2010**	**2011**
Paying Visitors	40,376	35,918	36,731
Destination Visitors	5,000	5,000	5,000
Total Visitors	**45,376**	**40,918**	**41,731**

Source: RGA

11.4 RETAIL

As with the café, we have estimated the capture rate of the shop from people visiting the paid attraction. Based on RGA experience, the data set that we maintain and industry knowledge, this has been set at 30% and applied to all markets.

The shop may also appeal to non-paying visitors to the site who are drawn into the building for a 'look'. We have taken a modest level of non attraction, retail visitors.

Table 11.4.1: Visitors to the BPHT Retail Facility, 2009-2011

	2009	**2010**	**2011**
Paying Visitors	24,528	21,810	22,294
Destination Visitors	2,000	2,000	2,000
Total Visitors	**26,528**	**23,810**	**24,294**

Source: RGA Research

11.5 SEASONAL DISTRIBUTION AND PEAK HOUR USAGE

In order to plan and design new facilities effectively, it is necessary to determine how the attendance figures presented above (Section 11.2.10) will be distributed by quarter. In this Section we examine the possible seasonal pattern of visitation. This is then used to determine the usage rates of the facility at any one time and thereby the estimated 'design day peaks'.

11.5.1 Visitors to the Paid Attraction

The distribution of visits to the paid attraction has been determined as follows:

The UK and overseas tourism visitors have been distributed according to data for tourism in the market area region, which is presented in the Table below.

Table 11.5.1: Seasonal Visiting Pattern, UK and Overseas Tourists to the Market Area

Quarter	**UK Tourists (%)**	**Overseas Tourists (%)**
Q1 (January – March)	19%	10%
Q2 (April – June)	25%	30%
Q3 (July – September)	35%	43%
Q4 (October - December)	21%	17%

Source: Scotexchange/RGA

Education visits are restricted to term time. Examination of the school year calendar shows that 23% of total term time occurs during the first quarter of the year, 28% in the second, 18% in the third and 31% in the fourth. These percentages have been used to distribute the school visits throughout the year.

Theoretically day visitors and the local population would always be available to visit. However, tourism statistics suggest that the days-out market also shows a seasonal pattern. Day trips have to compete with domestic and family events such as Christmas, and are less likely to take place during bad weather.

The seasonal distribution of visits from these markets has been distributed according to the reported distribution of visits for attractions in 2005: 16%, 29%, 38% and 17% for quarters 1, 2, 3 and 4 respectively.

Table 11.5.2: Seasonal Visiting Pattern, BPHT Paid Attraction, 2009-2011 (all markets)

Quarter	**2009**	**2010**	**2011**	**% of all visits**
Q1 (January – March)	12,807	11,395	11,652	16%
Q2 (April – June)	22,344	19,859	20,294	27%
Q3 (July – September)	31,097	27,643	28,253	38%
Q4 (October - December)	15,519	13,803	14,116	19%
Total	**81,766**	**72,701**	**74,315**	**100%**

Source: RGA

Average and peak daily attendance (twice the average daily in the peak quarter) at the paid attraction, based on the visitor numbers above, is presented in Table 11.5.3. The peak attendance year has been determined as financial year ending 2010, reflected in the visitor numbers for this year.

Table 11.5.3: Average and Peak Daily Paid Attraction Visitor Numbers, 2010

	Days	**2010**
Q1 Average	91	127
Q2 Average	92	218
Q3 Average	92	300
Q4 Average	90	150
Peak Daily Attendance		**601**

Source: RGA

During a peak design day, a total of 601 visitors are projected to visit the paid attraction. Visitation does not flow uniformly throughout the day but rather peaks at certain times. Based on RGA's previous experience, during a peak hour 20% of the daily throughput will arrive on site. Assuming an average dwell time of one hour forty-five minutes, the peak design visitation at any one time in the paid attraction area is:

Table 11.5.4: Peak Attendance at the Paid Attraction

Peak Day (Q3)	601
Peak Hour (20%)	120
Average Dwell Time (Minutes)	105
Peak Attendance	210

Source: RGA

Based on the calculations presented above, we recommend that the paid interpretation area be sufficient to accommodate say 225 visitors at any one time.

11.5.2 Café

The distribution of visitors to the café reflects is computed by reference to all users to the facility as presented in Table 11.5.5. The annual distribution of visits by quarter is therefore:

Table 11.5.5: Seasonal Visiting Pattern, BPHT Café, 2009-2011 (all markets)

Quarter	2009	2010	2011
Q1	7,110	6,412	6,542
Q2	12,389	11,169	11,387
Q3	17,256	15,558	15,865
Q4	8,624	7,779	7,937
Total	**45,379**	**40,918**	**41,731**

Source: RGA

There are clear ‘peak’ periods with respect to the flow of visitors utilising catering facilities, notably between 11:30 and 2:00; we predict that during the peak hour, 30% of the daily throughput will be achieved. Based on an average dwell time of half an hour, and a peak year in 2010, the peak attendance levels in the café are:

Table 11.5.6: Peak Attendance at the BPHT Cafe, 2010

	2010
Peak Day (Q3)	338
Peak Hour (30%)	101
Average Dwell Time (Minutes)	30
Peak Attendance	51

Source: RGA

At any one time, the café should be capable of handling a design peak of 60 visitors.

11.5.3 Shop

Visitor numbers for the shop have been distributed on the same basis as those for the café:

Table 11.5.7: Seasonal Visiting Pattern, BPHT Shop, 2009-2011 (all markets)

Quarter	2009	2010	2011
Q1	4,157	3,732	3,809
Q2	7,249	6,504	6,634
Q3	10,089	9,053	9,236
Q4	5,035	4,521	4,615
Total	**26,530**	**23,810**	**24,294**

Source: RGA

In RGA's experience the retail hourly visitation follows a similar pattern as visitation to the paid attraction, average and design peak daily visitor numbers are presented in the Table below. We have assumed an average dwell time of 15 minutes.

Table 11.5.8: Peak Attendance at the BPHT Shop, 2010

	2010
Peak Day (Q3)	197
Peak Hour (20%)	39
Average Dwell Time (Minutes)	15
Peak Attendance	**10**

Source: RGA

At any one time, the shop must be capable of accommodating 15 purchasers. It should be noted that each purchaser may be accompanied by other visitors and that the retail area must be sufficiently attractive to encourage browsing. We therefore recommend that the size of the retail area be sufficient to accommodate one coach party (say 30 individuals) at any one time.

11.6 ADDITIONAL FACILITIES

In addition to the paid interpretation area, café and shop, additional facilities will be required to meet the requirements of key markets. The following should be considered:

Facility	Target Markets	Purpose/requirements	Size
Classroom	Primary Education Secondary Education Leisure Learning Academic interest	Orientation for school groups. Space for teaching elements of school visits and leisure learning courses. Workshop space for special interest courses. Space for consuming packed lunches Space for storing bags etc during school visits	Sufficient to accommodate one class and accompanying staff: maximum capacity 35 people.
Archive study room /library	Leisure learning Academic interest	Resources for studying collection in detail. Small study group area for leisure learning or academic courses. Specialist storage area for collections with correct conservation standards.	Sufficient to accommodate small study group and supervisory staff, say maximum of 12.
Performance Space	Local Residents Day Visit UK and overseas tourists Primary and secondary education Leisure learning	Animating the visitor offer through performance, competitions, recital and lectures.	Maximum capacity of 120. Flexible seating so that can create “pub-style” environment if required. (would be used for hospitality events)

The throughputs in these areas can be controlled by the Centre management and will depend on the levels of activity achieved in these areas. They are a fundamental element of the proposal to make the BPHT the community hub.

In addition to the above suitable parking, toilet facilities and staff office and “back of house” space must be considered.

12. FINANCIAL PROJECTIONS

12.1 INTRODUCTION AND KEY ASSUMPTIONS

The purpose of this Section is to project the indicative performance of the BPHT for the first five years of operation.

Key assumptions to the operating projections are presented below:

- Completion of the redevelopment to the standards and with the facilities described in this plan
- Effective leadership, management, branding and marketing of BPHT.
- Uninterrupted trading, with the timescale for development as set out in this plan.
- That there are no changes in the market conditions for this project other than those assumed in the projections.
- Inflation at 2.5% per year
- The Trust is not registered for VAT but the trading company is – all figures are shown net of VAT.

12.2 INCOME AND EXPENDITURE PROJECTIONS – CORE ATTRACTION

BATTLEFIELD OF PRESTONPANS HERITAGE TRUST

PROJECTED INCOME AND EXPENDITURE ACCOUNT, first five years.

	Year 1	Year 2	Year 3	Year 4	Year 5
INCOME					
Admissions	483,674	438,515	459,697	481,883	505,476
Retail	182,592	168,758	176,412	184,413	192,925
Catering	164,110	151,048	158,030	165,333	173,108
Miscellaneous	0	0	0	0	0
Total Trading	830,375	758,321	794,139	831,629	871,510
COST OF SALES					
Retail Cost of Sales	86,978	80,055	83,756	87,627	91,747
Catering Cost of Sales	54,778	50,627	52,923	55,324	57,878
School Visit Costs	397	349	353	357	362
Events/living history	0	0	0	0	0
Total Direct Expenditure	142,153	131,032	137,033	143,308	149,987
OTHER EXPENSES					
Payroll, Taxes and Benefits	324,601	323,153	331,232	339,513	348,001
Operating Expenses	142,153	131,032	137,033	143,308	149,987
Marketing	40,927	41,950	42,999	44,074	45,176
Administration	40,011	39,892	41,058	42,260	43,508
Building Costs	79,848	81,844	83,890	85,987	88,137
Total Costs	627,539	617,871	636,211	655,142	674,808
SURPLUS BEFORE CONTRIBUTIONS	60,684	9,418	20,895	33,179	46,716
Depreciation					
Grant Amortisation					
Covenantable Profit	60,684	9,418	20,895	33,179	46,716

Source: RGA

Projections are presented for the "core" visitor attraction only – until such time as the possible scale of other facilities (archive, study, and performance areas) are known it is not reasonable to indicate income flows.

We expect that leisure learning, especially if BPHT provide the overnight accommodation, would provide a positive income stream to the Trust.

12.3 CASH FLOW PROJECTIONS

[To be completed when capital cost plan is known.]

12.4 SENSITIVITY ANALYSIS

The financial projections are based on a number of assumptions related to market growth, penetration rates and pricing. The impact of varying some key assumptions has been tested in this Section.

12.4.1 Failure to Achieve Penetration Rates

The BPHT is projected to achieve a "stable year" surplus, the impact of reducing visitor penetration rates (at all business units) by 5% and 10% is presented in the Table below.

Table 12.4.1: Impact of reducing penetration rates

Scenario	Year 1	Year 2	Year 3	Year 4	Year 5
BPHT Projections	£60,684	£9,418	£20,895	£33,179	£46,716
Reduction in penetration rates by 5%	£34,144	£-14,658	£-4,345	£6,719	£18,959
Reduction in penetration rates by 10%	£7,604	£-38,735	£-29,586	£-19,740	£-8,797

Source: RGA

If projected penetration rates in all business areas are short by 10%, the attraction will incur an operating deficit. This reflects the importance of generating high volumes of "destination" retail and catering visits, and underlines the centrality of maintaining this market to achieving sustainable performance. The key aspect for the project is to achieve a top quartile status as an attraction.

12.4.2 Pricing Reductions

The impact of reducing ticket prices and achieved catering and retail spends by 5% and 10% is shown in the Table below.

Table 12.4.2: Impact of reducing visitor spend

Scenario	Year 1	Year 2	Year 3	Year 4	Year 5
BPHT Projections	£60,684	£9,418	£20,895	£33,179	£46,716
Reduction in all spends by 5%	£33,756	£-14,119	£-4,747	£6,308	£18,539
Reduction in all spends by 10%	£6,828	£-38,637	£-30,389	£-20,562	£-9,639

Source: RGA

A reduction of visitor spend by 10% results in operating deficits for the project.

12.4.3 Increased HR costs

The impact of increasing HR costs by 5% and 10% is illustrated in Table 12.4.3.

Table 12.4.3: Impact of increasing HR costs

Scenario	Year 1	Year 2	Year 3	Year 4	Year 5
BPHT Projections	£60,684	£9,418	£20,895	£33,179	£46,716
Reduction in all spends by 5%	£44,454	£-5,759	£4,334	£16,203	£29,316
Reduction in all spends by 10%	£28,224	£-21,917	£-12,228	£-772	£11,916

Source: RGA

The project breaks even (cumulatively over five years) when HR costs are increased by 10%.

12.4.4 Increased Cost of Sales

The impact of increasing the operating cost of sales by 5% and 10% is presented below; the results are not particularly sensitive to increased cost of sales.

Table 12.4.4: Impact of increasing cost of sales

Scenario	Year 1	Year 2	Year 3	Year 4	Year 5
BPHT Projections	£60,684	£9,418	£20,895	£33,179	£46,716
Reduction in all spends by 5%	£46,469	£-2,705	£7,192	£18,848	£31,717
Reduction in all spends by 10%	£32,253	£-15,808	£-6,511	£4,517	£16,718

Source: RGA

12.4.5 Conclusions

The projections appear less sensitive to an increase in the HR costs (the single largest cost item) than to a decline in visitor throughputs or expenditure.

The breakeven income and expenditure position for the BPHT is estimated to be at around 7% lower visitor numbers or expenditure, reflecting the importance of achieving the marketing targets set out in this document – essentially a top quartile status as a visitor attraction.

13. ACTION PLAN

13.1 TOWARDS A DEVELOPMENT – THE DIRECTION

It is our view that the key question posed to us by the BPHT, as to whether there is potential for a sustainable core visitor attraction at Prestonpans, based upon the Battle, has been answered in the affirmative.

There is potential for an attraction as the core of certain other elements that will satisfy the objectives of the Trust for this to be a regeneration project for the town. However there are a number of unknowns which must be resolved before the large scale "vision" can be attained. These steps are indicated below – they will take sometime.

Meanwhile the Trust should not stand still – the momentum gained should be maintained. We suggest, for example, that the small scale interpretation of the Battlefield and a programme of suitable events should continue. They will prove the potential of the destination and surprise the visitors.

Talks and activities should be encouraged with potential partners such as Queen Margaret College University, East Lothian Council, Historic Scotland and the Prestongrange Museum for example.

13.2 OUTLINE TIMEFRAME

	Action	**Started**	**Completed**	**Time Allocated**
1	To consider the findings of this report, discuss as appropriate	June 2007	July 2007	4 weeks
2	To adopt the Vision and strategy	June 2007	July 2007	4 weeks
3	To carry out negotiations with Scottish Power and East Lothian Council regarding securing the site	July 2007	October 2007	16 weeks
4	Develop partnerships and product packages	July 2007	ongoing	ongoing
5	File "marker" bids with potential funding partners	October 2007	December 2007	12 weeks
6	Appoint a design team	January 2008	March 2008	12 weeks
7	Outline design concept – building and structures	April 2008	June 2008	12 weeks
8	Prepare budget cost plan	July 2008	July 2008	4 weeks
9	Refine business plan	September 2007	ongoing	ongoing
10.	Make funding applications	August 2008	April 2009	45 weeks

	Action	Started	Completed	Time Allocated
11	To submit a planning application for the project	October 2009	January 2010	16 weeks
12	To obtain Building Regulations Approval for the building.	February 2010	April 2010	8 weeks
13	To mobilise constructors and begin building work	June 2010	December 2010	26 weeks
14	To fit-out and equip building	January 2010	April 2011	16 weeks
15	To appoint key staff	December 2010	May 2011	12 weeks
16	To finalise business planning and commence pre-opening marketing (including web activity)	November 2010	ongoing	ongoing
17	Venue Opens	April 2011		

APPENDIX A. DETAILED MARKET OVERVIEW

A.1 INTRODUCTION

There are many different possibilities for the proposed development at Prestonpans and the “community” engaged with each will therefore vary. Some of the components will be significant on a regional, national or even international level while others will be more localised. RGA has examined the characteristics of the potential communities by commissioning an Acorn profile of the market area at drive times of 30, 60 and 90 minutes from the project site. The isochrones were selected based upon the “normal” catchments for various scales of UK visitor attractions. Economic and tourism indicators have been provided for the Prestonpans and East Lothian region where appropriate. It is hoped that this approach retains the focus on the Prestonpans area as the location of the project but recognises that some of the engaged communities will come from outside the immediate boundary.

A.2 POPULATION

The characteristics of the market population have been profiled using Acorn, a geodemographic profiling tool developed by CACI that classifies all members of the population based on where they live. The system uses data from the 2001 Census and combines it with extensive consumer lifestyle databases, which cover all of the UK. The entire population is then grouped into 5 categories, 17 groups and 56 types.

The Acorn profile of the population living within a 30, 60 and 90-minutes drive of the project site is presented in Table A.1.

Table A.1: Acorn Profile, 30, 60 and 90-minutes drive of the project site 2004

Acorn Category	30-minutes drive	60-minutes drive	90-minutes drive
1. Wealthy Achievers	42,148	145,392	362,113
2. Urban Prosperity	103,002	242,921	328,588
3. Comfortably Off	49,835	141,570	397,201
4. Moderate Means	27,361	86,534	224,274
5. Hard Pressed	106,129	255,530	866,114
Unclassified	3,549	9,677	20,956
Total	**332,024**	**881,624**	**2,199,246**

Source: CACI/RGA

The figure underpins a relatively good location for the project site. Within the 30-minutes drive time there is a population of over 332,000, increasing to 881,624 within an hour’s drive and 2.1 million within a 90-minutes drive time. There is an opportunity to engage a significant proportion of the Scottish population.

All three drive times are characterised by high percentages of the population falling into the “Hard Pressed” category at 32%, 29% and 39% in each of the 30, 60 and 90-minutes drive times respectively. This is significantly higher than the Great Britain average of 22%.

This category contains the poorest areas of the UK. Unemployment is well above the national average. Levels of qualifications are low and those in work are likely to be employed in unskilled occupations. Household incomes are low and there are high levels of long-term illness in some areas.

Housing is a mix of low-rise estates, with terraced or semi-detached houses, and purpose-built flats, including high-rise blocks. Properties tend to be small and there is much overcrowding. Over 50% of the housing is rented from the local council or housing association.

There is a large number of single adult households, including many single pensioners and lone parents. In some neighbourhoods, there are high numbers of black and Asian residents.

These people are experiencing the most difficult social and economic conditions in the whole country and appear to have limited opportunity to improve their circumstances.

The social, community and regeneration objectives of the project will therefore have the potential to impact on the most vulnerable social groups. This is likely to be attractive to the project team and wider stakeholders. The potential impact of the project in these terms is, in our view, highly significant.

The second most significant group in the areas is “Urban Prosperity”, which accounts for 103,002 individuals (31% of the population) in the 30-minutes drivetime, 242,921 individuals (28% of the population) in the 60-minutes drivetime and 328,588 (15% of the population). In all three cases this is an over-representation of Urban Prosperity compared with a national average of 11%. Acorn describes this category as follows:

These are well educated and mostly prosperous people living in the UK’s major towns and cities. They include both wealthy older people living in the most exclusive parts of London and other cities, and highly educated younger professionals moving up the corporate ladder. This category also includes some well educated but less affluent individuals, such as students or graduates in their first jobs. The wealthier people tend to be in senior managerial or professional careers, and often live in terraced or detached houses with four or more bedrooms. Some of the younger professionals may be buying or renting flats. The less affluent will be privately renting.

These people have a cosmopolitan outlook and enjoy their urban lifestyle. They like to eat out in restaurants, go to the theatre and cinema and make the most of the culture and nightlife of the big city.

The high proportion of such individuals within the market area is positive in that they have a high propensity to undertake leisure activities and therefore can make a positive contribution to the financial sustainability of the project.

Acorn projections for the drivetime populations by 2010 are:

Table A.2: Projected population growth, 2004-2010

0-30 minutes drivetime	0-60 minutes drivetime	0-90 minutes drivetime
2.11%	1.97%	0.56%

Source: CACI/RGA

The projections indicate very slight growth to 2010 of approximately 0.35% per year in the 0-30-minutes drivetime and 0.33% in the 60-minutes drive time and 0.09% in the 90-minutes drive time.

A.3 THE LOCAL ECONOMY

The site falls within the Local Authority area of East Lothian. Analysis of the statistics for the immediate Local Authority will detail the potential growth of the market area over the coming years.

Almost four fifths (79%) of East Lothian residents are in employment, slightly higher than the Scottish figure of 75%. The claimant count unemployment rate of 1.7% is lower than the national average of 3.1%. The wards with the highest rates of unemployment are Prestonpans (3.9%), Tranent (3.2%), Musselburgh (2.4%), Carberry (2.3%) and Dunbar (2.2%). With the exception of Prestonpans, and Tranent, these wards are all below the national average of 3%.

Table A.3: East Lothian population by age, 2005

	East Lothian		**Scotland**	
	No. (000)	%	**No. (000)**	**%**
Below working age	18	20%	929	18%
Of working age	54	59%	3,191	63%
Above working age	19	21%	975	19%
Total population	92	100%	**5,095**	**100%**

Source: Scottish Executive/RGA

The 2005 mid-year resident population in East Lothian was 91,800, constituting 1.8% of the Scottish population.

The Office for National Statistics provides population projections up to 2024 (Table A.4). These indicate that the market area will experience a population increase, whereas Scotland will stay static. Moreover, East Lothian will see a higher than average increase in the population above working age, and those of working age. The population below working age will decline but at a rate slower than the national level.

There are concerns that the present trends of rapid population growth among working age adults are not sustainable with current employment levels. There are also high levels of commuting out of East Lothian for employment meaning that there is low daytime population which reduces the vibrancy of town centres and contributes to high levels of retail and service expenditure leakage.

Table A.4: Population Projections of East Lothian 2005-2024

	East Lothian	Scotland
	% Change 2005-2024	**% Change 2005-2024**
Below working age	-1%	-12%
Of working age	5%	-8%
Above working age	47%	38%
Total Population	**12%**	**0%**

Source: Scottish Executive/RGA

Table A.5: Economic activity/inactivity & Employment, January 2005 – December 2005

	East Lothian		Scotland	
All people:	**No. (000)**	**%**	**No. (000)**	**%**
Economically active	48	82%	2,562	79%
-males	25	85%	1,347	83%
-females	23	79%	1,214	76%
In employment	46	79%	2,421	75%
Employees	39	85%	2,155	90%
Self employed	7	14%	250	10%
Unemployed	1.8	3.8%	140.5	5.5%

Source: Scottish Executive/RGA

Economic activity and unemployment rates in East Lothian are broadly in line with the figures for Scotland as a whole. The percentage of self employed is higher and the percentage of unemployed is slightly lower indicating a stronger market.

Table A.6: Average Earnings in East Lothian

	East Lothian	Scotland	% difference from Scotland
Gross Average* Weekly Pay			
Male full time workers	£458.70	£476.20	-3.7%
Female full time workers	£383.60	£376.20	2.0%
Gross Average* Weekly Earnings	£428.80	£432.00	-0.7%

Source: Scottish Executive/RGA
* Median

Gross average weekly earnings in East Lothian are 0.7% lower than the average in Scotland. There are significant differences by gender, with men in East Lothian earning less per week than average and women earning more per week. This may reflect the comparatively high levels of employment in the services sectors, which tend to pay higher wages than many production and construction sector jobs.

Table A.7: Number and proportion of Employee jobs by industry, 2005

	East Lothian		Scotland	
	No. (000)	**%**	**No. (000)**	**%**
Agriculture, forestry & fishing	-	-	36	1.0%
Production & Construction	**-**	**-**	**395**	**17.0%**
-Manufacturing	2.1	9.0%	230	10%
-Energy & Water	-	-	35	1.0%
-Construction	2.2	9.0%	130	5.0%
Services	**18.8**	**76.0%**	**1,961**	**82.0%**
-Retail, wholesale & hospitality	5.5	22.0%	537	22.0%
-Transport & communications	0.9	4.0%	130	5.0%
-Finance and business activities	3.3	13.0%	443	19.0%
Other services	9.1	37.0%	851	36.0%

Source: Scottish Executive/RGA

Table A.8: Change in employee jobs, 1997-2005

	Percentage change (%)	
	East Lothian	**Scotland**
Agriculture, forestry & fishing	-	-12.8%
Production & Construction	-	-16.7%
-Manufacturing	-46.2%	-28.3%
-Energy & Water	-	-16.6%
-Construction	-	16.5%
Services	13.3%	25.6%
-Retail, wholesale & hospitality	17.0%	8.7%
-Transport & communications	50.0%	20.0%
-Finance and business activities	83.3%	44.5%
Other services*	-5.0%	31.7%
All Industries	17.2%	24.0%

Source: Scottish Executive/RGA
*Other services includes Public Admin, Education, Health and Other Services

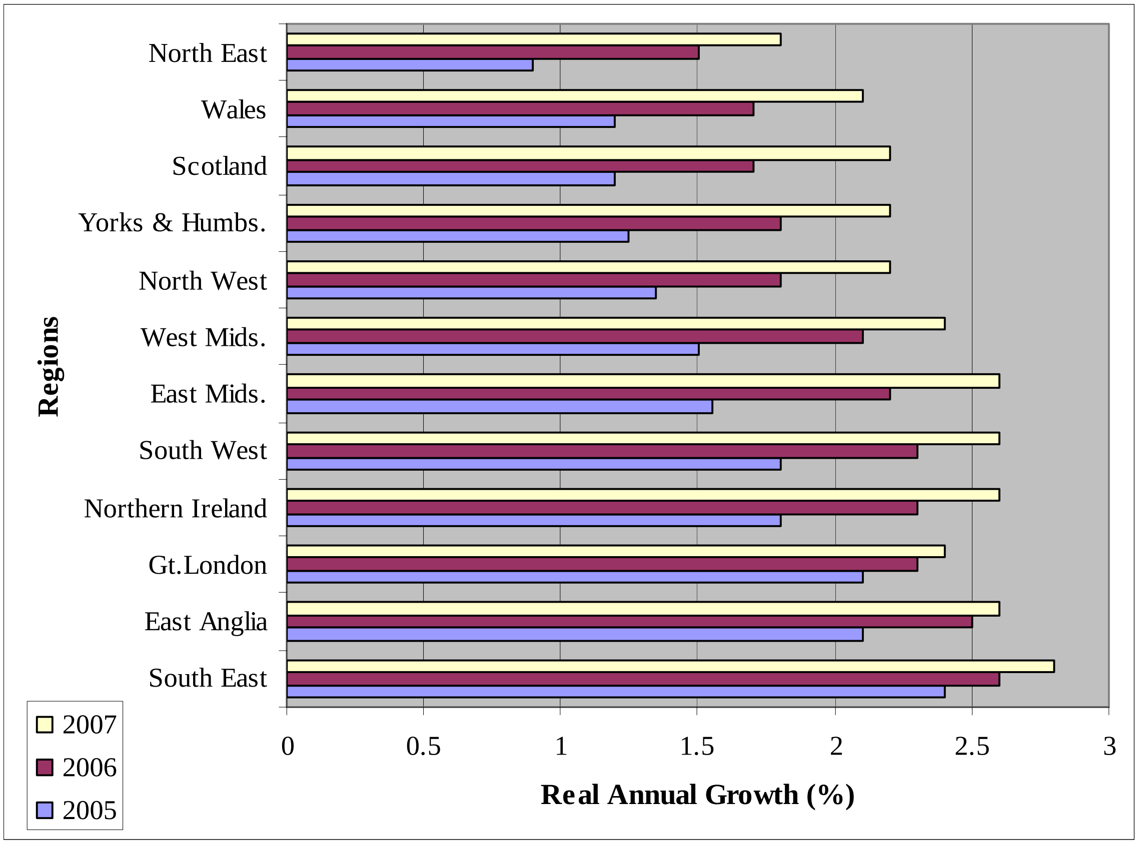
The largest employment industry in East Lothian is the service sector although figures are not available for other sectors above. Employment levels in the finance and business activities experienced the highest growth and are significantly above the Scottish average. Transport and communications is also higher than average.

Compared with Scottish averages, the number of employees working in manufacturing have seen far more of a decline since 1997. The Other services category has also fared worse than the rest of Scotland.

Overall growth in East Lothian is below the national level, but still strong at 17.2% indicating a growing market which is encouraging for this study.

In Figure 4.1 PricewaterhouseCoopers presents a forecast of regional growth to 2007 based on the UK main scenario. The main scenario assumes a modest easing in oil prices over the next year in line with independent forecasts and a broadly stable effective exchange rate, with trend GDP assumed to be 2.5%.

Figure A.1: PricewaterhouseCoopers Regional Growth Profile



Source: PricewaterhouseCoopers

The projected regional growth is based upon varying industry structures, although the PricewaterhouseCoopers model does take account of relative regional growth rates for particular sectors, based on a combination of judgement and historic trends.

Overall, Scotland indicates growth levels in line with northern England regions and the two year performance and forecast indicate growth.

Table A.9 Scottish Employment and Enterprises by Size of Enterprise, March 2006

	East Lothian		Scotland
	No. (000s)	**%**	**%**
Small	2,460	93%	96%
Medium	60	2%	2%
Large	130	5%	2%
Total	**2,640**	**100%**	**100%**

Source: Scottish Executive/RGA

Compared with Scotland, there are fewer small businesses, the same proportion of medium businesses and a larger proportion of large businesses in East Lothian. This shows strong economic conditions in the area and is encouraging for the project, as larger businesses may translate to more business travellers in the region. A reliance on large businesses does however imply dependency within the region on a small number of significant employers. This could pose a threat if one of them closes or relocates.

A.4 TRANSPORT

Road

Prestonpans is well connected to Edinburgh, Glasgow and other major cities in the UK through its location off the A1 route which forms part of the corridor connecting the North East of England to Scotland. The average traffic count per day is 39,790 and increases to 44,000 in the August peak season. This is average for a dual carriage way and not considered a particularly busy road.

Air

Edinburgh Airport continues to expand and relevant developments include:

- Edinburgh Airport is recognised as Scotland’s fastest growing airport and now almost equals Glasgow in terms of passenger numbers;

- Edinburgh Airport offers 50 airlines to 85 destinations and 8.4 million passengers pass through the airport a year. In 2005 the airport experienced 5.6% growth in passenger numbers which is expected to continue as Scotland’s international connections develop;

- 2005 statistics indicate the domestic market is the largest, representing over 6 million passengers. There was growth in most markets; Domestic (+5.9%), Europe (+3.4%), North Atlantic (+83.7%) and Other Long Haul (-23.7%);

- The Edinburgh Airport passenger profile is: AB (50%), C1 (34%), C2 (11%), DE (5%);

- Edinburgh Airport is increasing its portfolio of destinations and airlines yearly;

- This growth has seen plans for expansion accelerated. A major building programme has commenced and should take ten years to complete. The project will see the Airport’s capacity grow from 8.5 million to fourteen million passengers with the terminal building expanding to the north, south and east. A final Masterplan for the Airport is in its concluding stages following extensive consultation which will provide plans for the Airport up to 2030.

Table A.10: Statistics for Main Scottish Airports 2004

	Number of Terminals	Number of Passengers (m)	Number of Airlines	Number of Destinations	Number of Runways
Aberdeen	5	2.6	20	30	4
Glasgow	2	8.6	50+	100+	2
Glasgow Prestwick	1	2.0+	10	30	2
Edinburgh	1	8.3	35	80	1
Inverness	1	0.5	7	10	2

Source: BAA/RGA Research

Rail
Prestonpans is served by a train on the Edinburgh to North Berwick line. Edinburgh Waverly is the closest major station to Prestonpans. The journey to Edinburgh is approximately ten minutes.

Recent railway developments in Edinburgh include:

- Waverley Railway Station has almost completed its major refurbishment programme. There are now 2 new platforms and a refurbished entrance from Princess Street. Passenger numbers are expected to increase beyond the 14.4 million currently using the station on an annual basis;

- Haymarket Railway Station had a new platform created at the end of 2006;

- The new rail link between Edinburgh Airport and the main rail links covering Scotland would provide direct access to the Airport from key service lines across Scotland. The project is reported to cost £550 million and to be completed by 2011.

Sea
- Superfast Ferries continues to operate the ‘every other day’ sailings from Rosyth to Zeebrugge, Belgium;

- Leith (Edinburgh’s historic port) continues to develop its cruise ship arrivals.

A.5 TOURISM

Edinburgh and the Lothians
Published statistics from VisitScotland present data for Edinburgh and the Lothians combined. It is important to note that the inclusion of the Edinburgh statistics may affect overall figures and the Edinburgh tourism product is very different to that offered in the surrounding Lothians. The figures presented below must thus be taken as a general indicator.

Tourism is a key sector for Edinburgh and the Lothians; recent results show some 4 million tourist trips were taken in the region in 2005, contributing around £1,126 million annually to the local economy and 9% of all jobs in the region.

Table A.11: Volume and Value of Tourism in Edinburgh & Lothians and Scotland in 2005

	Edinburgh & Lothians	**Scotland**
Total number of Trips (m)	3.98	17.3
Total Number of Bed Nights (m)	14.65	78.2
Expenditure (m)	£1,126	£4,214
Average Spend per Trip	£604.00	£707.00
Average Spend per Night	£155.00	£106.00

Source: VistScotland

Of the total number of trips made to the area, average expenditure per trip in 2005 was lower than national averages, but spend per night was higher than national averages. This is due to the average number of bed nights spent in the area being lower than national averages (3.7 and 4.5 respectively.)

Table A.12: Domestic Tourism to Edinburgh & Lothians and Scotland

	Trips (millions)		2005 Bed nights (millions)		Expenditure (£m)	
	Edinburgh & Lothians	**Scotland**	**Edinburgh & Lothians**	**Scotland**	**Edinburgh & Lothians**	**Scotland**
2005	2.78	14.9	7.05	53.9	706	3,006

Source: Tourism Trade/RGA Research

In 2005 domestic tourists to Edinburgh and the Lothians represented 70% of all trips taken to the area. This is lower than the number of domestic trips made to Scotland as a whole in the same period. Domestic visitors spent an average of 2.5 nights in the area, and an average of £254 per trip, which is higher than the Scottish average of £202 per trip; this equated to around £100 per night, significantly higher than the average £56 spent per night in Scotland.

Table A.13: Overseas Tourism to Edinburgh & Lothians and Scotland

	Trips (millions)		Bed nights (millions)		Expenditure (£m)	
	Edinburgh & Lothians	**Scotland**	**Edinburgh & Lothians**	**Scotland**	**Edinburgh & Lothians**	**Scotland**
2005	1.2	2.4	7.6	24.3	420	1,208

Source: Tourism Trade/RGA Research

During 2005, 2.4 million overseas tourism trips were made to Edinburgh and the Lothians, generating 7.6 million bed nights in the area. The regional total expenditure of £420 million averaged out at £350 per trip, and £55 per night. Compared to national averages (average £503 per trip and £50 per night,) this is a significantly smaller amount per trip but a slightly lower amount per night; congruent with the fact that overseas visitors tend to spend an average of 6.4 nights in the area.

Overseas visitors to the region make fewer trips to the area, but stay longer and spend on average more per trip.

Table A.14: Country of Residence of Visitors to Edinburgh & Lothians (2005)

	Trips (%)		Expenditure (%)	
	Edinburgh & Lothians	**Scotland**	**Edinburgh & Lothians**	**Scotland**
England	68%	49%	78%	64%
Scotland	24%	45%	12%	30%
Northern Ireland	5%	4%	6%	5%
Wales	3%	2%	4%	1%
Total UK (m)	**2.78**	**14.9**	**£706**	**£3,006**
USA	17%	14%	14%	16%
Germany	13%	12%	11%	11%
Canada	6%	8%	7%	7%
Irish Republic	6%	7%	8%	5%
Australia	6%	6%	7%	8%
France	5%	6%	2%	4%
Italy	7%	5%	11%	6%
Spain	6%	5%	9%	6%
Sweden	4%	5%	3%	4%
Netherlands	3%	4%	2%	3%
Total Overseas (m)	**1.2**	**2.4**	**£420**	**£1,208**

Source: Scotexchange/RGA Research

The majority (68%) of UK trips to Edinburgh and the Lothians were taken by English residents; 24% were taken by Scottish. National figures show a far more even distribution between the two countries. English visitors accounted for 78% of the tourist expenditure by UK residents, whilst Scottish residents accounted for only 12%. Edinburgh and the Lothians is a more popular destination amongst English visitors than Scotland as a whole. This is most likely a reflection of its proximity to England.

Just under half (44%) of all overseas visitors to the region originate from countries within the European Union; a figure in line with Scottish national averages, however the largest single country of origin is the USA (17%) which is higher than national averages.

Table A.15: Main Purpose of Trip to Edinburgh & Lothians (2005)

	Domestic Visitors		Overseas Visitors	
Reason	**Edinburgh & Lothians**	**Scotland**	**Edinburgh & Lothians**	**Scotland**
Holiday	60%	63%	55%	46%
Visiting friends and relatives (non-holiday)	16%	15%	25%	31%
Business / Conference	22%	17%	14%	17%
Other	2%	5%	6%	6%

Source: Scotexchange/RGA Research

Edinburgh and the Lothians is widely perceived as a holiday destination with the majority of both domestic and overseas visitors (60% and 55% respectively) visiting the region for holiday purposes. This is followed by business/conference visits for domestic tourists and visiting friends and relatives for overseas visitors. These trends are in line with figures for Scotland as a whole. However, it is estimated that the business and conference market is heavily skewed by business to Edinburgh, rather than the outlying regions.

Table A.16 shows that the duration of domestic trips to Edinburgh and the Lothians tend to be for one to three nights. This is in line with national figures, although there appears to be a stronger pattern for shorter trips to the area than Scotland (average 2.5 nights compared to 3.6). Overseas tourists tend to stay in the region longer. This figure is lower than the figure for Scotland as a whole, which is explained by the fact that many overseas visitors stay in the region as part of a longer stay in the country.

Table A.16: Duration of Trip (2005)

	UK Tourist Trips		Overseas Trips	
	Edinburgh & Lothians	**Scotland**	**Edinburgh & Lothians**	**Scotland**
1 to 3 nights	60%	51%	-	-
4 to 7 nights	32%	30%	-	-
8+ nights	7%	16%	-	-
Average length of stay (nights)	2.5	3.6	6.4	10.2

Source: Scotexchange/RGA Research

Table A.17: Type of Accommodation Used (2005)

	UK Nights (%)		Overseas Nights (%)	
	Edinburgh & Lothians	**Scotland**	**Edinburgh & Lothians**	**Scotland**
Friends/Relatives	37%	37%	32%	34%
Hotel/Guesthouse	44%	27%	27%	29%
Self-Catering	4%	11%	15%	11%
Camping/Caravanning	5%	11%	2%	6%
Bed & Breakfast	5%	6%	7%	9%
Hostel/University/School	3%	2%	13%	8%
Other	2%	6%	3%	3%

Source: Scotexchange/RGA Research

The most popular type of accommodation amongst visitors to the area from the UK is hotel/guest house (44%), followed by staying with friends/relatives, camping/caravanning and bed & breakfast accommodation. This is encouraging, as averages for Scotland show that staying with family/relatives is more popular. For overseas visitors, staying with friends/relatives is the most popular form across the board, followed by hotels/guest houses, then self catering accommodation in the region and Scotland.

Table A.18: Time of Trip (2005)

	UK Tourist Trips (%)		Overseas Trips (%)	
	Edinburgh & Lothians	**Scotland**	**Edinburgh & Lothians**	**Scotland**
January – March	21%	20%	10%	11%
April – June	29%	28%	26%	26%
July – September	29%	31%	50%	46%
October - December	21%	21%	14%	17%

Source: Scotexchange/RGA Research

Compared with the Scottish averages, domestic trips to Edinburgh and the Lothians are less seasonal, with a more even spread of trips taken throughout the year. Overseas visitors however, show more seasonality when visiting the area, which is more in line with national figures.

Table A.19: Accommodation Occupancy for Edinburgh & Lothians (2005)

	Hotel Room Occupancy (%)	**Guest House, B&B, Room Occupancy (%)**	**Self-catering Unit Occupancy (%)**	**Hostel Bed Occupancy (%)***	**Caravan & Camping Pitch Occupancy (%)**
January	53	24	41	18	-
February	64	37	48	31	-
March	71	46	66	47	-
April	70	45	57	43	17
May	81	62	65	59	25
June	84	66	75	59	32
July	82	75	79	72	55
August	89	86	91	77	63
September	85	83	71	57	25
October	80	52	73	45	16
November	76	43	66	22	-
December	64	41	63	24	-
Annual/Seasonal Average for Edinburgh & Lothians	**75**	**54**	**67**	**-**	**33**
Annual/Seasonal Average for all Scotland	**63**	**47**	**55**	**47**	**40**

Source: Scotexchange/RGA Research

Annual average occupancy data for hotels in Edinburgh and the Lothians (75%) are higher than Scottish averages (63%), as are figures for guest houses, Bed & Breakfast and self catering units. Caravan and camping figures are lower than national averages, again highlighting the influence of Edinburgh as a destination where camping is not viable.

Table A.20: Tourism Related Employment in Edinburgh & Lothians and Scotland (2003-2004)

	2003	**2004**	**% of all Employment 2004**
Edinburgh & Lothians	41,349	38,730	9.0
All Scotland	199,250	204,224	8.8

Source: Scotexchange/RGA Research

Tourism related employment in Edinburgh and the Lothians accounted for 9% of all employment in 2004, in line with national figures (8.8%). Between 2003 and 2004, these figures showed a decrease, whereas in Scotland they showed an increase. This possibly reflects a decrease in the tourism product in the region, compared to a national increase.

The top ten visitor attractions within Edinburgh and the Lothians are detailed in Table A.21. Map A.1 identifies their locations.

Table A.21: Top 10 Visitor Attractions in Edinburgh & Lothians

Name	2004	2005	% Change	Free / Paid	Map Ref.
Edinburgh Castle	1,243,570	1,187,342	-4.5%	P	1
Royal Museum and Museum of Scotland	761,256	828,367	8.8%	F	1
National Gallery of Scotland	771,864	810,054	4.9%	F	1
Royal Botanic Garden	705,993	619,946	-12.2%	F	4
Edinburgh Zoo	600,688	614,321	2.3%	P	5
National War Museum of Scotland	503,033	567,744	12.9%	F	1
Edinburgh Bus Tours	471,031	458,963	-2.6%	P	1
Beecraigs Country Park	404,505*	392,370*	-3.0%	F	6
Our Dynamic Earth	279,982	273,279	-2.4%	P	1
Polkemmet Country park	291,000*	270,000*	-7.2%	F	7

Source: 2005 Visitor Attraction Monitor/RGA Research
*Estimate

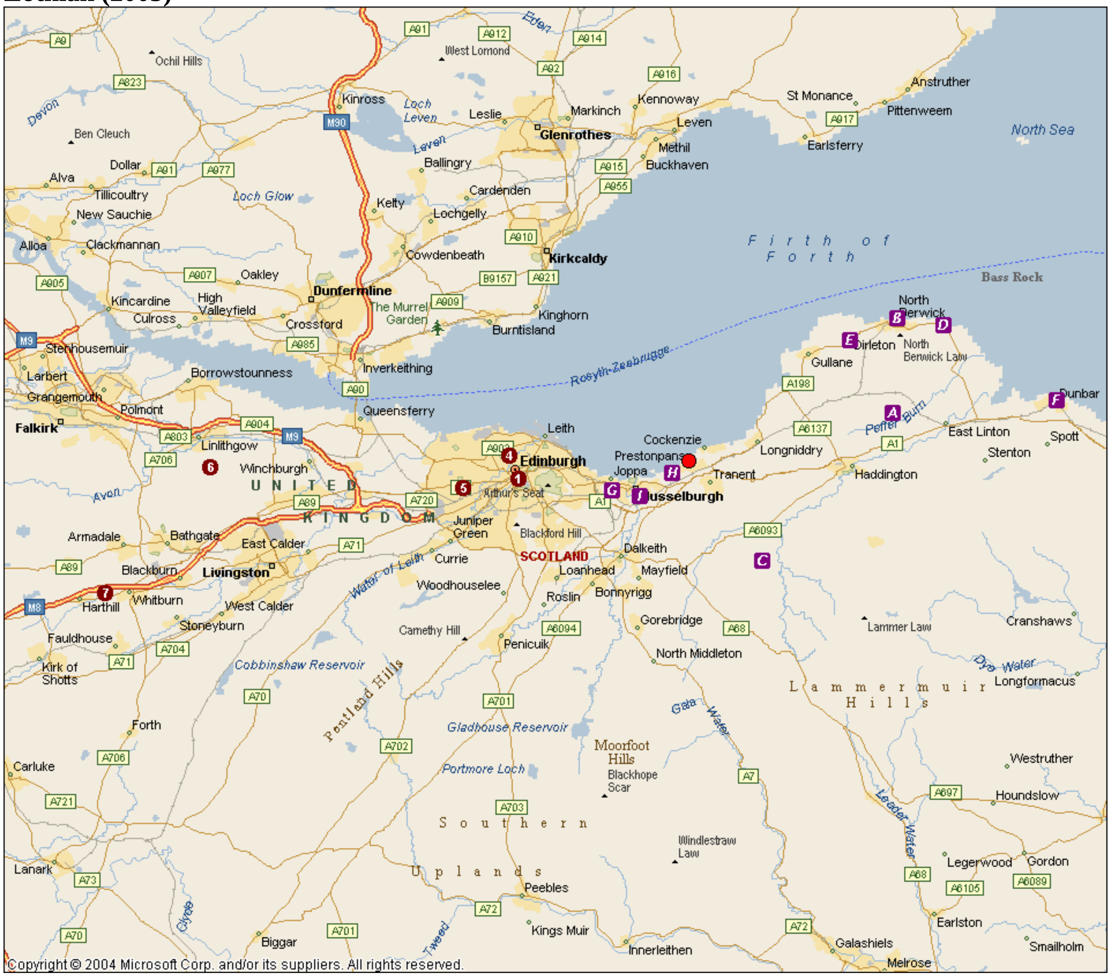
The nearby city of Edinburgh has a large number of visitor attractions, and is an extremely popular city with domestic and international visitors. None of the attractions in Table A.21 above are in East Lothian. However, RGA recognise that there are also a number of key tourist attractions in East Lothian. The most popular of these are outlined in Table A.22 and pinpointed in Map A.1

Table A.22 Top 10 Visitor Attractions in East Lothian

Name	2005	2004	% Change	Free / Paid	Map Ref.
Museum of Flight	150,908	70,013	115%	P	A
Scottish Seabird Centre	142,823	147,906	-3.4	F	B
Glenkinchie Distillery	24,091	-	-	P	C
Tantallon Castle	21,113	22,888	-7.8	P	D
Direlton Castle	14,945	16,027	-6.8	P	E
John Muir Birthplace	12,135	12,469	-2.7	F	F
Dunbar Town House Museum	8,809	9,014	-2.3	F	F
Newhailes	8,698	8,471	2.7	P	G
Prestoungrange Industrial Heritage Museum	7,796	5,840	33.5	F	H
Inveresk Lodge Garden	5,444*	4,136*	31.6	P	I

Source: 2005 Visitor Attraction Monitor/RGA Research

Map A.1: Location Map of Top Visitor Attractions within Edinburgh & Lothians and East Lothian (2005)



Source: Microsoft Autoroute/ RGA Research

The majority of the top ten visitor attractions in East Lothian are paid entry historic buildings and museums. Half of the attractions have shown a decrease in visitor numbers since 2004, and four have shown an increase. The Museum of Flight has shown the largest increase, of 115% between 2003 and 2004. The closest attraction to the project site is the Prestoungrange Industrial Heritage Museum. Visitor numbers for the Museum show a 33% increase between 2004 and 2005; an encouraging sign for this project.

As shown in Map A.1, the top attractions in the region are widely dispersed, with a trend to be located near the coast. Again, this is encouraging for the project site.

Greater Market Area

Table A.23 provides total UK trips to all regions within the market area and the main purpose of the visit.

Table A.23 Total UK Tourism by Market Area (2005)

	Total Trips (million)	Holiday (%)	Visiting Friends and relatives (%)	Business (%)	Other (%)
Edinburgh and Lothians	2.78	60	16	22	2
Fife	0.65	60	17	22	1
Greater Glasgow and Clyde Valley	2.62	61	16	17	6
Perthshire	0.84	60	17	22	1
Scottish Borders	0.34	68	18	15	–

Source: VisitScotland/ RGA Research

Table A.24 provides total overseas trips to the market area.

Table A.24 Total Overseas Tourism by Market Area (2005)

	Total Trips (million)	Holiday (%)	Visiting Friends and relatives (%)	Business (%)	Other (%)
Edinburgh and Lothians	1.2	55	25	14	6
Fife	0.13	41	42	9	8
Greater Glasgow and Clyde Valley	0.77	45	29	20	6
Perthshire	0.13	59	29	4	8
Scottish Borders	0.05	53	44	1	2

Source: VisitScotland/ RGA Research

For both the domestic and overseas markets, Edinburgh and Lothians represents the largest region for total visitors attracting 2.78m and 1.2m visitors respectively, followed by Greater Glasgow and Clyde Valley.

Holiday makers consistently make up the majority of visitors whilst the other categories fluctuate between VFR and business travellers. For the purpose of our model we have excluded business and conference visitors as they are generally unlikely to undertake tourism activities.

A.6 STUDENT POPULATION

The student population in the market area has been calculated taking account of the total student population for the local authorities within the 90-minutes market area of Prestonpans. We have assumed that all schools within these local authorities would be willing to travel to the attraction if it provided a suitable fit within the national curriculum. Table A.23 shows all students in publicly funded schools.

Table A.25: Pupils in Publicly Funded Schools

Local Authority	Primary	Secondary	Total
East Lothian	7,557	5,866	13,423
Edinburgh	25,088	19,689	44,777
West Lothian	14,692	10,937	25,629
Midlothian	6,494	5,464	11,958
Fife	27,196	22,051	49,247
Glasgow	38,583	28,189	66,772
Perth and Kinross	10,209	7,941	18,150
Scottish Borders	8,520	6,958	15,478
Stirling	6,870	6,037	12,907
South Lanarkshire	24,176	20,033	44,209
North Lanarkshire	27,252	21,829	49,081
Total	196,637	154,994	351,631

Source: Scottish Executive Scottish Pupils Stats 1998 – 2006

Table A.26 shows the number of students attending independent schools in the market area. The data available only provides the total and is not broken down into primary and secondary. Edinburgh in particular contains a significant number of students attending independent schools relative to its population.

Table A.26: Pupils in Independent Schools

Local Authority	Pupils	% of Population
East Lothian	753	5.3%
Edinburgh	10,801	18.9%
West Lothian	44	0.2%
Fife	539	1.1%
Glasgow	6,519	8.5%
Perth and Kinross	2,163	10.5%
Scottish Borders	181	1.2%
Stirling	638	4.7%
South Lanarkshire	1,043	2.3%
North Lanarkshire	30	0.1%
Total	**22,711**	

Source: Scottish Council of Independent Schools

A.7 NEW DEVELOPMENTS AND REGENERATION ACTIVITY

Major housing development plans focused in 6 core development areas within East Lothian include a new settlement at the former opencast mine at Blindwells, near Tranent that will include 1,600 homes. This will commence in 2008. There will be capacity for a further 2,900 homes at later stages. There are also housing developments in Wallyford, Haddington, North Berwick and Dunbar for a total of 4,800 new homes.

Major regeneration projects planned for Edinburgh include:

- Two tramway routes running through the city centre have been planned. The construction of the semi-publicly funded project is set to commence in 2007;

- The rail link to Edinburgh Airport was approved by The Scottish Parliament in March 2007 and preparatory work due to begin in later in 2007 with trains serving the airport at the end of 2011;

- There are plans to redevelop Tynecastle Stadium into a ‘top class European stadium’. A planning application is expected to be submitted soon;

- A masterplan has been presented for the redevelopment of land at Haymarket to include a major office complex, cafés, shops and two new hotels;

- The Caltongate is a major mixed-use regeneration project that will transform the centre of Edinburgh and is expected to create up to 1,500 permanent jobs. The site will include residential, hospitality development including a new hotel and conference centre, public spaces and community facilities. The masterplan was approved in October 2006 and development of some components has begun;

- Major developments in Leith are expected over the next five years with more residential and retail plans projected. Plans, by Forth Ports PLC, to develop Leith into one of Europe’s leading ports are gathering momentum; renowned international architects RTKL have been appointed to prepare the master-planning;

- The development of the former Royal Infirmary site is underway and will be a mixed use site called ‘Quartermile’. The various elements of the site will include residential, commercial and hospitality services and is expected to be completed in full around 2011.

- Sighthill is to undergo major regeneration over the next three years as Napier University plans to create a new £55 million campus, which will include a replacement stadium for Meadowbank. The new campus will be shared with Stevenson College, who are also based at the site;

- Edinburgh University has recently announced plans for a £50 million make-over of the Old Town area of Edinburgh. The area close to the Scottish Parliament is earmarked for new shops, cafes, bars, student accommodation and academic buildings. Final decisions for the scheme will be put before the Scottish Parliament in the near future.

A.8. FINDINGS

A number of points can be made about the area:

- Each of the 30, 60 and 90-minutes drive times are characterized by a large percentage of population falling into the “Hard Pressed” category. The second most significant group in the areas is “Urban Propensity”. These are characterized by increased disposable income and a high propensity to undertake leisure activities which is positive for this project;

- East Lothian is projected to experience an increase of people of working age and above working age. There are concerns that the rapid population growth will not be sustainable with current employment levels. High levels of commuting out of the area for employment is also a concern as this leads to high levels of retail and service expenditure leakage;

- Employment growth levels in East Lothian are beneath the national average in Scotland but still strong at 17.2%;

- Prestonpans is in a good location near the A1 with easy access to Edinburgh by road or rail;

- The average number of bed nights in the area are lower than the national average, but spend per night is higher;

- The tourism industry in the Edinburgh and Lothians region is worth approximately £1,126 million per year to the local economy and plays an increasingly important role in the economic life of the region; 9% of all employment in the area is within the tourism sector, which is in line with Scottish national averages;

- Domestic tourism represents 70% of all trips taken to the area with the English representing the majority of visitors;

- 44% of overseas visitors originate from countries within the European Union and the largest single country of origin is the USA (17%);

- Trips to Edinburgh and the Lothians are less seasonal than Scottish averages. However, overseas visitors showed more seasonality;

- None of the top ten visitor attractions in the area are in East Lothian. The largest attractions in East Lothian are the Museum of Flight and the Scottish Seabird Centre;

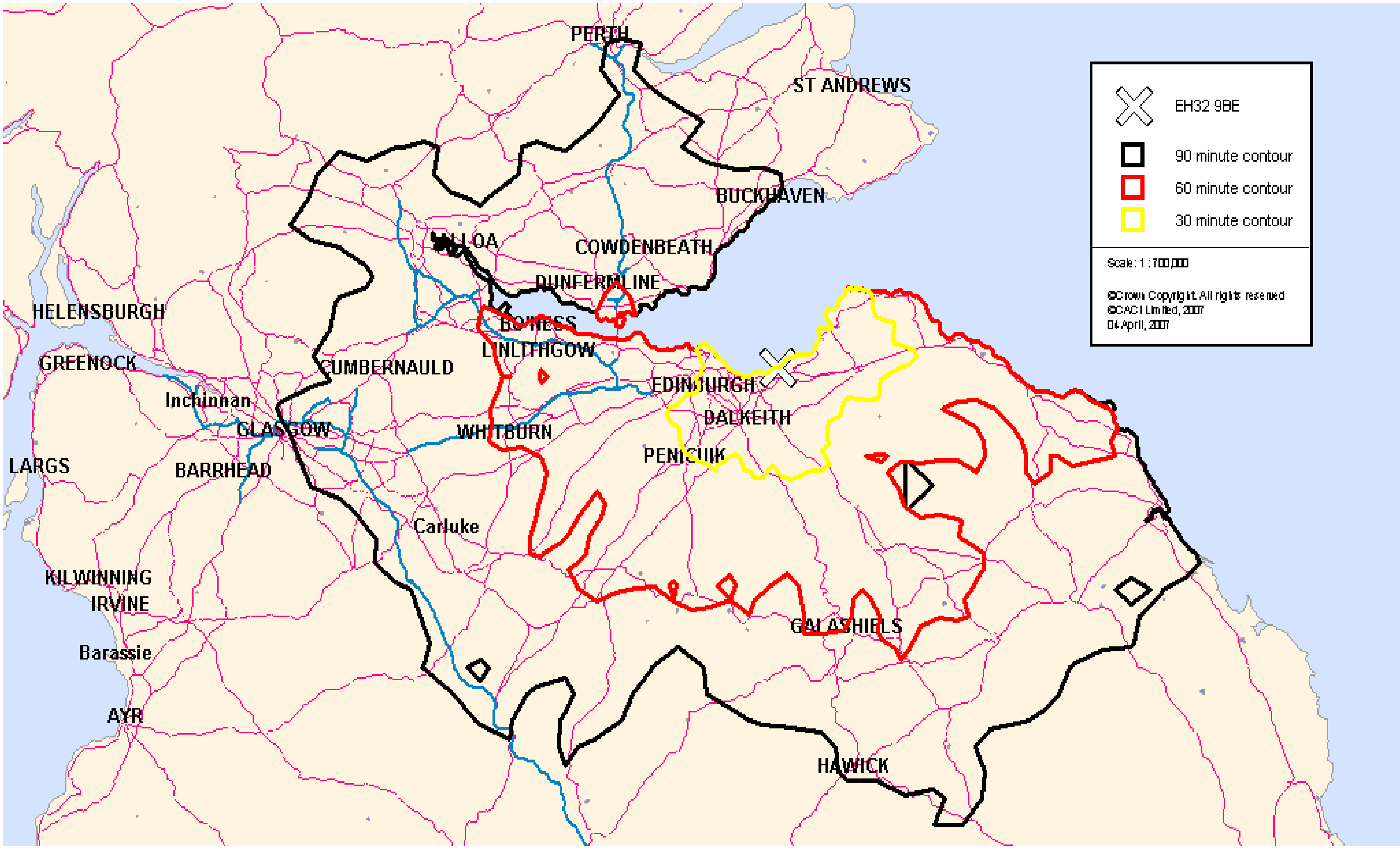
- There are major new housing developments occurring in East Lothian totalling 4,800 new homes;

- There is no evidence of substantial inward investment in the area or of new tourism product development.

A.9 CONCLUSIONS

This project has the potential to deliver positive economic, social and community impact on Prestonpans in particular as it generates increased jobs thereby decreasing unemployment and displacement.

APPENDIX B: ACORN PROFILE MAP



APPENDIX C: COMPARATOR REVIEW

C.1 INTRODUCTION

RGA have examined a number of comparator visitor attractions which provide a good 'fit' with the Prestonpans project. These include attractions that have a battlefield as their core theme and others that have a strong presence in East Lothian. Given the unique nature of what is being proposed at Prestonpans there is no 'ideal' model to follow, we have instead examined elements from a range of attractions to highlight best practice and strengths. We have considered attractions at the local and national level.

C.2 CULLODEN

The National Trust bought the site in 1982 at which time it consisted of a commercial forestry plantation. The visitor centre operates as a paid attraction, and is open daily with extended hours in the summer months.

The current visitor centre built was built in the 1980s and is widely viewed as outdated. There is an exhibition and a 20 minute cinema clip considered sympathetic to the Jacobite view.

There is a new visitor centre currently being built that is scheduled to open in September of this year at a total cost of £9.37m. The target visitor numbers for the new centre is 105,000.

The new centre has been in planning for ten years and became a viable project four years ago. The project funders have included Scottish Executive, Bord Na Gaelic, Highlands and Islands Enterprise, The Roberstons Trust for Education, and ERDF. The Entrance fee will be around £8.00 but this is not yet finalised.

Significant research has been undertaken by external specialists to ensure that the information presented is both accurate and objective telling the story of the Battle by both sides.

The new exhibition is being built with key messages including changing the myths surrounding the Battle; placing Culloden in a wider context and illustrating the events after Culloden that helped build the British Empire; providing a deeper and more interactive experience with more of a humanitarian view; and incorporating Gaelic – Staff at the visitor centre will also be taught some Gaelic.

The new centre will use ground breaking new media, hypersonic sound tone and a four screen Immersion Theatre that will make the visitor sense that they are part of the Battle for a very hard hitting 4 minutes.

On the battlefield, there will be audiovisual PDAs that will use GPS triggers when the visitor comes across hot spots. These PDAs will be trialed for an initial period. If they are found successful, they will be given to every visitor with the cost built into the entrance fee. They will also deliver foreign language tours.

The Importance of Gaelic has been emphasised from the start. The NTS have had a grant from Bord na Gaelic to ensure that the tours are offered in Gaelic and NTS staff at the visitor centre will learn some Gaelic for communication with visitors.

The exhibition content was developed alongside education advisors. A dedicated education room was built into the new centre which can hold workshops and events. The PDAs will in the future be tailored to pupils.

Some of the key issues identified to increase sustainability:

- Increase visitor dwell time on the site;
- Audience development. This will be the first NTS attraction that will have a marketing budget of £1.40 per head;
- Partnering with other visitors in Inverness and other battlefields across the UK;
- Development of a multi functional education facility that can also accommodate conferences, events and functions for up to 60 people;
- Branded high quality Culloden retail products including whiskey;

The NTS project manager has expressed a desire to work with Prestonpans promoting and perhaps developing cross partnership opportunities.

C.3 BANNOCKBURN

In 1932 the Bannockburn Preservation Committee, under the Earl of Elgin and Kincardine, presented lands to the National Trust for Scotland. Further lands were purchased in 1960 and 1965 to facilitate visitor access.

Bannockburn attracts tourists from throughout the UK and from all over the world and forms part of a local network of heritage attractions including Stirling Castle and the Wallace Monument. In 2005, they attracted 72,331 visitors. The Battle features prominently in the Scottish school curriculum and school parties regularly visit the heritage centre and Battlefield.

The visitor centre operates as a paid attraction, and is open daily with extended hours in the summer months. The grounds are open all year, daily. The Visitor Centre also hosts a range of activities and events including battle re-enactments and living history presentations. There is no café but there are snacks available in the second hand book shop. Educational visits are £1 per visit for non NTS member schools and free to member schools. Aspects of the tour link directly to the curriculum. Visitor numbers were up by 16% in 2005 over 2004.Once Culloden is completed, the NTS will begin exploring a redevelopment project at Bannockburn.

C.4 MUSEUM OF FLIGHT

The Museum of Flight in Haddington, fifteen minutes from Prestonpans and 25 minutes from Edinburgh, is the largest visitor attraction in East Lothian drawing 150,908 visitors in 2005. Run by the National Museums of Scotland, the museum is based on a former RAF airfield and is home to a collection of engines and aviation memorabilia displaying the evolution of flight. The star attraction, however, is the Concorde Experience permanent exhibition, which allows visitors to board the historic plane.

Regular admission to the museum is £5.50 and free for children. The cost to board the Concorde is £3.00.

As well as hosting various aviation activities during the International Science Festival, the museum holds a small number of annual exhibitions such as the ‘Jet Set, Go!’ free exhibition between March and July 2007; a family-orientated exhibition aimed at introducing planes and travel to children under eight. The largest annual event, however, is the one-day air show held in July. This event brings together aircraft displays, fairground rides, craft activities and science demonstrations and attracts an estimated 15,000 people. Prices for events are between £12 and £15 for adults and £7 and £9 for children.

Education activities for group visits to the museum appear to be less established.

There is a café serving light fayre and a gift shop on site.

C.5 SCOTTISH SEABIRD CENTRE

The Scottish Seabird Centre in North Berwick, approximately 20 minutes from Prestonpans and 35 miles from Edinburgh was the second most visited attraction in East Lothian with 142,823 visitors in 2005. The centre is rated 5 stars by Visit Scotland, and as well as being open for regular visits throughout the year, it also offers an extensive range of annual events which generate additional and repeat visits. In spring 2007, the centre advertised a total of 13 events held between March and April, including photography exhibitions, topical film viewings, group walks, coffee mornings and brunches, seminars and fund-raising events. The centre also organises child-orientated activities throughout the year, such as bird themed arts and crafts and daily fish feeding shows.

The majority of events at the centre are included in the admission price of £6.95/£4.50. These prices include a 10% voluntary donation. There is an option to opt out of the donation as well as reduced fees for pre-booking. These prices exclude fundraising events, and those including food and drinks.

The focus of many of these fun events are to educate and raise awareness, but the centre also hosts numerous workshops and formal sessions for schools and corporate groups, which offer sessions on nature related and environmental topics. In many cases, the centre teams up with other local attractions to organise ‘themed’ days for schools, such as a visit to John Muir’s Birthplace Centre in Dunbar.

The Centre also has a café, conference space and a gift shop. The café aims to source local food when possible and serves a variety of light fayre items.

C.6 FINDINGS

Key findings of the comparator research include:

- The necessity to maintain the integrity and historical accuracy of the project;
- Making attractions interactive and varied by incorporating events that will generate both new and repeat visitors;
- Partnering with other organisations (e.g. Museum of Flight and Seabird Centre);
- Developing multi functional facilities that can also accommodate conferences, events and other revenue generating activities;
- The two largest visitor attractions in East Lothian are not particularly close to Edinburgh or other attractions of interest indicating that their success is based on the uniqueness and quality of their product offering;

APPENDIX D: THE UK LEISURE VENUE CATERING MARKET

D.1 INTRODUCTION

RGA have provided a detailed analysis of the UK leisure venue catering market.

D.2 OVERVIEW OF THE UK LEISURE VENUE CATERING MARKET

Mintel have recently published their new report, Leisure Venue Catering UK, (March 2007) which addresses a market of particular importance to this Study. RGA have summarised the findings from this report.

D.2.1: Leisure Venue Catering Definitions

Mintel define a leisure venue as ‘licensed bingo clubs, cinemas, historic buildings, museums, art galleries, nightclubs and discotheques, tenpin bowling centres, theme parks, theatres and zoos and wildlife parks.’

Leisure venue catering is defined ‘as being any food- and drink-based (including alcoholic drinks) catering offer at specific leisure venues. Catering facilities might include kiosks, hatches, catering units, refreshment stands, bars, cafés, and self-service or full-service restaurants.

D.2.2 Sector Performance

The market for leisure venue catering grew by 15% between 2001 and 2006 to reach a value of £2.1 billion. This is slower than the 25% growth in value of the total eating out market during the same period, suggesting that venues are not being as effective as other eating out operators in giving customers what they want.

The following table details performance by sector:

Table D.1: Leisure Venue Catering Market by Sector (2002-2006)

	2002 £m	**%**	**2004 £m**	**%**	**2006 £m**	**%**	**% Change 2002-2006**
Nightclubs & discotheques	£1,188	61%	£1,187	59%	£1,248	59%	+5.0%
Cinema	£283	14%	£291	15%	£289	14%	+2.2%
Museums and art galleries	£132	7%	£141	7%	£150	7%	+3.6%
Bingo	£99	5%	£103	5%	£106	5%	+7.5%
Historic buildings	£81	4%	£99	5%	£111	5%	+37.5%
Tenpin bowling	£76	4%	£81	4%	£93	4%	+22.1%
Theme parks	£54	3%	£52	3%	£55	3%	+2.6%
Zoos and wildlife parks	£24	1%	£26	1%	£29	1%	+20.1%
Theatre	£19	1%	£20	1%	£21	1%	+9.6%
Total	**£1,956**	**100%**	**£1,999**	**100%**	**£2,102**	**100%**	**+7.5%**

Source: Mintel

Some key points to highlight:

- Nightclubs and discotheques is the largest of the nine sectors under review in terms of catering turnover, although the vast majority of this is accounted for by drinks sales and sales growth has been below the market average;

- Cinema catering revenues have also shown below-average growth, due to admissions being 9% lower in 2006 than 2004;

- Theme park catering revenues have only grown marginally because parks realigned their pricing closer to high street levels and this reduced their turnover temporarily;

- Strong performing sectors include historic buildings, museums and art galleries and zoos and wildlife parks, while tenpin bowling stands out as a youth and family-oriented leisure activity which has seen good growth in catering revenues due to a move away from discounting.

D.2.3: Museum and Art Gallery Catering Trends

There are approximately 2,700 museums and art galleries in the UK. Accurate data about admissions is hard to come by despite the fact that the national tourist bodies for England, Wales, Scotland and Northern Ireland all monitor year-by-year trends in visitor numbers and revenue. The best estimates indicate that around 125 million people visit museums and art galleries each year in the UK.

Analysis of visits to a sample of 25 of the biggest museums across the country found that total admissions had increased by 30% between 2001 and 2006, from 26.9 million to 35.1 million visits.

The main reason for this growth was a massive 83% rise in the number of people visiting museums which are now free but used to charge an admission fee before the DCMS's free entry scheme came into operation in December 2001. By contrast, museums which have always been free saw their admissions rise by a more modest 8%.

Research has shown that visitors to museums and art galleries are most likely to be drawn from the ABC1 socio-economic groups, therefore the catering offer needs to be of a high quality to reflect the customer profile.

The largest museums in the UK in terms of admissions are the British Museum, Tate Modern, National Gallery, Natural History Museum, Victoria & Albert Museum and the Science Museum, all of which are located in London.

Table D.2: Catering within the Museum and Art Galleries Market (2001-2006)

	£m	Index	£m at 2000 Prices	Index	Catering as % of Total	Average Catering Spend per Head (£)
2001	£127	100	£127	100	20	£1.10
2002	£132	104	£127	100	20	£1.12
2003	£138	109	£129	102	20	£1.16
2004	£141	111	£128	101	20	£1.17
2005	£143	113	£127	100	20	£1.19
2006 (est.)	£150	118	£129	102	20	£1.20

Source: Mintel

Catering has been constant as a percentage of total museums and art galleries turnover although its relative contribution will have increased in the wake of the switch to free admissions for those museums that used to charge beforehand.

Generally, average spend per head is quite low, although this reflects the fact that an estimated one third of visitors actually spend on catering. The provision of areas where visitors can sit and eat a packed lunch is another factor. The average spend of those who do purchase is around £3.60.

D.2.4: Catering Company Structure

The leisure venue catering industry is dominated by virtually the same contract caterers who are the leading players in the overall contract catering industry – Compass Group, Elior and Sodexho.

Equally, it is also important to point out that a number of leisure venues choose to own and operate their catering facilities themselves, rather than bringing in an external contractor.

The following table details the leading leisure venue contract caterers in the UK.

Table D.3: Leading Leisure Venue Contract Caterers in the UK

Parent	Company	Sectors
Compass Group plc	Milburns	Museums & art galleries Zoos and wildlife parks Historic buildings
	Leith's	Museums & art galleries Historic buildings
Elior SCA	Digby Trout Restaurants	Museums & art galleries Historic buildings Theatres
Sodexho Alliance	Sodexho Prestige	Historic buildings Theatres
Searcy, Tannsley & Co Ltd.	Searcy	Museums & art galleries Historic buildings Theatres
BaxterStorey Ltd.	BaxterStorey	Theatre
Caterleisure	Caterleisure	Historic Buildings
Benugo Ltd.	Benugo	Museums & art galleries
Heritage Portfolio	Heritage Portfolio	Museums & art galleries

Source: Mintel

Several high profile leisure venues have opted not to engage the services of a contractor, preferring instead to re-invest any profits their catering operation makes in improving their facilities further.

D.2.5: Leisure Venue Catering Customers

The most popular leisure venue for buying food or drink is the cinema. Cinemas and theme parks have the highest rate of catering buyers to non-buyers. In the case of cinema this reflects a policy of not allowing people to bring their own food, while with theme parks it is related to the amount of time spent on site.
The poorest ratio of buyers to non-buyers is found among theatre goers, reflecting the short time available for them to spend on catering**.**

People who buy food and drink at theatres are slightly more likely to be from the older age groups, and to be from the most affluent socio-economic groups, something which is likely to reflect the pricing in these outlets. Londoners, who have the best choice of theatres, are also the most likely to buy food and drink. However, the presence of children is also a factor, likely to be an illustration of the impact of the popularity of musicals.

The arts, especially when music concerts are included, have a broad appeal, therefore it is unsurprising to find that buyers of food and drink at venues are quite evenly distributed throughout the population. Generally, they tend to be aged under 44, therefore a less formal offer with perhaps a smaller emphasis on traditional plated meals, is likely to appeal.

People who have bought food or drink from a cinema tend to be younger (reflecting the general profile of cinema visitors) and slightly more affluent.

D.2.6: Customer Views of Leisure Venue Catering

Considerably more than half of all leisure venue visitors agree that the food and drink is often expensive, illustrating that there is a perception that catering at these venues offers poor value for money.

Long queues are an issue for around a third of visitors, reflecting the difficulties operators experience in coping with demand at peak times of the day, week, month and year.

The most affluent AB consumers are more likely than average to agree that the food served at leisure venues is unappealing, that they would be more inclined to purchase food and drink if it was top quality, would pay more for healthy food and drink and also place more emphasis than most on the food and drink as a part of the whole leisure experience.

It is clear from their responses that many leisure venues are not succeeding in satisfying the needs of this influential and affluent consumer grouping.

D.2.7: Mintel’s Insights and Opportunities – Leisure Venue Catering

It’s all about fundamentals

Consumers today now both expect and demand more from their eating out experience but at little or no extra cost to them. Therefore in order to maximise the potential of the catering sector, venues need to offer the increasingly savvy consumer similar standards that they can find in other areas of the eating out market. The major trends to bear in mind are the use of fresh, seasonal ingredients, the rise of gastro-tourism and focus on regional dishes. Such moves away from pre-packaged, ready meal-style food will be particularly welcomed with over 45 year olds.

Jumping on the healthy bandwagon

Despite the treat element associated with visiting a leisure venue, it would seem that a balanced diet remains a concern for this section of consumers. The provision of healthier food be it in the form of smoothies, nuts as snacks or a greater range of freshly prepared food would help to stem the flow of these consumers who often prefer to go to a different restaurant after visiting a leisure venue. The use of organic, Fairtrade and other ethically sourced produce is also likely to appeal.

Busta queue

Although some are already doing so, operators need to adopt more innovative approaches to 'queue busting'. These could include mobile vendors with backpacks, greater use of vending technology for common items and the use of more tea/coffee or sandwich 'pods' or temporary/moveable kiosks dotted around the venue to relieve the pressure on the main catering hub.

D.3 SUMMARY

Key findings from this section include:

- The leisure venue catering sector has grown by 15% between 2001 and 2006 to a current value of £2.1 billion. This is slower than the 25% growth of the total eating out market and suggests that some leisure venues are not maximising their services;

- Museums and arts galleries catering achieved a 3.6% growth between 2001 and 2006;

- Museum and art gallery catering is experiencing challenges as many visitors bring pack lunches. Average spend per visitor is estimated to be £1.20 in 2006;

- The three leading leisure venue catering contractors are Compass Group, Elior and Sodexho. It is noted many leisure venues independently operate their catering facilities to re-invest any profit back into the facility;

- Key customer views indicate that leisure venue catering is too expensive, not appealing and there are too many queues;

- Market opportunities and trends indicate leisure catering venues need to become more customer savvy and seek to offer similar products and services to what can be found elsewhere in the market. Healthy and ethical traded food is now a major concern for consumers and combating queues should be addressed to reduce negative experiences;

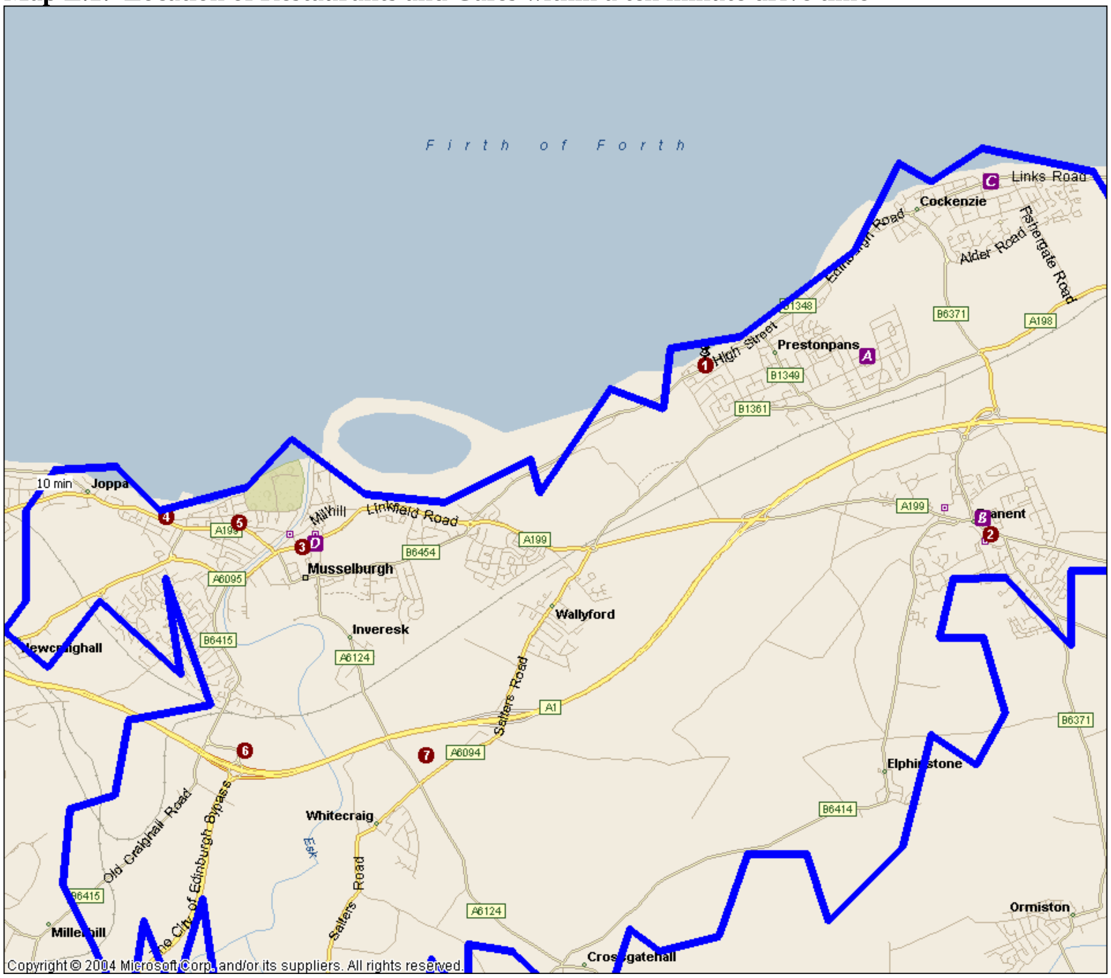
APPENDIX E: CATERING COMPETITOR SET

E.1 CATERING COMPETITORS: TEN MINUTE DRIVE

Map Ref	Restaurant	Cuisine
1	Prestoungrange Gothenburg	Traditional
2	Kashmire Valley	Indian
3	Dragon Way	Chinese
3	Caprice	Other
3	Lanna	Thai
4	New Dynasty	Chinese
5	Quayside	Traditional
6	Little Chef	Traditional
7	Cuddie Brae Chef & Brewer	Traditional
A	Chatterbox Café	Café
B	Baguette Express	Café
C	Ocean Side East	Café
D	Eskside Café	Café
D	Tolbooth Coffee Shop	Café

Source: RGA Research/Upmystreet

Map E.1: Location of Restaurants and Cafes within a ten minute drive time



Source: RGA Research/ Microsoft Autoroute

APPENDIX F: RETAIL OVERVIEW

F.1 GIFT SHOPS

The data in this section is drawn from Mintel's "Retailing at Leisure Venues" (August 2001) report. This was the first time that Mintel had covered leisure venue retailing specifically, underlining the recent growth of interest in this area.

The museums and art galleries sector is the largest within the market, accounting for nearly two-fifths of all sales. This reflects the high volume of such sites within the UK and the fact that an increasing number of museums and galleries have abolished admission fees, making them increasingly reliant on revenues generated from commercial activities once visitors are inside the venues. The value of the historic buildings retail market is also linked to a high volume of sights and the existence of "national operators" such as the National Trust, The National Trust for Scotland, English Heritage and Historic Scotland. The two largest operators in historic building retail are the National Trust and English Heritage, which between then operate more than 350 shops in the UK.

The National Trust operates shops both at historic properties and on the high street. These are now complemented by an extensive online retail presence. Typical stock includes books, prints, paints, wine, china and glass items, craft items, stationary and clothing. Many items are themed around Trust properties and are exclusively owned.

Mintel forecasts a strong outlook for the leisure retail sector, with high customer confidence and disposable income levels suggesting that attendance to leisure venues will continue to grow. The increase in the number of people in the 55-64 age band bodes particularly well for cultural attractions such as museums, historic buildings and theatres. This group tends to be both time and cash rich and therefore more likely to visit leisure venues, although in order to convert higher visitation into sales the product and pricing mix must be right. Products should be high-quality and preferably exclusive to the particular venue; the latter feature is likely to become a major issue for all age groups as providers seek to emphasise the uniqueness of their entire offer.

This in turn is expected to lead to a greater degree of "professionalism" in leisure venue retailing so that the layout, product range, pricing and service are comparable with the best high street retail operators. This may help to increase the average spend per transaction, as well as encourage customers to return to venues specifically to visit the shop. This overlapping and blurring of the competitor set may also lead to mail order and online provision although the average spend per transaction will have to increase significantly to make it viable for operators.

F.2 GARDENING RETAIL

As shown in the following table, spending on garden products increased by over 50% between 1998 and 2003. This growth is attributed to a range of factors, including:

- Increased disposable income levels, leading to higher discretionary spend in general;
- Broad base of garden access – 85% of adults in the UK have access to their own garden;
- Increasing use of the garden as a leisure space;
- The influence of DIY and makeover programmes in generating new ideas for gardens.

Table F.1: Household Spending on Gardening Products, 1998-2003

	Garden Products (current prices)		Garden Products (1998 Prices)		Allocation of total household expenditure
	£bn	Index	£bn	Index	
1998	2.80	100	2.80	100	0.50
1999	3.10	111	3.05	109	0.52
2000	3.35	120	3.32	119	0.54
2001	3.55	127	3.49	125	0.55
2002	4.10	146	4.02	144	0.59
2003 (est)	4.45	159	4.28	153	0.62

Source: Mintel/RGA

Mintel divides garden retailing products into six categories. Of these, Growing Stock (plants, bulbs and seeds) attracted the highest proportion of overall spending (34% of 2003 levels). However, the fastest growth rate was recorded by the Furniture and BBQ sector, again reflecting the trend for the garden to become an extension of internal leisure space rather than a place merely to grow plants.

The UK sector is characterised by a fragmented supply chain, with manufacturing of products undertaken by small, specialist enterprises. This is particularly true of the Growing Stock sector, where specialist knowledge is a key requirement for market differentiation. The fragmented supply structure has led to the development of many trade associations, including the Horticultural Trades Association, the Garden Industry Manufacturers' Association, The Garden Centre Association, the British Hardware Foundation and the Leisure and Outdoor Furniture Association.

Increasingly, manufacturers are developing as retailers and are becoming increasingly sophisticated in this field. However, the chain DIY stores and garden centres continue to dominate gardening retail distribution.

F.3 SUMMARY

Key findings from this section include:

- Mintel forecasts a strong outlook for the leisure retail sector, with high customer confidence and disposable income levels suggesting that attendance to leisure venues will continue to grow;

- In order to convert visitation into sales the product and pricing mix must be right. Products should be high-quality and preferably exclusive to the particular venue;

- Spending on garden products increased by over 50% between 1998 and 2003 due to a number of factors including an increase in disposable income levels, increased access to gardens and use of gardens as leisure space, and the influence of DIY and makeover programmes;

- Chain DIY and garden centres continue to dominate gardening retail distribution.

APPENDIX G: RETAIL COMPETITOR SET

G.1 GIFT RETAIL: TEN MINUTE DRIVE TIME

Name	Distance from Prestonpans
Lammermuir Collectibles	0.63
Michele's Unique Gifts	1.93
Musselburgh Card Centre	2.37
Clinton Cards Plc	2.53
Birthdays	2.53
Ali's Cave Emporium	2.56
Summer House Gift	3.98

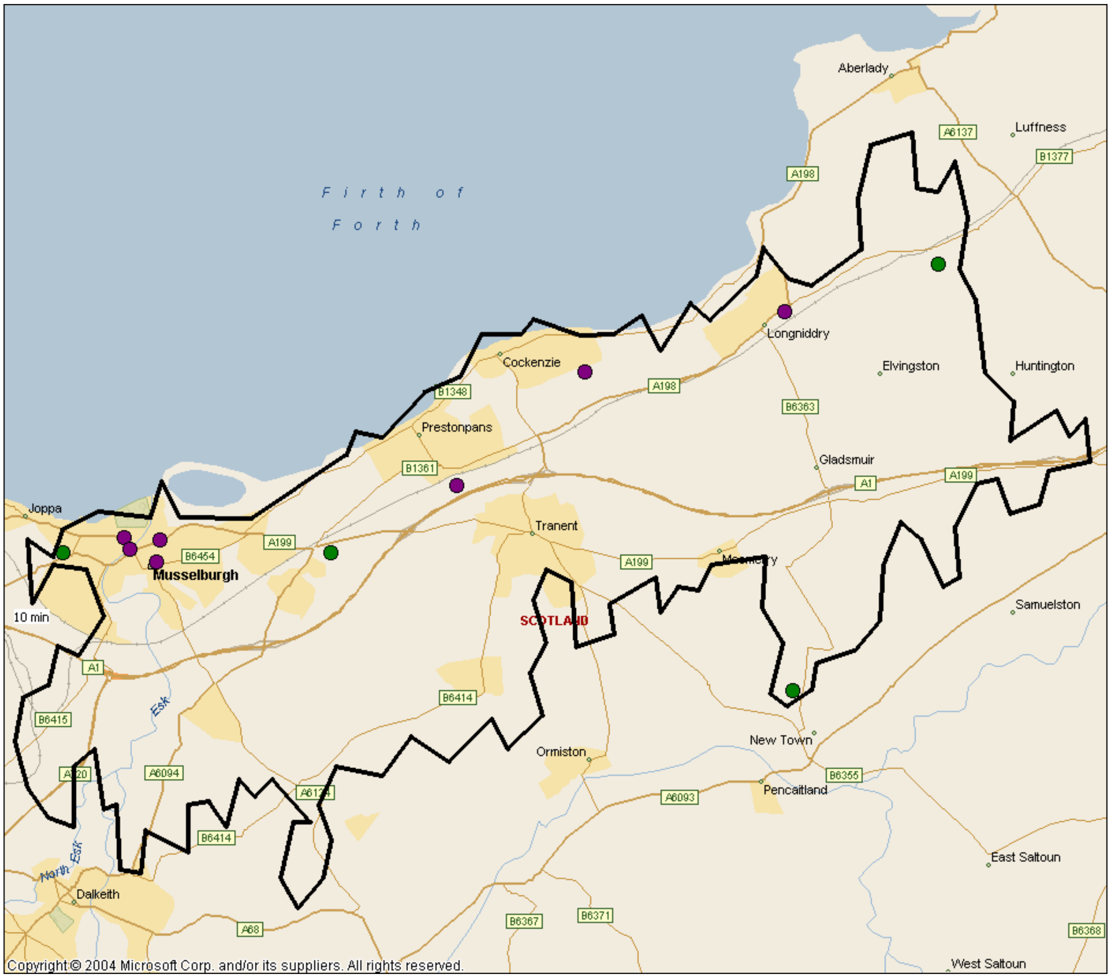
Source: upmystreet.com/RGA

G.2 GARDEN CENTRES: TEN MINUTE DRIVE TIME

Name	Distance from Prestonpans
Strawberry Corner	1.1
Newhailes Nursery	3.63
Macplants	4.8
John Patterson	5.34

Source: upmystreet.com/RGA

MAP G.1: Gift Retail and Garden Centres: Ten Minute Drive Time



Autoroute/RGA Research

Note: Gift Shops are presented in purple circles and Garden Centres in green circles

APPENDIX H: UK HOTEL TRENDS

H.1 KEY TRENDS

Our review of the UK Hotel Market as presented by Mintel (July 2006) indicates some key trends for this market.

Recovery underway at last
It has taken a long time for UK hotels to recover from the dual impacts of 9/11 and foot and mouth on both the incoming and domestic markets, but the industry was able to report much improved figures for 2005, and 2006 has also started well.

The positive indicators for hotels include higher occupancy rates and improved RevPAR (revenue per available room), but in more basic terms these translate as a growth in hotel revenues of 12% since 2001. This growth rate is from a very large base, with UK hotels now turning over a total of £11.2 billion a year, from under £10.0 billion at the start of the decade.

A strong US influence
The US market is particularly vulnerable to terrorism or exchange rate changes, but remains crucial to the most upmarket hotels in the UK. Although there has been some recovery from the low points earlier in the decade, a boom in inbound tourism in 2005 was led by European and Asian visitors, and demand from the US remains weak. A strong Pound (buying over US$1.85 in mid-2006) and the threat of soaring oil prices do not augur well for this section of the market.

The US influence on the UK market is also evident on the supply side. The overall top supplier (with 32,000 rooms in 227 larger hotels) is InterContinental Hotels Group (IHG), a quoted UK company. Like several other chain-builders, IHG has majored on developing an American brand, Holiday Inn, which appeals to American and business travellers alike. Other major US brands in the UK include Hilton, Ramada, Jarvis, the Choice franchising group (with its Quality, Comfort and Sleep Inn brands) and the Best Western consortium of independents.

Restaurants, bars and health clubs contribute to a complex income pattern
Catering accounts for nearly 40% of revenues for the typical hotel, so that its role in the local hospitality industry has become almost paramount. Many hotels derive a significant proportion of their income from local residents and businesses using their restaurants and bars; in turn, the hotel in a small town or village is vital to rural economies.

Health clubs and sports facilities in hotels are another source of ‘external’ income (i.e. income which does not rely on hotels guests). Since the 1990s, the pattern of health and fitness club development in the UK means that hotels are also a vital contributor to this leisure market, through chains such as LivingWell (owned by Hilton).

Budget hotels drive up the proportion of 'chain' hotels

The major area of expansion over the last ten years has been in budget hotels, or chains of 'lodges' offering no-frills accommodation at a budget price. Such is their growth that the leading exponents, Premier Travel Inn and Travelodge, now both rank among the top three UK hotel groups by rooms available. Low price is especially important for the overnights market and short-break and business travellers find it equally attractive. However, the market trend has also been to polarisation, with expensive 'boutique' and 'designer' hotels emerging to offer a premium choice rather than the bland 3-star chains or the basic budget lodges.

UK consumers prefer independent hotels

The chain-building tendency is unfortunate because the increasingly sophisticated consumer base in the UK has already rebelled against such concepts in other hospitality markets, such as pubs and restaurants. Some of the most successful hotels are small groups of boutique or designer hotels that have rejected the 'cookie-cutter' approach typical of the US market. Mintel's most recent consumer research found that 39% of respondents 'prefer the individuality of independent hotels' - with leisure and business travellers giving the same levels of agreement. Only 24% opt for 'well-known hotels chains because I can rely on them and know what to expect'. To put the chains into perspective, however, the top 15 brands only account for 1,700 of 47,000 hotels in the UK, so the independent owner is alive and well in 2006.

The future: corporate versus individuality

Hotels continue to move towards branded chain properties, apparently in the opposite direction of British consumer tastes. Underpinning the move towards branded concepts is a dramatic change in the bedrock of the industry. Thousands of hotel properties have been sold under sale-and-leaseback agreements, leaving banks or property developers as the owners of the hotel building but the hotel company (eg Hilton, InterContinental) as the operator of a hotel 'brand' within the building.

Whilst these properties are focused on the foreign and business markets, the UK domestic leisure market has a consumer base that is growing more mature, affluent and experienced by the year.

H.2 THE SUPPLY STRUCTURE

The Top 10 hotel operating companies in the UK in 2006 are shown below.

Table H.1: Top 10 Hotel Operating Companies in the UK, 2003 vs. 2006

Company	**Main Brands (other than corporate name i.e Thistle)**	**Owner (other than named company)**	**UK Hotels**		**UK Rooms**	
			2003	**2003**	**2003**	**2006**
InterContinental Hotel Group plc	Inter Continental, Crowne Plaza Holiday Inn, Express, Staybridge	-	188	227	25,300	32,000
Whitbread Group*	Premier Travel Inn	-	364	460	26,821	30,000
Travelodge UK	Travelodge	Dubai International Capital	231	300	12,596	16,000
Hilton Group	Hilton	-	75	70	14,794	15,500
Accor	Sofitel, Novotel, Ibis, Formule 1	-	79	90	10,003	11,000
Swallow Hotels	Swallow + individual names	London & Edinburgh	14	140	1,275	10,000
Thistle Hotels	-	BIL International	56	46	10,761	9,000
Marriott*	-	Marriott International	*	46	*	5,500
Macdonald Hotels	Macdonald + individual names	Skye Leisure Ventures	79	64	6,500	5,500
Ramada Jarvis	Ramada	Cendant Corporation	66	42	6,701	4,750
Corus Hotels	Corus + individual names	-	95	41	7,000	3,750
WA Shearings	Wallace Arnold Shearings	-	-	44	-	3,750
De Vere Group	Village Leisure individual	-	46	35	5,800	3,000

Source: Mintel Research * Marriott data included with Whitbread Group in 2003

H.3 THE FUTURE

Demographic changes bring further polarisation

The structure of the UK population does not stand still, and as Market Factors demonstrated, hotels will find themselves having to satisfy a customer base that is moving in several different directions over the next ten years. One progression is towards affluence, driven by a growth in the proportion of ABs in the population, and more and more properties will seek to cater for a growing need for luxury properties, or those with wellness or pampering facilities. The UK's population is also ageing, but the 50-60-year-olds of today are very different in character from their equivalents twenty years ago. Far more familiar with international travel and using hotels, they will bring a much higher level of demand and standards than previous generations.

At the same time, budget hotels will expand to cater for the new breed of value-conscious low-cost travellers and pent up demand from abroad. Many ageing baby boomers will here reject the need for formality favoured by previous generations. This is already recognised in a new strategy for Travelodge staff in 2006, which dispenses with jackets, ties and airline-hostess style scarves in favour of informal uniforms and even unique badges for each staff member bearing their name and astrological star sign (eg David, Aquarius).

Further shift towards management

The most important hotel trend of the 2001-06 period, and one that will continue for some years to come, has undoubtedly been the movement of hotels away from the property-owning sector and towards a more flexible and fluid model of hotel management company.

This is partly seen by the accountants as the 're-engineering' of balance sheets, but it will also feed through to the market in terms of hotel companies being able to focus on management, marketing and brand-building. There is an interesting parallel here between hotel companies and sportswear companies such as Nike and adidas, which have scaled back their direct involvement in the process of manufacturing and factory ownership, instead concentrating their efforts on global marketing.

Alternatives to 'chain' culture

One unfortunate aspect of the shift to managing/franchising companies rather than individual hotel owners is that it is taking hotels down the 'multiple' route, whereas there are plenty of consumers – particularly the baby boomers – who reject 'chain' culture in favour of individuality. The hotel market is a long way from satisfying the demand for unique experiences and targeting is at a very low level at present. One reason for low targeting is the use of American brands which, obviously, appeal to free-spending visitors from the US who feel at home in a Holiday Inn, Hilton or Marriott.

In other words, compared to many other consumer markets, hotels in the UK are not structured in such as way as to inspire consumer confidence that individual preferences are being catered for. Where, for example, are the hotel brands which are clearly targeted at specific groups such as stag and hen parties? extended families up to grandparent level? health-conscious, technology aware young business travellers? older single travellers? or even women travelling on their own?

Less branding, more personality

Other 'hospitality' sectors, broadly defined, have been through the 'chain' phase and have come out the other end offering much more individuality, and hotels would do well to take ideas from these sectors. In pubs, for example, which are believed to be taking 'eating out' market share from hotels, the chains of the 1990s have given way to much lighter branding, in which outlets are managed centrally and efficiently but still retain individuality in both theming and the attitudes of managers. In restaurants, the move to 'fast casual' dining outlets also recognises the modern consumer's need to get away from global, corporate brands.

The tourism industry also needs to integrate itself more closely with hotels and vice versa. PKF, a specialist in hospitality consulting, has noted that regional hotels are depending more on local events in order to achieve high occupancy levels (eg 'the soaring fortunes of cities with packed activity programmes such as Liverpool and Aberdeen'). The implication is that hotels would do well to foresee and contribute to such events in partnership with organisers of the events such as sports organisations or local authorities.

Mintel forecasts that the UK hotels market expenditure will grow over the next five years by 8%, reaching a total of £12 billion by 2011. When the leisure services inflation is taken into consideration, this represents a real value of £10 billion, a decline of 10%.

Table H.2: Forecast for the UK hotel market, 2006-2011

Year	**Current Prices (£m)**	**2006 Prices (£m)**
2006	£11,200	£11,200
2007	£11,407	£10,968
2008	£11,389	£10,540
2009	£11,542	£10,300
2010	£11,861	£10,198
2011	£12,133	£10,089

Source: Mintel Research

Expenditure on hotels is expected to increase at a steady pace over the forecast period, with a slight decrease in growth in comparison to the previous five-year increase of 12%.

Although the domestic holiday market is fairly stagnant, the market will continue to be driven by the business, stopover, inbound tourism, weddings and weekend break markets. A strong Internet presence is now absolutely crucial, but this medium – and the price transparency it provides – should raise competition and reduce prices, reducing the rate of expenditure increase below that of the previous forecast period. However, the Internet accommodation revolution also allows for cost saving self-check-in and check-out facilities.

Budget hotels will continue to entice consumers with this value framework, but luxury and wellness-focused properties will also drive expansion. However, hotels will have to appeal to all consumers if they are to gain profits when inflation is taken into consideration. Hotels must target the lucrative family market and attempt to foster early brand loyalty among the younger generations.

This trend has been facilitated by the emergence of an appropriate hotel model: the chain, budget hotel (or motel, or 'lodge') which fits in alongside other relatively cheaply built retail and leisure venues.

APPENDIX I: ACCOMODATION SUPPLY

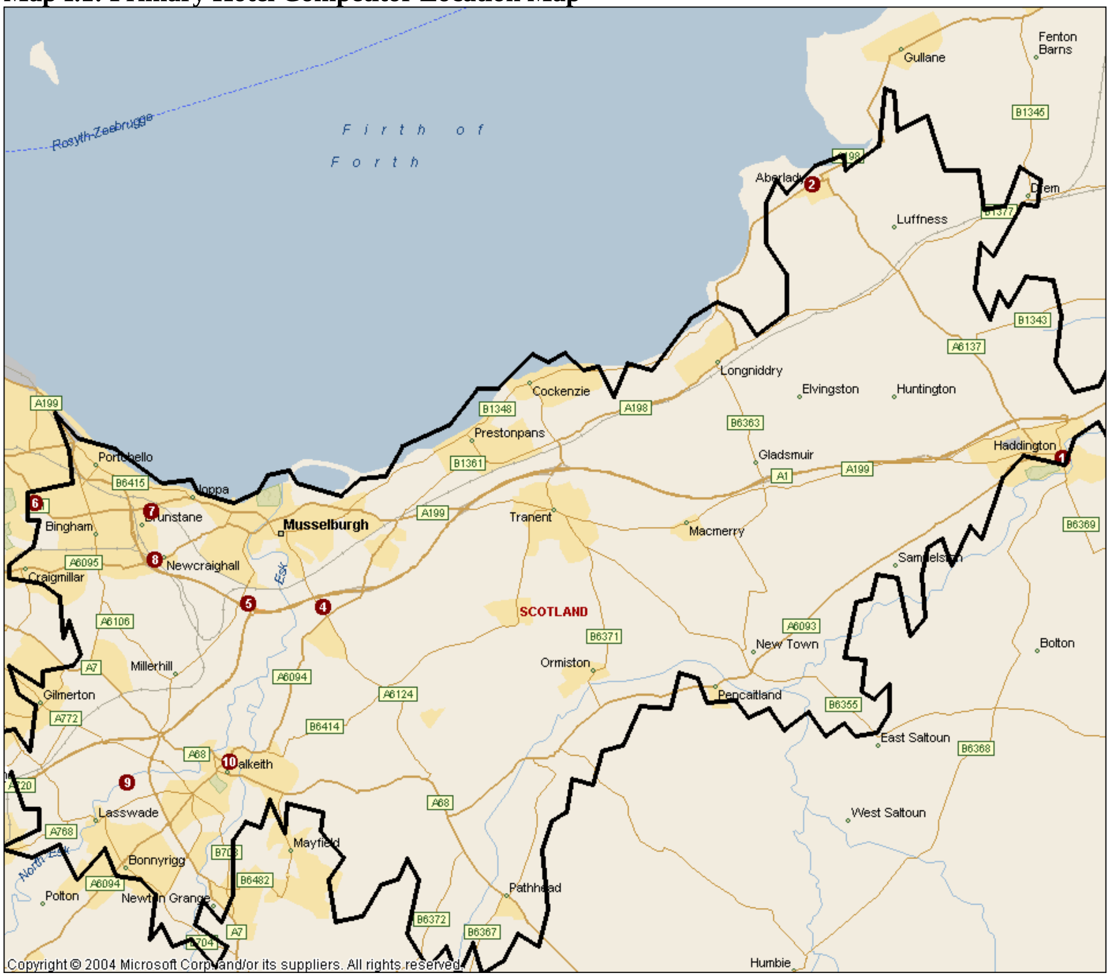
I.1 PRIMARY COMPETITOR SUPPLY

Table I.1: Primary Competitor Set

Map Ref.	Hotel	Post Code	Rating	No. of Rooms	Quoted Rack Rate*	
4	Premier Travel Inn Musselburgh	EH21 8PT	LS	40	£62.00	RO
5	Travelodge Musselburgh	EH21 8RE	LS	45	£55.00	RO
8	Premier Travel Inn Newcraighall	EH21 8RX	LS	42	£60.00	RO
6	Premier Travel Inn Edinburgh East	EH8 7NG	LS	39	£60.00	RO
1	Maitlandfield House Hotel	EH41 4BZ	3	25	£75.00	BB
2	Kilspindie House Hotel	EH32 0RE	3	26	£75.00	BB
3	Dalhousie Castle and Spa	EH19 3JB	3**	36	£160.00	BB
7	Best Western Kings Manor	EH15 2NP	3	97	£98.00	BB
10	The County Hotel	EH22 1AY	3	32	£68.00	BB
9	Melville Castle Hotel	EH18 1AP	4	33	£115.00	BB

Source: RGA Research
*Due to recent changes in hotel room pricing strategies it proves to be increasingly more difficult to obtain rack rates or published rates from some hotels. RGA attempts to acquire this information, however due to the demand based and floating pricing structures there may be some discrepancies.
** Previously rated 4 stars by Visit Scotland in 2006, currently awaiting grading.

Map I.1: Primary Hotel Competitor Location Map



Source: RGA Research/Microsoft Autoroute

Table I.2 Caravan and Campsites within 30-Minutes Drive Time

Map Ref	Campsite Name	Number of Pitches	Average Price Per Pitch Per Night
1	Lothianbridge Caravan Park	46	£12.00
2	Drum Mohr	120	£12.00
3	Aberlady Station	15	£18.00
4	Thurston Manor	65	£15.00
5	Fordel Caravan & Camping Park*	45	-
6	Seton Sands Haven Holiday Village*	42	-

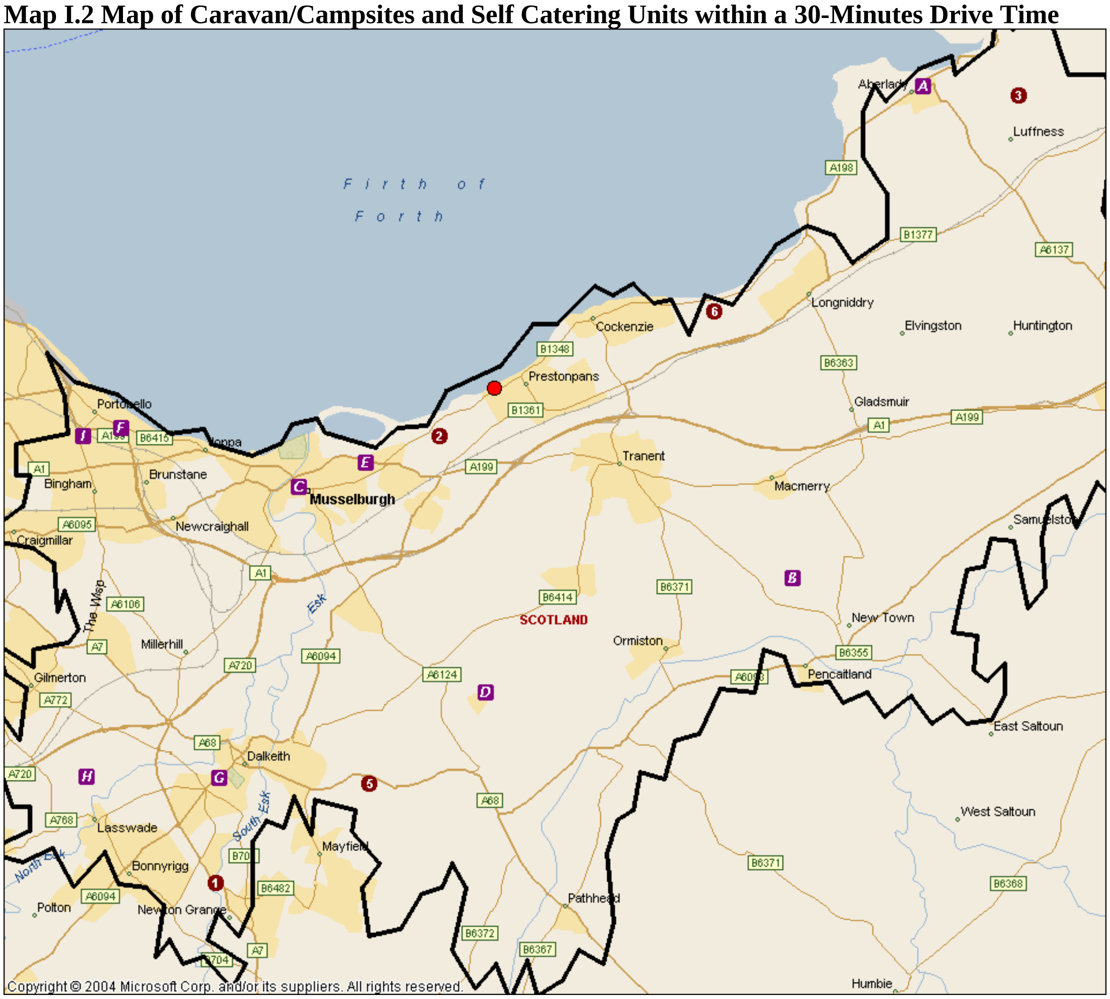
Source: RGA Research
* Prices not available

Table I.3 Primary Self Catering Units within a 30-Minutes Drive Time

Map Ref	Name	Maximum Occupancy	Weekly Rate (Low Season)	Weekly Rate (High Season)
A	Sunset View	4	£415.00	£285.00
B	Wintonhill Farmhouse*	14	-	-
C	45a Dalrymple Loan	5	£283.00	£283.00
D	Cornes Cottage	2	£336.00	£324.00
E	Pittencrief Court	4	£390.00	£214.00
F	No. 5 Self Catering	3	£450.00	£198.00
G	Eskbank Garden Apartment	6	£690.00	£690.00
H	Pine Cottage*	6	-	-
I	Stanley Street*	4	-	-

Source: RGA Research
*Prices not available

Map I.2 Map of Caravan/Campsites and Self Catering Units within a 30-Minutes Drive Time



Source: RGA Research/Microsoft Autoroute

APPENDIX J: EDUCATION CONSULTATIONS

J.1 QUEEN MARGARET UNIVERSITY

Initial discussions with various members of Queen Margaret University have indicated strong aims for integration into East Lothian and a keen desire to explore community partnerships. They are currently developing “taster sessions” to deliver either as discreet learning experiences or as part time degree studies for the community in an effort to help overcome cultural barriers and time restraints to attendance at University. Ideally, they are looking to form links with community partners and develop programmes in areas of demonstrable need.

There are also requirements for students to do work placements to gain experience for their courses.

J.2 YOUTH LINK SCOTLAND

Youth Link Scotland, the national youth work agency in Scotland partners with over 90 voluntary and statutory members throughout the country. They have a bi-monthly newsletter which they send to over 1,000 members and have indicated that this has traditionally been an effective way to establish links with possible partner organizations.

J.3 WENTWORTH CASTLE AND STAINSBOROUGH PARK

Wentworth Castle and Stainsborough Park in Barnsley, is an area characterized by high levels of social deprivation. The Trust at Wentworth has been very successful in developing projects that involve NEETs, a government classification for young people aged 16 – 18 who are “not currently involved in employment, education or training”. Consultations with the trust have indicated a shift in government priorities away from adult education to a youth focus.

Wentworth Castle works with Groundwork, a trust in England and Wales that partners with local authorities to develop sustainable communities. Groundwork has paid contracts from local authorities to provide social services such as graffiti removal, building playgrounds, planting bulbs and other services. In Barnsley, they have worked with schools to identify children around the age of 14 who are in danger leaving school at 16 with no prospects for the future. These children are then targeted for “re-engagement” through participating in learning which provides them some skills that can be used once they leave school.

Wentworth Castle does not actually provide any of these services but acts as a facilitator for Groundwork by providing facilities. Wentworth currently provides horticultural training at its gardens. They are also exploring the potential to develop a kitchen where culinary training can be provided. The kitchen would have to be used for other income generating activities in order to make it sustainable.

Limited capital and revenue funding exists and as such it is key to develop facilities that are sustainable through other means.

APPENDIX K: MARKET AREA ATTRACTIONS

	30 Minute Attractions	Town	Type	P/F
1	Prestoungrange Heritage Museum	Prestonpans	Museum/ Gallery	Free
2	Camera Obscura	Edinburgh	Visitor Attraction	Paid
3	Craigmillar Castle	Edinburgh	Castle/Historic Houses	Paid
4	Edinburgh Castle	Edinburgh	Castle/Historic Houses	Paid
5	Lauriston Castle and Grounds	Edinburgh	Castle/Historic Houses	Paid
6	St Giles Cathedral	Edinburgh	Religious Building	Free
7	St Mary's Episcopal Cathedral	Edinburgh	Religious Building	Free
8	Clan Tartan Centre	Edinburgh	Visitor Centre	Free
9	City Art Centre	Edinburgh	Museum/ Gallery	Free
10	Dean Gallery	Edinburgh	Museum/ Gallery	Free
11	gallerA1	Edinburgh	Museum/ Gallery	Free
12	Hanover Fine Arts Gallery	Edinburgh	Museum/ Gallery	Free
13	Randolph Gallery	Edinburgh	Museum/ Gallery	Free
14	Scottish National Gallery of Modern Art	Edinburgh	Museum/ Gallery	Free
15	Scottish National Portrait Gallery	Edinburgh	Museum/ Gallery	Free
16	The Queen's Gallery - Palace of Holyroodhouse	Edinburgh	Museum/ Gallery	Paid
17	The Royal Scottish Academy Building	Edinburgh	Museum/ Gallery	Free
18	Malleny Gardens	Edinburgh	Parks and Gardens	Paid
19	Royal Botanic Garden Edinburgh	Edinburgh	Parks and Gardens	Free
20	Gladstone's Land	Edinburgh	Castle/Historic Houses	Paid
21	The Georgian House	Edinburgh	Castle/Historic Houses	Paid
22	Auld Reekie Tours	Edinburgh	General	Paid
23	Edinburgh Dungeon	Edinburgh	Visitor Attraction	Paid
24	Mercat Tours (Edinburgh Walks)	Edinburgh	General	Paid
25	The Real Mary King's Close	Edinburgh	Visitor Attraction	Paid
26	Nelson Monument	Edinburgh	Visitor Attraction	Paid
27	Scott Monument	Edinburgh	Visitor Attraction	Paid
28	Museum of Edinburgh (Former Huntly House Museum)	Edinburgh	Museum/ Gallery	Free
29	Museum Collections Centre	Edinburgh	Museum/ Gallery	Free
30	Museum of Childhood	Edinburgh	Museum/ Gallery	Free
31	Museum on the Mound	Edinburgh	Museum/ Gallery	Free
32	National Library of Scotland	Edinburgh	Museum/ Gallery	Free
33	National Museum of Scotland	Edinburgh	Museum/ Gallery	Free
34	National War Museum	Edinburgh	Museum/ Gallery	Free
35	Newhaven Heritage Museum	Edinburgh	Museum/ Gallery	Free
36	No. 28 Charlotte Square	Edinburgh	Museum/ Gallery	Free
37	Royal Museum	Edinburgh	Museum/ Gallery	Free
38	Royal Scots Regimental Museum	Edinburgh	Museum/ Gallery	Free
39	Scottish Storytelling Centre	Edinburgh	Museum/ Gallery	Free
40	Surgeons Hall Museum	Edinburgh	Museum/ Gallery	Paid
41	The People's Story	Edinburgh	Museum/ Gallery	Free
42	The Royal Scots Dragoon Guards Regimental Museum	Edinburgh	Museum/ Gallery	free
43	The Writers Museum and Makars Court	Edinburgh	Museum/ Gallery	Free
44	caiy Stone	Edinburgh	Nature attractions	Free
45	Erraid Wood	Edinburgh	Nature attractions	Free
46	Red Moss of Balerno	Edinburgh	Nature attractions	Free

47	Palace of Holyroodhouse	Edinburgh	Castle/Historic Houses	Paid
48	The Ceramic Expeience	Edinburgh	Visitor Attraction	Free
49	Our Dynamic Earth	Edinburgh	Museum/ Gallery	Free
50	Edinburgh Zoo	Edinburgh	Farm/Zoo	Paid
51	Scotch Whiskey Heritage Centre	Edinburgh	Visitor Attraction	Paid
52	The 3 D Loch Ness Experience	Edinburgh	Visitor Attraction	Paid
53	The Royal Yacht Britannia	Edinburgh	Visitor Attraction	paid
54	The Scottish Parliament	Edinburgh	Visitor Attraction	Free
55	The Spirit of the Tattoo	Edinburgh	Visitor Attraction	Free
56	The Water of Leith Visitor Centre	Edinburgh	Visitor Attraction	Free
57	Dalkeith Country Park	Dalkeith	Parks and Gardens	Paid
58	Inveresk Lodge Garden	Musselburgh	Parks and Gardens	Paid
59	Newhailes	Musselburgh	Castle/Historic Houses	Paid
60	Tantallon Castle	North Berwick	Castle/Historic Houses	Paid
61	Westage Gallery	North Berwick	Museum/ Gallery	Free
62	National Flag Heritage Centre	North Berwick	Visitor Attraction	Free
63	Scottish Seabird Centre	North Berwick	Visitor Attraction	Paid
64	Peter Potter Gallery	Haddington	Museum/ Gallery	Free
65	Lennoxlove House	Haddington	Castle/Historic Houses	Paid
66	Direlton Castle	Direlton	Castle/Historic Houses	Paid
67	Edinburgh Butterfly and Insect World	Lassawade	Visitor Attraction	Paid
68	Scottish Mining Museum	Newtongrange	Museum/ Gallery	Paid
69	Soutra Isle	Pathhead	General	Free
70	Myreton Motor Museum	Aberlady	Museum/ Gallery	Paid
71	Museum of Flight	Haddington	Museum/ Gallery	Paid
72	National Gallery of Scotland	Edinburgh	Museum/ Gallery	Free
73	Fruitmarket Gallery	Edinburgh	Museum/ Gallery	Free
74	Rosslyn Chapel	Roslin	Church	Paid
75	Gorgie City Farm	Edinburgh	Farm/Zoo	Free
76	Collective Gallery	Edinburgh	Museum/ Gallery	Paid
77	Greyfriar's Kirk	Edinburgh	Church	Free
78	Travelling Gallery	Edinburgh	Museum/ Gallery	Free
79	Edinburgh Printmakers ltd	Edinburgh	Museum/ Gallery	Free
80	Brass Rubbing Centre	Edinburgh	Museum/ Gallery	Free
81	Parish Church of St Cuthbert	Edinburgh	Church	Free
82	St Mary's Parish Church	Haddington	Church	Free
83	Seton Collegiate Church	Longniddiry	Church	Free
84	Arniston House	Gorebridge	Castle/Historic Houses	Paid
85	Heriott Watt University Archives	Edinburgh	General	Free
86	Trinity House	Edinburgh	Castle/Historic Houses	Paid
87	St Mary's Church	Midlothian	Church	Free

	30 / 60 Minute Attractions	Town	Type	P/F
88	The Linlithgow Story	Linlithgow	Museum/ Gallery	Paid
89	Linlithgow Palace	Linlithgow	Castle/Historic Houses	Paid
90	Beecraigs Country Park	Linlithgow	Parks and Gardens	Free
91	Muiravonside Country Park	Linlithgow	Parks and Gardens	Free
92	Linlithgow Canal Centre	Linlithgow	Visitor Centre	Free
93	Almond Valley Heritage Centre	Livingston	Museum/ Gallery	Paid
94	Dunbar Town House Museum	Dunbar	Museum/ Gallery	Free
95	East Links Family Park	Dunbar	Parks and Gardens	Paid
96	John Muir Country Park	Dunbar	Parks and Gardens	Free
97	Preston Mill and Phantassie Doocot	East Linton	Visitor Centre	Paid
98	Vogrie Country Park	Gorebridge	Parks and Gardens	Free
99	Glenkinchie Distillery	Pencaitland	Visitor Attraction	Paid
100	Queensferry Museum	Queensferry	Museum/ Gallery	Free
101	Roslin Glen Country Park	Roslin	Parks and Gardens	Free
102	Cairnpapple Hill	Bathgate	Nature attractions	Paid
103	Bennie Museum	Bathgate	Museum/ Gallery	Free
104	Polkemmet Country Park	Bathgate	Parks and Gardens	Free
105	Crichton Castle	Crichton	Castle/Historic Houses	Paid
106	Almondell Country Park	Broxburn	Parks and Gardens	Free
107	Hopetoun House	Edinburgh	Castle/Historic Houses	Paid
108	The Edinburgh Canal Centre	Edinburgh	Visitor Centre	Paid
109	Dalmeny House	Edinburgh	Castle/Historic Houses	Paid
110	Kirk of Calder	Edinburgh	Religious Building	Free
111	John Muir Birthplace	Dunbar	Museum/ Gallery	Free
112	Glentress Forest	Peebles	Parks and Gardens	Free
113	Eastgate Theatre and Arts Centre	Peebles	Visitor Centre	Paid
114	Beltane Studio Ltd	Peebles	Visitor Centre	Free
115	Thirlestane Castle	Lauder	Castle/Historic Houses	Paid
116	Cardrona Forest	Peebles	Nature attractions	Free
117	Tweed Valley Forest Park	Peebles	Parks and Gardens	Free
118	Flat Cat Gallery	Lauder	Museum/ Gallery	Free
119	Tweeddale Museum & Gallery	Peebles	Museum/ Gallery	Free
120	Kailzie Gardens	Peebles	Parks and Gardens	Paid
121	Peebles Quadrangle	Peebles	Parks and Gardens	Free
122	Mellerstain House	Berwickshire	Castle/Historic Houses	Paid
123	Pease Dean	Dunbar	Nature attractions	Free
124	Pots R Fun	Peebles	Visitor Centre	Paid
125	Smailholm Tower	Kelso	Castle/Historic Houses	Paid
126	Blackness Castle	Blackness	Castle/Historic Houses	Paid
127	House of The Binns	Blackness	Castle/Historic Houses	Free
128	Kinneil Museum	Bo'ness	Museum/ Gallery	Free
129	Scottish Railway Exhibition	Bo'ness	Visitor Centre	Paid
130	The Bo'ness and Kinneil Railway	Bo'ness	Visitor Centre	Paid
131	Deep Sea World	North Queensferry	Farm/Zoo	Paid
132	Aberdour Castle	Aberdour	Castle/Historic Houses	Paid
133	Shoreline Studio	Aberdour	Museum/ Gallery	Free
134	Abbot House	Dunfermline	Castle/Historic Houses	Free
135	St Margaret's Cave	Dunfermline	Castle/Historic Houses	Free
136	Andrew Carnegie Birthplace Museum	Dunfermline	Museum/ Gallery	Free
137	Pittencrief House Museum	Dunfermline	Museum/ Gallery	Free

138	Dunfermline Palace & Abbey	Dunfermline	Castle/Historic Houses	Free
139	Pittencrief Park	Dunfermline	Castle/Historic Houses	Free
140	Townhill Country Park	Townhill	Parks and Gardens	Free
141	Kingdom of Fun	Dunfermline	Visitor Attraction	Paid
142	Play Planet	Dunfermline	General	Paid
143	Linlithgow Union Canal Society	Linlithgow	Visitor Attraction	Free
144	Dalmeny Church	Dalmeny	Church	Free

	60 / 90 Minute Attractions	Town	Type	P/F
145	Black Hill	Blackwood	General	
146	Belshill Cultural Centre	Belshill	Visitor Centre	Free
147	Sir John Wilson Town Hall	Airdrie	Visitor Centre	Free
148	Bothwell Castle	Udddingston	Castle/Historic Houses	Paid
149	Craignethan Castle	Lesmahagow	Castle/Historic Houses	Paid
150	Clyde Valley Woodlands	Carluke	Parks and Gardens	Free
151	Viewpark Gardens	Udddingston	Parks and Gardens	Free
152	Chatelherault	Hamilton	Castle/Historic Houses	Free
153	Colzium Lennox Estate & Garden	Kilsyth	Castle/Historic Houses	Free
154	New Lanark Visitor Centre	New Lanark	Visitor Centre	Paid
155	Hamilton Mausoleum	Hamilton	Museum/ Gallery	Paid
156	Cameronian's Regimental Memorial	Douglas	General	Free
157	Cumbernauld Museum	Cumbernauld	Museum/ Gallery	
158	David Livingstone Centre	Blantyre	Museum/ Gallery	Paid
159	Kilsyth's Heritage	Kilsyth	Museum/ Gallery	Free
160	Low Parks Museum	Hamilton	Museum/ Gallery	Free
161	Falls of Clyde Visitor Centre & Wildlife Reserve	New Lanark	Visitor Centre	Paid
162	Lower Nethan Gorge	Lanark	Parks and Gardens	
163	Dalzell Park	Motherwell	Parks and Gardens	Free
164	Drumpellier Country Park	Coatbridge	Parks and Gardens	Free
165	Lanark Moor Country Park	Lanark	Parks and Gardens	Free
166	Strathclyde Country Park	Motherwell	Parks and Gardens	Free
167	Tollcross Park	Glasgow	Parks and Gardens	Free
168	Carmichael Visitor Centre	Carmichael	Visitor Centre	Paid
169	M&D's Scotland's Theme Park	Motherwell	Visitor Attraction	Paid
170	Motherwell Heritage Centre	Motherwell	Visitor Centre	Free
171	Shotts Heritage Centre	Shotts	Visitor Centre	Free
172	Summerlee Heritage Park	Coatbridge	Parks and Gardens	Free
173	Dryburgh Abbey	Melrose	Religious Building	Paid
174	Jedburgh Abbey	Jedburgh	Religious Building	Paid
175	Kelso Abbey	Kelso	Religious Building	Free
176	Melrose Abbey	Melrose	Religious Building	Paid
177	New Palace Theatre Organ Heritage Centre	Greenlaw	Visitor Centre	Paid
178	Scottish Borders Craft Association	Kelso	Visitor Centre	Free
179	The Hirsel Arts & Craft Centre	Coldstream	Visitor Centre	Free
180	Ayton Castle	Eyemouth	Castle/Historic Houses	Paid
181	Floors Castle	Kelso	Castle/Historic Houses	Paid
182	Neidpath Castle	Peebles	Castle/Historic Houses	Paid
183	Buccleuch Countryside Service	Selkirk	Castle/Historic Houses	Free
184	Borders Family History Society	Galashiels	General	Free
185	Chain Bridge Honey Farm	Berwick-Upon-Tweed	Farm/Zoo	Free
186	Yair Forest	Selkirk	Nature attractions	Free
187	Douglas Davies Gallery	Biggar	Museum/ Gallery	Free
188	John Nelson Studio Gallery	Selkirk	Museum/ Gallery	Free
189	Old Gala House & Scott Gallery	Galashiels	Museum/ Gallery	Free
190	Bank Street Gardens	Galashiels	Parks and Gardens	Free
191	Dawyck Botanic Garden	Peebles	Parks and Gardens	Paid
192	Harmony Garden	Melrose	Parks and Gardens	Paid
193	Lilliesleaf Nursery	Melrose	Parks and Gardens	Free
194	Mertoun Gardens	Melrose	Parks and Gardens	Paid

	60 / 90 Minute Attractions	Town	Type	P/F
195	Monteviot House Gardens	Jedburgh	Parks and Gardens	Paid
196	Priorwood Garden and Dried Flower Shop	Melrose	Parks and Gardens	Paid
197	War Memorial Garden	Kelso	Parks and Gardens	Free
198	Lindean Mill Glass	Galashiels	Visitor Centre	Free
199	Twist Glass Studio	Selkirk	Visitor Centre	Free
200	Abbortsford	Melrose	Castle/Historic Houses	Paid
201	Bowhill House & Country Park	Selkirk	Castle/Historic Houses	Paid
202	Manderston	Duns	Castle/Historic Houses	Paid
203	Paxton House, Gallery & Country Park	Berwick-Upon-Tweed	Castle/Historic Houses	Paid
204	Traquair House	Innerleithen	Castle/Historic Houses	Paid
205	St Ronan's Wells Interpretive Centre	Innerleithen	Castle/Historic Houses	Free
206	Eyemouth Museum	Eyemouth	Museum/ Gallery	Paid
207	Halliwell's House Museum	Selkirk	Museum/ Gallery	Free
208	Jeburgh Castle Jail & Museum	Jedburgh	Museum/ Gallery	Paid
209	Robert D Clapperton Photographic	Selkirk	Museum/ Gallery	Paid
210	Sir Walter Scott's Courtroom	Selkirk	Museum/ Gallery	Free
211	The Jim Clark Room	Duns	Museum/ Gallery	Paid
212	Glenholm Wildlife Project	Biggar	Nature attractions	Free
213	St Abbs Head	Eyemouth	Nature attractions	Paid
214	Hirsel Country Park	Coldstream	Parks and Gardens	Paid
215	The Kelso Pottery	Kelso	Museum/ Gallery	Free
216	Robert Smails Printing Works	Innerleithen	Visitor Centre	Paid
217	The Hawick Cashmere Company	Hawick	Visitor Centre	Free
218	Buy Design	Jedburgh	Visitor Centre	Free
219	Harestanes Countryside Visitor Centre	Jedburgh	Visitor Centre	Free
220	Lochcarron visitor Centre	Selkirk	Visitor Centre	Free
221	Mary Queen of Scots Visitor Centre	Jedburgh	Visitor Centre	Paid
222	101 Aker Wood Visitor Centre	Melrose	Visitor Centre	Free
223	Teviot Smokery and Watergardens	Kelso	Visitor Centre	Free
224	Three Hills Roman Heritage Centre	Melrose	Visitor Centre	Paid
225	The Falkirk Wheel	Falkirk	Visitor Centre	Paid
226	The Bridge of Allan Brewery	Bridge of Allan	Visitor Centre	Free
227	Castle Campbell	Dollar	Castle/Historic Houses	Paid
228	Menstrie Castle	Clackmannan	Castle/Historic Houses	Free
229	Stirling Castle	Stirling	Castle/Historic Houses	Paid
230	Dunblane Cathedral	Dunblane	Religious Building	Free
231	Church of the Holy Rude	Stirling	Religious Building	Free
232	Park Gallery	Callendar Park	Museum/ Gallery	Free
233	Smith Art Gallery & Museum	Stirling	Museum/ Gallery	Free
234	The Fotheringham Gallery	Bridge of Allan	Museum/ Gallery	Free
235	Dunmore Pineapple	Airth	Parks and Gardens	Free
236	Village Glass	Bridge of Allan	Visitor Centre	Free
237	Alva Glen	Alva	Parks and Gardens	Free
238	Callendar House & Park	Callendar Park	Castle/Historic Houses	Free
239	Moirlanich House	Killin	Castle/Historic Houses	Paid
240	The Tolbooth	Stirling	Castle/Historic Houses	Free
241	Antonine Wall	Slamannan	Castle/Historic Houses	Free
242	Cowane's Hospital	Stirling	Castle/Historic Houses	Free
243	Argyll's Lodging	Stirling	Castle/Historic Houses	Paid
244	Stirling Old Town Jail	Stirling	Castle/Historic Houses	Paid

245	Flanders Moss	Trossachs	Nature attractions	Free
246	National Wallace Monument	Stirling	Visitor Attraction	Paid
	60 / 90 Minute Attractions	**Town**	**Type**	**P/F**
247	Dollar Museum	Dollar	Museum/ Gallery	Free
248	Grangemouth Museum	Grangemouth	Museum/ Gallery	Free
249	Regimental Museum	Stirling	Museum/ Gallery	Free
250	Dollar Park	Falkirk	Parks and Gardens	Free
251	Gartmorn Dam Country Park	Alloa	Parks and Gardens	Free
252	Kings Park	Stirling	Parks and Gardens	Free
253	Plean Country Park	Plean	Parks and Gardens	Free
254	Pullar Memorial Park	Bridge of Allan	Parks and Gardens	Free
255	South Bantaskine Estate Public Park	Falkirk	Parks and Gardens	Free
256	Barbara Davidson Pottery	Larbert	Museum/ Gallery	Paid
257	Alloa Tower	Alloa	Castle/Historic Houses	Paid
258	Clackmannan Tower	Menstrie	Castle/Historic Houses	Free
259	Argaty Red Kites	Doune	Farm/Zoo	Paid
260	Blair Drummond Safari & Adventure Park	Blair Drummond	Farm/Zoo	Paid
261	Bannockburn Heritage Centre	Stirling	Visitor Centre	Paid
262	Birkhill Fireclay Mine	Bo'ness	Visitor Centre	Paid
263	Mill Trail Visitor Centre	Alva	Visitor Centre	Free
264	Royal Burgh of Stirling	Stirling	Visitor Centre	Free
265	Xtreme Carting	Larbert	Visitor Centre	Paid
266	Elcho Castle	Rhynd	Castle/Historic Houses	Paid
267	Lochleven Castle	Kinross	Castle/Historic Houses	Paid
268	Perth Musuem & Art Gallery	Perth	Museum/ Gallery	Free
269	The Fergusson Gallery	Perth	Museum/ Gallery	Free
270	Arnot Tower Gardens	Leslie	Parks and Gardens	Paid
271	Branklyn Garden	Perth	Parks and Gardens	Paid
272	Bishop Hill	Kinross	Nature attractions	Free
273	Museum of Abernethy	Abernethy	Museum/ Gallery	Free
274	Loch Leven Nature Reserve	Kinross	Nature attractions	Free
275	Vane Farm	Kinross	Farm/Zoo	Paid
276	Inchcolm Abbey	Thornton	Religious Building	Paid
277	Aberdour Silver Sands & Black Sands	Aberdour	Nature attractions	Free
278	Kellie Castle	Leven	Castle/Historic Houses	Paid
279	Ravenscraig Castle	Leven	Castle/Historic Houses	Free
280	Silverburn Estate	Lundin Links	Parks and Gardens	Free
281	Letham Glen	Leven	Nature attractions	Free
282	Culross Palace	Culross	Castle/Historic Houses	Paid
283	Buckhaven Museum	Buckhaven	Museum/ Gallery	Free
284	Burntisland Edwardian Fair Museum	Burntisland	Museum/ Gallery	Free
285	John McDouall Stuart Museum	Kirkcaldy	Museum/ Gallery	Free
286	Kirkcaldy Museum & Art Gallery	Kirkcaldy	Museum/ Gallery	Free
287	Methill Heritage Centre	Methill	Museum/ Gallery	Free
288	Museum of Communication	Burntisland	Museum/ Gallery	Free
289	Scottish Vintage Bus Museum	Bowershall	Museum/ Gallery	Paid
290	Dumbarnie Links	Lundin Links	Nature attractions	Free
291	Falkland Palace	Falkland	Castle/Historic Houses	Paid
292	Beveridge Park	Kirkcaldy	Parks and Gardens	Free
293	Ravenscraig Park	Kirkcaldy	Parks and Gardens	Free
294	Action Zone	Leven	General	Paid

295	Earthship Visitor Centre	Kinghorn	Visitor Centre	Free
296	Harbourmaster's House	Dysart	Visitor Centre	Free
297	Kathellan Fine Foods & Gifts	Kelty	Visitor Centre	Free

APPENDIX L: SOURCES AND REFERENCES

Section	Web link/Contact Number
Market Background	Scottish Executive National Statistics VisitScotland http://www.visitscotland.org/edinburgh___lothians_2005.pdf City of Edinburgh Council Mintel East Lothian Council East Lothian Economic Strategy East Lothian Heritage Strategy 2007 – 2010 East Lothian Cultural Strategy 2006 - 2009 VisitScotland Business Plan The East Lothian Local Plan 2005 East Lothian Tourism Action Plan 2004 – 2007 Scottish Council of Independent Schools
Visitor Attractions	VisitScotland Visitor Attractions Monitor 2005 www.visitscotland.com Scottish Enterprise Edinburgh and Lothian – Gillian Swaney Historic Scotland Star UK
Learning	http://www.timetolearn.org.uk/pls/ttl/ttl_learner_venue.show_loc_search Queen Margaret University – Sandy Randall and Mike Donnelly Wentworth Castle – Richard Evans Ground Trust SCVO Youth Link Scotland
Hotel Supply Overview	UpMyStreet.com East Lothian Council economic generation
Workspace Research	http://www.waspsstudios.org.uk/ Kenneth Osborne East Lothian Council – Leslie Smith, Janet Placedo http://www.edinburghsculpture.org http://www.edinburgh-printmakers.co.uk/
Comparator Research	NTS Website NTS – Caroline Tempest – Head of Interpretation – NTS 243-9300 NTS - Alexander Bennett – Project Manager – 01463 232 034 Wentworth Castle – Richard Evans
Battlefield Tourism	www.dark-tourism.org.uk NTS Denis Reid Carick 800 re-enactment society

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