**POLICY PAPERS**

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In 2017 the National Lottery Heritage Fund declined to support the Trust’s application for support for a Living History Centre in The BathHouse at Prestongrange Heritage Museum. In extensive debriefing and subsequent advice on how to proceed to strengthen the Trust’s Resilience key issues were identified and in the following two years many have been addressed. The Policy Papers captured here alongside the recorded outcomes of the External Audit and Comparative Studies specifically undertaken identify how the Trust has sought to clarify and assert its competence to proceed along its Path to Victory 2019-2023.

April 28th 2019

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 POLICY PAPER 01/2019 v3

**FUTURE CONSERVATION, EXHIBITION & MAINTENANCE**

**THE PRESTONPANS & THE SCOTTISH DIASPORA TAPESTRIES**

**1. Background:** The tapestries are wholly distinct – The Prestonpans consists of 103 panels each 1000mm x 500mm telling the continuous story of Prince Charles Edward’s campaign in 1745 to Victory in Prestonpans and his subsequent invasion of England. The Diaspora is 305 panels each 500mm x 500mm telling 305 unique stories of Scotland’s diaspora from 34 countries across the globe. They were completed by thousands of volunteer stitchers in 2010 and 2015 respectively and have since given approaching 100 exhibitions across the globe from Bergen and Bayeux to Adelaide and Otago attracting over 750,000 visitors. Taking into account the contributions of stitchers, stretchers and backers the cost, but not the cultural valuation, was £330,000 for The Prestonpans Tapestry and £1,150,000 for The Scottish Diaspora.

The touring exhibitions between 2010 and 2018 have honoured the promise made to the volunteer stitchers that if they could host such an occasion in their own community the Trustees would ensure the tapestries were delivered. Prior advice was taken both from Bayeux and Reading. This strategy required the greatest trust in the host communities which was forthcoming without fail. By Spring 2019 the tapestries were back in Prestonpans, both wholly undamaged/ in good condition as independently attested by the Scottish Conservation Studio. The Studio will work in future with the Trust including readying the tapestries for their permanent home.

**2. Storage:** When not on exhibition the tapestries are carefully stored in the Trust’s warehouse in Prestonpans along with stocks of publications and associated assets. They are insured against loss and damage worldwide. The warehouse is not temperature controlled but the tapestries are kept away from damaging light. Display boards and stands are also held in store.

**3. Routine artwork maintenance:** Occasional repair to stitch work and to alleviate sagging of the artwork from its backing and Velcro strip is undertaken by Friends of the Tapestries as required. Opinions vary [i] as to how frequently to address sagging and [ii] whether the whole of The Prestonpans Tapestry should now be reconstructed to individual panels 1000mm x 500mm or left as originally and currently configured as 20 strips of 5000mm x 500mm + 1 x 2000mm x 500mm + 1 x 1000mm x 500mm. No decision will be made on disaggregation until a permanent home is entered.

**4. Publications, websites and Guides:** A wide range of publications, CDs, DVDs, APPs and merchandise has been created and sold over the past 9 years and considerable stocks are still held. A variety of languages is used including Gaelic, French and Italian as well as English. Sales reach high levels during exhibitions but are minimal at other times. Both tapestries have their own website.

**EXHIBITION HIATUS 2019 et seq**

**5. Global Touring is currently at an end:** Although occasional requests are received and will normally be honoured no touring programme of exhibitions is currently planned. As such publications and merchandise sales are minimal. A revised 3rd Edition of the Official Guide to the Scottish Diaspora Tapestry is ready but awaits sell out of balance of 2nd Edition anticipated during 2019 at scheduled exhibitions at New Lanark, Glasgow Cathedral and Summerhall.

**6. Agreed Maintenance:** This is being carried out as required, and one final panel [US05] is shortly to be completed in the USA after many delays.

**FAREWELL TOUR PRIOR TO PERMANENT HOME FOR THE PRESTONPANS TAPESTRY- 2020**

**7. Farewell across the route The Prince took:** It is anticipated that The Prestonpans Tapestry will make a final farewell tour to Brittany and across Scotland prior to its being permanently set in a fixed display in Prestonpans. This is planned for 2020, on the scheduled Path to Victory, being the 275th Anniversary of the battle. ‘Cultural commemoration’ rather than re-enactments per se is planned.

**EDUCATIONAL PROGRAMME FOR SCOTTISH DIASPORA TAPESTRY from 2020**

**8. The Scottish Diaspora Tapestry to be available for exhibitions from 2020:** It is anticipated that the Diaspora Tapestry will conduct a programme again from 2020 for exhibitions across Scotland in particular with the focus on educational opportunities working with schools to research the diaspora destinations and contributions of their own past communities. This was an original element of the Diaspora project which was underdeveloped. Collaboration with EducationScotland will be sought as well as with community embroidery groups.

**9. Diaspora Communities not yet visited:** The Diaspora Tapestry global tour 2015/ 2017 did not cover the India/ Pakistan, China, USA, the Caribbean, South America or Africa. The potential for such a tour will be evaluated over the next 5 years.

**10. Discrete cohort exhibitions:** The Tapestry is readily exhibited in discrete 30/ 40 panel exhibitions e.g. by country/ politics/ exploration/ religion. These opportunities will be addressed.

**PERMANENT HOME ‘LIVING HISTORY’ EXHIBITIONS AND CHAMPION**

**11. Continuous narrative display of The Prestonpans Tapestry:** It is the Trust’s declared strategy that the Prestonpans Tapestry shall be professionally conserved and displayed in full length at the Living History Centre as the unique interpretation of the campaign and the Prince’s Victory. In this respect it mirrors Bayeux which was its inspiration in 2008.

**12. Discrete cohort exhibitions of the Scottish Diaspora Tapestry:** The Trust intends to offer occasional/ temporary 8/12 week exhibitions of discrete cohorts of the Diaspora Tapestry with associated activities and artefacts. These will take place as will myriad other events/ activities in the Living History Centre’s Exhibition and Education Suite. This complements availability for external displays at 10 above.

**13. Exemplars of Community Art:** The two tapestries along with many other arts initiatives in Prestonpans will continue to be deployed as a fillip to inspire and motivate other communities with seminar/ workshops / exhibitions e.g. Icelandic Saga, Mount Felix, Global Murals, Witches Trilogy, 3 Harbours.



 POLICY PAPER 02-2019/ v3

**VISITOR SEGMENTS AT OUR**

**PRESTONPANS LIVING HISTORY CENTRE**

1. Marketors use the term segments for analysing the diversity of customers, in our case better termed visitors. This Policy Paper attempts such an analysis for our Living History Centre.
2. The significant behavioural dimension is single visit versus repeat visit. The significant economic dimension is full fee versus concession including gratis.
3. Visitors will either come solely on their own initiative in response to awareness of the Centre’s Offers or as a result of intermediary behaviours e.g. travel agents, clubs, schools, reciprocal marketing initiatives.
4. **A successful Centre will seek to maximise repeat visitors.** Provided effective data capture is achieved and interactive contact maintained, awareness and willingness to re-visit can be accomplished cost effectively. This implies **creating a Friends’ database** howsoever, with clear benefits, and commitment to active digital and media contact.
5. To optimise repeat visits the Centre’s Offers must necessarily provide **attractive opportunities** **i.e. a perpetually sustained programme of events and activities.** This requires the Centre to have indoor and outdoor facilities to accommodate such a programme. The programme clearly needs to be in line with repeat visitor/ Friends interests e.g. battle/ military issues, Jacobites, Clans, local community connections, community art, embroidery, Bonnie Prince Charlie, Scottish Diaspora histories; and open to fresh initiatives to gather in new fields of interest e.g. botanists via tapestry connections, muralists, 26 year-olds, walkers.
6. Provided the core displays, facilities and events programmed offered are well received, all **first time visitors living within a 50 mile radius should be regarded as potential repeaters.** Their fields of potential interest should be captured at the earliest opportunity and on a continuous basis.
7. Intermediaries’ discrete foci should be well addressed in order to **maximise their propensity to champion repeat visits albeit by different groups of individuals** e.g. Clan members, international, national and Edinburgh tours, school groups, Outlander groups, VisitScotland initiatives. Skilled ‘Guides’ are indispensable. The design of the Centre itself and of the programme of attractions should be in close involvement with all these intermediaries.
8. The **pricing policies pursued** will be conditioned by competitive market pressures for some visitors e.g. tour groups and by the resources available e.g. schools. Imaginative combinations of repeat visitor benefits and single visit tariffs will be required including e.g. early bird discount to maximise uses of café facilities, special occasions, donations with HMRC 25p/£ contributions. This area **requires deliberate and focussed leadership.**
9. The **synergy between free access to the Battlefield, 1722 Waggonway, the APP’d Walk, Riggonhead, Prince’s Loch, Prince’s Statue, Bankton Doocot and the Centre must be leveraged to enhance revenues** as much as possible without creating visitor conflict e.g. optional feepaying Guided Walks originating/ returning to the Centre café / bookshop, options for battle gaming.
10. The **café and bookshop facilities, parking and toilets must be perceived as an integral elements** in the overall Offer especially as welcomed by repeat visitors.
11. **Every aspect of the Marketing Offers from the Centre** **must at all times be perceived as Authentic and of Requisite Quality.** Formal checks/ feedback should be omnipresent and variances routinely and formally addressed at management meetings.
12. **The Centre’s ‘selected image/positioning’ name and adopted logo must be congruent with visitor segments.** A competition could perhaps be conducted amongst 50 mile potential repeat visitors for the logo e.g. *East Lothian Courier/ The Scotsman* and amongst local schools. Should the present elements – 1745/ Thorntree/ Hope-Ambition-Victory/ Youthfulness continue? How focussed or embracing should it be?
13. Once agreed, **all promotional activity should reinforce the ‘selected image/ positioning’ and deploy the logo.**
14. **The Centre will require a ‘Marketing Leader’ in the senior management team working in partnership with the Events/ Programme Design Director** with shared administrative support.
15. **A formal plan for engagement with the Clans that Came out with The Prince and the British Army Regiments will be required.**

N.B. Studies of Economic Feasibility by RGA Associates in 2007 and 2010 indicated visitor

numbers can be achieved of between 80,000 and 90,000 *with a world class facility*. The majority

of these should be expected to come as national and international tourists.



POLICY PAPER 03/ 2019

**ADDRESSING HLF FEEDBACK FROM BATHHOUSE PROJECT**

**& RESILIENCE PROJECT APPLICATION**

**Context.** In December 2016 the Trust tabled its formal application to HLF for support for our proposal to develop the BathHouse as our Living History Centre in partnership with ELC as advised by BarkerLangham, our experienced and long standing advisers who had previously guided our successful Our Heritage HLF and Viridor applications. HLF declined our BathHouse application and gave generous feedback in writing and at subsequent meetings with Development Manager Diane Gray and Senior Grant Manager Tom Ingrey-Counter. This is content analysed below:

**In his letter of March 14th 2017, Tom Ingrey-Counter highlighted the following “concerns in particular” arising at the Scottish HLF Committee consideration of the application:**

[i] “…. high risk project which did not present a coherent offer in its current format;

[ii] “proposals were underdeveloped, including the core visitor experience.

[iii] “The heritage elements were not well referenced providing, for example, no reference to the conservation requirements of the tapestry.

[iv] “… members questioned whether the heritage merited the proposed scale of development.

[v] “There was a lack of heritage partners.

[vi] “… and concerns around the Trust’s capacity to deliver a heritage scheme of sufficiently high quality.

[vii] “…lack of a coherent vision and strategic direction for the overall site, and whilst the combination of industrial heritage and battlefield themes could encourage increased footfall this has not been … adequately addressed.

[viii] “ … the proposal to develop a battle centre … some distance away from the battlefield presented a risk in terms of viability …. Questioned whether this site represented the optimum solution.

[ix] “Grant request and intervention rate was considered to be high.

[x] “There was an absence of match funding …

[xi] “.. and the project represented low value for money

[xii] “… project over ambitious in scale.

[xiii] “Long term sustainability was a major concern; there was no confidence that the proposed operation would be viable.”

[xiv] “If you wish to reapply, we encourage you to discuss your proposals with us … contact our Development Team …” **This advice was swiftly taken. +**

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\*Red issues focussed on Risk including long term sustainability and Value for Money with the subsidiary suggestion the project was over ambitious. Advised to make application ‘modest in scale’ with scope for more than one ‘Resilience’ Grant.

Current sustainability evidence is the comparative analyses by Barker Langham and the Economic Feasibility Studies from RGA/ Max Gaunt. Advices from RGA are that it must be ‘world class’ to be economically viable.

\*Blue indicated insufficient thinking especially artefacts and design of visitor experience as well as scale thereof.

A corrected annotation supplements this as will Tapestries feedback, and accumulated advices e.g. Bayeux/ Reading. See also [3] below.

\*Green focussed on our lack of substantive connections with the established players.

True, but hitherto deliberately going it alone! Already links with HES, VisitScotland, ELC, SBT, [UK]Battlefields Trust and NTS.

\*Mauve relates to Prestongrange Museum per se which we have already agreed to abandon for the foreseeable future.

Set in hand evaluation of the three battlefield neighbouring locations in partnership with ELC and Hargreaves to reach conclusion by mid 2020. MoU signed with Hargreaves May 2019.

**+Diane Gray, Manager Development for HLF advised** that we address the Value for Money concerns. *“Given that the HLF has not provided substantial funding to the Trust to date, I would recommend that an application be modest in scale. The programme does not fund work that could be supported during the development stage of a Heritage Grants project. The activities proposed should clearly achieve the outcomes of the programme, and contribute to its aims. Please note you can apply more than once to the programme.*

*“In order to be considered … a project needs to achieve the following outcomes:*

* *Heritage will be better managed*
* *People will have developed skills*
* *Your organisation will be more resilient*

*“The proposal should demonstrate how your organisation will have greater capacity, or achieve significant strategic change, as a result of the project.”*

**Tom Ingrey-Counter** met in further face to face meetings at HLF and necessary dimensions were discussed including: *a review of governance, identification of underlying cultural messages, consideration of the past/ present/ future of the community and its engagement, commercial sustainability in long term.*

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**Our next Steps:** Our meetings with Diane Gray and Tom Ingrey-Counter resulted in an initial, unsuccessful, application for an HLF Resilience Grant with 4 discrete Elements. It was designed to answer many of the concerns raised to the BathHouse Project and to create [Element 3] and then carry forward [Element 4] an agreed planned approach for the Trust over the next decade. We were advised to remove Element 4, and proceeded with a successfully revised Resilience Grant application in June 2018. It runs to April 30th 2019 and we were advised that once that had been accomplished a subsequent Resilience Grant application to carry the Trust forward could be entertained. Alas, at end January 2019 the Resilience Grant framework was discontinued by HLF although opportunities for such Grant applications still exist. **The next deadlines for any such Application is May 28th / August 28th 2019.**

**Our Current HLF Resilience Project:** The three Elements being pursued – [1] The External Audit by Dr Stephen Connolly plus Tapestry Condition Studies; [2] The Comparative Analysis of Other Battle Centres internationally by Dr Arran Johnston; and [3] The Creation of a draft / then after consultations, The Agreed National Manifesto for the Trust – all are well in hand. To focus on ‘Diane Gray’s 3 Project Outcomes’ per se the Trust cannot be wholly resilient until it moves forward to implement The Agreed National Manifesto but clearly a great deal of learning and skills development is occurring that assists and enables that outcome. Most significantly perhaps there is every expectation that our heritage will be better managed.

**It is clearly of paramount importance to any future support from HLF that the ‘concerns in particular’ documented in March 2017 in respect of the BathHouse Project are satisfactorily addressed in The Agreed National Manifesto.**

During the progress of this Resilience Project, September 2018 saw the most successful ever encampment and re-enactment of the battle and extended links to the Clans who fought at Prestonpans in 1745 in a Grand Parade and especially to residents in Clan eponymous streets and Lottery ticket buyers – all with EventScotland, East Lothian Council and Scottish Battlefields Trust support.

**Taking the Agreed National Manifesto Forward:** The earliest dates by which the Trust can seek further HLF support to implement The Agreed National Manifesto are May 28th / August 28th 2019. Tom Ingrey-Counter has advised the latter with a Project Enquiry tabled first on completion of the Resilience Project by end May. That Project Enquiry will focus on the transition stage to achieve the Agreed Manifesto.

Discussions amongst the Trustees to formulate the Draft Manifesto for subsequent consultation and agreement began on February 21st/ 22nd with the first Draft tabled on March 21st/ 22nd 2019. Public Consultations during April/ May have led to the Agreed National Manifesto which is known as **The Vision for Victory 174**5 to be achieved through a programme of professionalisation of staffing along a three year **Path to Victory 2019-2023.**



 POLICY PAPER 04/2019/

**THE CLANS THAT CAME OUT WITH THE PRINCE,**

**BRITISH ARMY, CASTLE GOVERNORS & LOCAL PEOPLE**

1. **A key visitor segment must be the Clans who Came Out with The Prince:** We saw at the 2018 Parade and re-enactment just how willing the Clans were to be with us and most importantly to be in a place where their Clan history resonates. We had already addressed the issue in the 2009 Homecoming when the Clan panels were created with VisitScotland support. The growth of The Prince’s army joining the original Seven Men of Moidart at Glenfinnan onwards to battle muster at Prestonpans is an awe inspiring tale as it unfolds.
2. **The Clans at Prestonpans were:** Camerons; Stewarts of Appin; MacGregors; MacDonalds of Keppoch; MacDonells of Glengarry; MacDonalds of Clanranald; MacDonalds of Glencoe; MacLachlans; Robertsons of Struan, Grants of Glenmoriston. They were predominantly Gaelic speakers.
3. **Each of the Clans concerned should have its own story told, in-depth on a rotational basis:** A dedicated week/month for instance could accord discounted or gratis entry for Clan members. This can encompass all with the relevant surname across the county/ nationwide. These in-depth occasions would focus not just on Prestonpans but the Clans history and its relationship with the Jacobite cause. Clan Banners, Belt Buckles and Tartan would also feature – even relevant souvenir merchandise in the boutique.
4. **Clan eponymous streets in Prestonpans, where predominantly recent incomers stay, first stirred in 2018 and there’s a bright future there too:** These residents can be offered similar concessionary access to Clan members as at 2. above; and learn more of the name’s origin.
5. **‘*On Gladsmuir Shall the Battle Be’* by Dr Arran Johnston highlights myriad local connections:** Telling these stories both for 1745 and in their broadest context will be a significant element of the exhibition, in-depth again on a rotational basis.
6. **Most feted locally is Colonel Gardiner who already holds a very special place:** Bankton House & Doocot, the Obelisk, Andrew Dallmeyer’s *Colonel Gardiner Vice & Virtue,* the Doodridge Eulogy, Lady Gardiner’s Lament – all afford opportunities for comprehensive interpretation.
7. **The British Army’s role also offers scope for interpretation:** The Memorial Table for the Regiments that Fought in Prestonpans records their names, and we know of their Commanders beyond Gardiner – e.g. Hamilton, Murray, Guise, Halkett, Lees, Lascelles, Loudon, Whitney, artillery officers Whiteford and Griffith. Most famous was Sir John Cope, the well researched C-in-C Scotland at the timewith music and literature available. The Inquiry which subsequently vindicated him after his defeat is an excellent record as was the later Trial of the Provost of Edinburgh for allowing The Prince to occupy the City. Captain John Stewart lies in Prestongrange churchyard.
8. **The British Army Regiments all have successors:** Not least amongst these is the Black Watch, now part of the Royal Regiment of Scotland, which had been established after the 1715 Jacobite Uprising. They were deployed by Cope to guard his Baggage Train at Cockenzie House. The origins and subsequent histories of these Regiments should be told.
9. **The Governors of Edinburgh Castle also have an important story to tell:** The castle never surrendered during The Prince’s control of the city and the Governors played politics with The Prince throughout.
10. **HMS Fox played a significant role:** The cannons deployed at Prestonpans, charged and captured by the Camerons, came from on board. It lay offshore. The subsequent fate of the ship, wrecked in a storm off Dunbar in November 1745, is well documented and now the focus of maritime archaeological research. All but 9 of the 200 crew were lost including Captain Beamish.
11. **The Thorntree is an icon:** The Trust owns a piece from the 1930s and NMS a larger piece. Its precise location was recorded by ELA&NHS and a small memorial stone stands in a play area at Jacobite Way. Pictures of the site are available. The potential to ‘plant’ a Thorntree Copse anew should be advanced.
12. **Contemporary Memoirs/ Journals and later authors have much to offer:** There were diverse contemporary accounts of the battle e.g. Whitney, Henderson, Johnstone, Carlyle, Home, Drummore, Elcho, both George and John Murray, as well as much subsequent literature and art e.g. Waverley, *Battle of Pot ‘n Pans,* Cadell’s *Sir John* *Cope and the Rebellion of 1745*, Martin Margulies’ seminal *Battle of Prestonpans*, Andrew Hillhouse Six Paintings, *A Baron’s Tale,* even tv *Outlander.*
13. **The Battle of Prestonpans Tapestry:** This is perhaps the highest artistic expression made to date of the battle. Its significance as the unique focus for relating and debating this heritage in our community stands comparison with the Bayeux Tapestry when our battle in Prestonpans is placed in the context of the Jacobite cause from 1686 to 1807 – which it is the Trust’s averred intention.



 POLICY PAPER 05/2019/

**THE PRINCE’S FRIENDS AT PRESTONPANS**

***meeting and sharing online & visiting our community***

1. **Registration online as ‘One of The Prince’s Friends at Prestonpans’** will imply that the individual/ family concerned is a supporter of the work of the Trust in pursuit of its Aims/ Objects. To wish to be one such Friend will arise only if generic benefits are perceived at one or more levels: readily available access to details of Trust’s activities; financial concessions as Friends including entrances, tours, café and bookshop - plus tax breaks on any donations; privileged access to particular events and activities; opportunities to design activities and reserve temporary space. *[An audit of concessions granted and similar charities should explore how these can be best presented].*
2. **Registered Friendship with The Prince shall necessarily be established when visiting activities in Prestonpans or online, to gain benefits.** This can be via mobile phone with coded checking or traditional format in print/ plastic.
3. **All Friends will be required to provide certain information on their demographics, contact details and particular interests on registration. Further information will be optional.** *All data collected will be subject to appropriate safeguards.* Such data collection is unashamedly designed to ensure proactive, outgoing electronic communications can be efficiently targeted – in addition to the omnipresent public availability of all activities at the Friends’ website.
4. **The role of the Friends’ website will be comprehensive/ multifaceted.** Much of what has been accumulated since 2006 is archival and will be openly searchable, located in a discrete area of the website. At the front end will be [a] the Programme of Events and [b] the Discussion Forum for Current Issues – shared by the Trustees and Officers for substantive comment and debate as a de facto process of consultation. The three APPs for the Battlefield Walk with the 1722 Waggonway, the Tapestries and the Prestonpans Arts Treasures and Murals Trail will be featured and updated. Through each Friend’s specification of their interest areas, say tapestries or re-enactments, they will be able to continue that particular focus.
5. **An ‘Open Website‘ facility will be created for Friends and others to upload, via Moderation, personal YouTube sequences, photographs, articles that enhance and advance the Aims/ Objects of the Trust.** Initially these will appear in order of moderated acceptance but over a suitable timescale either added to the archives or discarded. This element is expected to encourage ‘virtual reality’ initiatives and online war-gaming, which the Trust will wholeheartedly support to build and enhance the gestalt experience that achieves the Trust’s Aims/ Objects.
6. **Facebook and other germane social media will be deployed to accord additional dissemination and opportunity for immediate feedback.** All Events will be notified at Facebook and feedback wheresoever collated and actioned as appropriate.
7. **The purpose of this digital presence is to ensure the widest possible understanding, awareness and support for the Trust’s Aims/ Objects and activities to maximise The Prince’s Friends willingness to make repeat visits.** It will require substantial front-end investment and sustained webmastering. It can never be allowed to go ‘out of date’.
8. **Recruiting Friends will be undertaken online and face to face at all activities.** This will include those visiting in school groups and professional tours. All Clans that Came Out with The Prince will be targeted as will those who have engaged in re-enactments, online petitions in support of the protection of the battlefield, boutique purchases, the creation of the two tapestries and those already registered with the extant [www.prestoungrange.org](http://www.prestoungrange.org) suite of websites. All residents in EH32 especially Clan eponymous street residents and 1745/ Jacobite groups globally will be contacted. Formal Launch should take place once [a] the Living History Centre has a known location and [b] a two year forward activities programme is available.
9. **No Entrance Fee or Subscription shall be asked of Friends of The Prince – just their Registration online. They will however be asked to ‘consider’ making a donation via PayPal or credit card and if so to indicate their UK tax status. Their value to the Trust is in terms of the ability to disseminate details of activities and to elicit/ receive feedback to improve our performance.**



POLICY PAPER 06-2019 v1

**PRESTONPANS AS ‘THE’ HIGH POINT FOR JACOBITE CAUSE**

1. **Background:** The 1745 Campaign by Prince Charles Edward Stuart was certainly the last Uprising

to seek to restore the Stuart male line to the thrones from which they had been usurped in 1688/ 1689 by the invasion of William Prince of Orange. Victory at Prestonpans is seen by many as the moment when the Jacobite Cause had perhaps its greatest opportunity to succeed. In England they began to sing what was to become the Hanoverian National Anthem – *God Save Great George Our King* with the fourth verse calling for Marshall Wade *Rebellious Scots to Crush.* Prince Charles was immediately able to conclude the Treaty of Fontainbleau according French support and Prince Henry assembled an invasion fleet across the Channel. The origins of the Jacobite Cause with the English plotters in 1686 leading to the exile of King James VIII & II to the subsequent Stuart ‘Pretender’ claims and campaigns until the death in 1807 of Cardinal King Henry I & IX represent the appropriate historical context of the Prince’s Victory.

**2. A Hub for The Jacobite Cause:** The Trust is therefore resolved that its Living History Centre should reflect this well accepted pivotal status in the history of the Jacobite Cause. Specifically [a] it will share that history from 1686/ 1807 in permanent interpretation; [b] it will work internationally with other centres large and small with Jacobite connections to create a ‘Jacobite Trail’ accessible online which will cross reference activities and events; [c] it will seek to create an International Register of Jacobite Assets to complement [b] above; and [d] it will organise occasional exhibitions of Jacobite assets in Prestonpans drawing on the shared Register at [c] above.

**3. Much More than Battles Fought:** The Jacobite Cause will be exemplified well beyond the battles fought from the skirmish in Reading in 1688 to Culloden in 1746. Myriad cultural artefacts and artworks will be highlighted in the Asset Register. The Trust has already secured the participation of the National Trust for Scotland and Historic Environment Scotland [HES] at levels [b] and [c] and plans are in place for a Colloquium of Potential Scottish Jacobite Trail Members in the final quarter of 2019. Funding support has been forthcoming from HES under their Organisational Development Grant 2017/2020 to the Scottish Battlefields Trust and a long list of Members from Ireland, England, France, Italy has been identified. Dr Michael Taylor is responsible for preparing designs and strategies for the sequential accumulation of the itemised and depicted Asset Register at [c] above in parallel with the Colloquium. Discussions with VisitScotland are proceeding to determine how a Launch Campaign might be crafted building on the legacy of the 2017 Jacobite Exhibitions hosted by National Museums of Scotland, Palace of Holyrood House, National Trust for Scotland and Historic Environment Scotland.



Policy Paper 07 – 2019

**RAISING AWARENESS & CELEBRATING THE GAELIC AT PRESTONPANS**

**as spoken by most of the Highlanders at the battle**

1. **Background:** The Highlanders who Came Out with The Prince at Prestonpans were primarily

Gaelic speaking and The Prince had with him as tutor the leading Gaelic poet Alasdair MacMhaigstir Alasdair. As the Trust’s approach to interpretation developed, increasing use of Gaelic has been made with the official backing and support of the Dr Alasdair Allan, Minister for Scottish Languages who visited in Prestonpans in April 2014, and with the benefit of repeated grants in aid from Bòrd na Gàidhlig. Ronald Black and Beathag Mhoireasdan have been responsible for translations. The Trust’s constant objective has been to raise awareness and to celebrate the language with a view to eventually offering introductory tuition.

1. ***The Scotsman’s* support:** The initial fillip was a presentation at the Trust’s 3rd Biennial

Scottish National Battlefield’s Symposium on June 14th 2012 [sponsored under our original HLF ‘Your Heritage’ Grant] by Ronald Black: ***The Battle of Gladsmuir – a Gaelic Perspective.*** Ronald Black subsequentlyled an Open Gaelic Poetry Workshop for the Trust in honour of Alasdair MacMhaigstir Alasdair, whose works he had recently edited, on October 29th 2012.

1. **Battle scene and Gaelic translation of the Prestonpans Tapestry DVD script:** The Poetry

Workshop had identified that Alasdair MacMhaigstir Alasdair had been with The Prince at Prestonpans and local artist Ronald Elliott was invited to capture the scene after the battle as The Prince took Breakfast with Claret, completed by March 2013. He necessarily created a speculative portrait since no known images exist. Ronald Black provided Gaelic translation of the script for *Taipeis Phrestonpans* DVD created in Bayeux, already available in French and English.

1. **Publication of John Unwin’s ‘TinTin’ Prestonpans Tapestry in Gaelic:** The ‘Tin-Tin’ edition of

the Prestonpans Tapestry, already in French and English, received a grant in aid from the Scottish Government’s *Comhairlie man Leabhraichean* and was published in April 2013 as reported in *The Scotsman* below. Translations were assisted from Gaelic scholars in Nova Scotia.

1. **Gaelic translations for the Scottish Diaspora Tapestry and APP:** The Trust was determined

to maintain its objective to raise awareness of and celebrate the Gaelic as it worked with Prestoungrange Arts Festival/CreativeScotland/VisitScotland/EducationScotland/Scottish Government to create the 34 nation 305 panel Scottish Diaspora Tapestry for Homecoming 2014. With Beathag Mhoireasdan’s support all panel descriptions were translated into Gaelic as well as into English, French and Italian; and the APP for guidance to visitors to the tapestry and more broadly included these Gaelic descriptions.



1. **Bankton Doocot Restoration as MicroMuseum, Bing Panels and Walkers’ Signage:**

The Trust received generous support from Viridor in 2016 to restore the interior of Bankton House Doocot and to retell there the story of Colonel Gardiner at the battle. Gaelic translations are provided there of the DVD projected script. The panels atop the Bing were restored to include Gaelic. The direct intervention and support of the Minister for Scottish Languages and further Grant from Bòrd na Gàidhlig ensured that the Walkers’ Signage across the battlefield appeared in both Gaelic and English. The most recent such bilingual signage was installed in September 2018 for the two new Memorial Tables to the Clans and Regiments that fought.

1. **Gaelic in the *Vision for Victory* and on *The Path to Victory 2019-2023*:** It is the Trust’s

absolute commitment to work in partnership with Bòrd na Gàidhlig to ensure all that has already been achieved with their assistance in raising awareness and celebrating the Gaelic is maintained and greatly enhanced. Across the battlefield the earlier interpretation boards do not yet include Gaelic. This is an early priority on the Path to Victory. The Trust’s most significant intention is that all interpretation in the main exhibition shall include the Gaelic as shall all signages to and within the Living History Centre. Finally, tuition in the language itself for adults and children will be offered together to extend appreciation for Gaelic song, poetry and literature. The Trust believes this to be not only an important community initiative but one of significance nationally and is working with the Scottish Battlefields Trust to encourage it widely.



Policy Paper 08 – 2019 v2

**BUSINESS MODEL ENVISAGED FOR LIVING HISTORY CENTRE**

1. **Background:** The first study commissioned by the Trust in 2006 addressed the Economic

Feasibility of a World Class Living History Centre at Prestonpans close by the Battle Bing. A short list of consultants was requested of the Scottish Government and from that list the Trustees selected Max Gaunt of RGA. He reported in April 2007 that such a Centre was feasible, could anticipate 70/ 80,000 visitors each year and be able to operate at a surplus provided the requisite capital investment had been secured by grant and donation. In 2010, after a formal Petition to East Lothian Council, it was agreed that the Centre might be located in the BathHouse at Prestongrange Heritage Museum whereupon RGA was invited by the Trust to update its feasibility study concluding 80/ 90,000 was now feasible per se. That result was reassuring in that RGA also saw the opportunity to increase potential visitor numbers yet further to 100,000 and to achieve an improved operating surplus if the balance of the site was well developed.

1. **Parallel Study of International and National Incoming Tourism:** In parallel with the RGA

study in 2007 the Trust commissioned Kirstie Grant of Source Tourism Solutions to analyse the substance of the conclusion by RGA that there was most considerable potential for incoming international and national tourism as well as visits from proximate residents. Her interview programme with suppliers confirmed that to be the case in December 2008 - with 48% Very Interested if offered an 18/24 month planning horizon.

1. **Immediate Steps to Update Economic Feasibility & Tourism Studies:** The Trust has already

been in contact with both consultants. Max Gaunt, subject to necessary tender preconditions, will be commissioned to provide a second Update as soon as the revised location is selected. The same strategy applies to International and National Incoming Tourism where Kirstie Grant will be invited to tender not only to repeat the 2008 study but also to develop the social media and database strategies of the Trust.

1. **The Trust’s Business Model is based on Trading with an Operating Surplus from Opening:**

This clearly implies raising the requisite capital as grants and donations, the targeted sum to include the construction of the Centre, its installations, fixtures and fittings, an endowment fund and the initial Launch. The Path to Victory will see fulltime professional attention given to this. To arrive at its own feasible Operating Budgets for Years 1-5 the Trust has evaluated the trading patterns of similar activities including the National Trust for Scotland and in particular reasonable expectations in respect of catering and shop sales. The outcomes remain positive.

1. **Staffing Pattern envisaged along The Path to Victory 2019-2023:**  The Trust has operated

since 2006 solely with Volunteers and Sessional Staffs on specific projects. This pattern cannot suffice for the next phase as preparations are made for the Centre’s planned opening in 2023. Fulltime Professional Staff will be appointed with the duties set down in the Path to Victory which are designed to ensure that the Centre can be fully functional across the transition and battle ready when it opens i.e. tourism trade visitors and local educational groups will be arriving to enjoy a well tested experience, guides will have been trained, the database of Friends of The Prince will have been refashioned with social media interactivity, the tapestries will have been conserved and displayed and the main immersive exhibition installed – with use of the Gaelic throughout the Centre.

1. **Financing the Path to Victory 2019-2023:** The Trust will invest the £100,000 it has already

received as ‘Restricted’ Donations and The Prestoungrange Gothenburg will further donate £20,000 pa/ £60,000 in-kind administrative space and support services to the incoming staff. The Trust will seek a further £400,000 match funding for the necessary Professional Staff and consultant studies. The primary request will be made to the National Lottery Heritage Fund by August 2019 following on from the 2018/ 2019 HLF Resilience Grant the outcome of which has been the Vision for Victory1745. Additional funders will be approached for discrete elements of The Path to Victory and the resultant Living History Centre e.g. designing the equestrian bronze statue of The Prince, the development of educational programmes for schools in line with the national curriculum including Gaelic, updating the Walkers’ APPs and Gaelic interpretation on the battlesite, developing and hubbing the international Jacobite Trail, the cultural celebration of the battle in 2020 on its 275th Anniversary, the battle re-enactment with the Scottish Battlefields Trust in 2021, restoring agriculture to the battlefield, and the final national tour of the Prestonpans Tapestry including the Battle of Inverurie. In so doing the Trust will still enjoy the support of Volunteers and Sessional Staffs as a key and continuing dimension of its community engagement strategy to an expected value of £30,000pa/ £90,000 including tapestry conservation plus Battle Re-enactment Services of £150,000 including the major activity in 2021.

1. **Roles and Responsibilities of the Trustees and the Executive Board:** The Trust will

restructure its governance by the establishment of an Executive Board chaired by a Trustee and

 include all fulltime Professional Staff, a representative of the Volunteers and the Treasurer of the

 Trust. It shall meet monthly reporting to the Trustees who will in future meet quarterly and

 extend their honorary membership to include necessary identified fields of competence. The

 Executive shall be responsible for the conduct of the Path to Victory and the achievement of the

 Vision for Victory. At the Opening of the Living History Centre the Executive Board will

 metamorphose into the Board of Management of the Centre.



POLICY PAPER 09– 2019

**CONTEXTUALISATION & ENGAGEMENT FOR BATTLEFIELD,**

**TAPESTRIES & LIVING HISTORY CENTRE**

**1. Our Focus:** The Trust’s purpose is the ensure the battle which took place on September 21st

1745 is well and continuously remembered and its significance understood. To that end we are unshakeable in our belief that what remains today of the battlefield as designated in the Scottish National Inventoryshould be protected in harmony with contemporary and future needs. Presently we are seeking to return that battlefield to agriculture in the same manner as was employed in 1745. We intend to share the reality of that cropping and its harvesting as part of the storytelling. We also intend to reinstate the remembered Thorntree in a small copse.

1. **Battlefield Walk:** With support since 2006 from HLF/ National Lottery Heritage Funds, East Lothian Council, Paths for All, Viridor, Barons Courts and Bòrd na Gàidhlig the Trust has signed and interpreted a Walk further assisted with an APP jointly with the 1722 Waggonway which crosses the battlefield. It is enjoyed historically and recreationally by thousands of local residents, groups and solo visitors each year. It takes as destinations earlier commemorations of the battle – memorials to Colonel Gardiner, a 1745 Cairn, a Thorntree Memorial, the Battle Bing Viewpoint which along with The Bankton House Doocot was restored with Viridor and Bòrd na Gàidhlig support. It now also includes the two Memorial Tables to the Clans and the Hanoverian Regiments which fought in 1745 which were created with Viridor support in 2018. The Trust’s conducts regular guided tours and trains guides to lead them. It ensures regular maintenance and plans to update some of the earliest interpretations to include the Gaelic – the language of the majority of the Highlanders at the battle. Archaeological research was also undertaken.
2. **The Prestonpans Tapestry:** This extraordinary 103m community artwork was inspired from Bayeux where William The Conqueror’s quest to regain his crown is told. It was created for the Trust by more than 200 volunteer stitchers devoting 25,000 hours in 2009/ 2010 from along the route The Prince took from France to Victory in Prestonpans as he sought to regain his father’s crown. It has been continuously exhibited along that route including St Nazaire, Eriskay, Dunblane, Perth, Edinburgh in Parliament and Cathedral as well as across East Lothian and by invitation in Bayeux - attracting nearly half a million visitors thus far. It has inspired and motivated myriad communities since to create their own narrative tapestries in Belgium, New Zealand, Walton-on-Thames and in Scotland *The Great History*. For Prestonpans it was the fillip for the subsequent creation of **The Scottish Diaspora Tapestry** with support from Barons Courts, CreativeScotland, EducationScotland, VisitScotland and the Scottish Government for Homecoming 2014. More than 1000 volunteer stitchers devoting 75,000 hours in 34 countries across the diaspora created 153 metres for this artwork which has now toured the globe with 44 exhibitions including Westminster Hall attracting over 250,000 visitors to date. Both tapestries have APPs and websites which offer gratis public access to these artworks e.g. The Scottish Diaspora Tapestry website has achieved over 700,000 visits in its first 5 years; The Prestonpans Tapestry well over 1,000,000 in its first decade. Conservation and a permanent home for the two tapestries is of the highest priority for the Trust in the years ahead and donations large and small to this end in excess of £130,000 have been received.
3. **Living History:** The most spectacular of manifestation of living history since 2007 has been

the Battle Re-enactments. 10 have been presented, most recently in partnership with the Scottish Battlefields Trust as part of the East Lothian Battles Triennial Cycle and as an EventScotland National Event and Clan Project in 2018. At the Palace of Holyrood House in 2007 the Trust established the autonomous Alan Breck Regiment of Prestonpans Volunteers to take the lead in its re-enactments, growing each year from well known cameos in Edinburgh, Duddingston and Prestonpans to 200+ re-enactors including dragoons and cannons attracting 2.500 paying visitors and BBC2tv. Over 1,500 re-enactors from as far afield as the Czech Republic have encamped in Prestonpans across the decade and provided over 25,000 hours gratis to entertain and inform approaching 10,000 visitors – bringing considerable economic benefits to the community. Theatre has also played a significant role with two new plays by the late Andrew Dallmeyer. The *Battle o’ Pots ‘n Pans* toured the county and joined the Fringe for two weeks with audiences above 1500 altogether; *Colonel Gardiner Vice & Virtue* told the full extent of that local hero’s life experience and conversion. Four new historical novels have been written and published along with new song and a fine series of battle paintings and portraits commissioned and exhibited.

1. **Schools, Public Lectures and Tour Groups:** Talks and war gaming with the Trust’s

topographical BattleBoard created in 2008 have played a continuous part of the Trust’s activities since 2006.Demand for this has increased in schools since The Jacobites were made part of the National Curriculum. It will of course continue as a key element of the Trust’s outreach. The popularity of tv’s *Outlander* as well as the original books has also ensured a flow of international and local tour groups. This is a major growth area for the Trust in the years ahead with the ever growing need for trained guides/ speakers.

1. **VisionforVictory1745:** The Trust has since 2006 explored in detail possible locations

for a permanent Living History Centre. The initial choice was close by the Battle Bing but that area is now dedicated to Meadowmill’s successful sports activities. At the time immersive designs were explored with the help of HaleySharpe and the Economic Feasibility and Tourist Trade Support assessed professionally. The conclusion was that a self-sustaining Centre could flourish *if it was world class* with between 80/ 90,000 visitors each year. Such success would only be achieved if the Trust’s focus on the battle per se, excellent and immersive as it must be, was placed in a context and framework that would provide scope for repeat visits by residents within a 50 mile radius. Hence the opportunity to place the Prince’s campaign in the broader Jacobite context was welcomed and steps have been taken and are evolving for hubbing a Jacobite Trail at the Centre. The second major context has always been the community driven nature of the Trust as exemplified in work with schools and creating the tapestries, and its broader origins since 1997 in community arts not least the Prestonpans Murals Trail and Gothenburg. A recent strand for such engagement has been with residents especially in new housing living on eponymous Clan named streets and its resonance with the Trust’s longstanding Committee of High Sponsors and the analysis in Dr Arran Johnston’s recent title *Gladsmuir* of the roles played in 1745 by the local community. A suggestion at the behest of East Lothian Council to locate the Centre at Prestongrange Heritage Museum was tested in an Application to the National Lottery Heritage Fund which opined in 2017 that it was perhaps too far from the scene of battle.