

2. THE CONCEPT

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201 Introduction

In this section we describe the various components which make up the visitor experience that we propose for Linlithgow Palace. This relates to each step along the way from the moment the visitor decides to visit until they leave, having stayed longer, spent more and enjoyed the experience to such an extent that they are eager to return and, more important, anxious to tell their friends.

202 The Overall Concept

One of the main objectives of the project is to present Linlithgow Palace more effectively to visitors as one of Scotland's premier monuments, a manifestation of the Stewart dynasty and birthplace of Mary, Queen of Scots. The whole visitor experience should be that of quality, life and animation from the moment the visitor enters the historic Peel until they journey back homeward having sampled the delights of the Palace and town.

The walk across the Peel will create anticipation, a taste of what is to come, the entry over the bridge into and through the east entrance to the courtyard with its fountain, provides a real sense of history and drama. The audio tour available within the ticket price for adults and children will, even in mid-winter, bring the Palace alive as the visitor passes from room to room, whilst costumed interpreters offer a variety of informative and dramatic presentations for visitors in different parts of the Palace, at different times of the day. The lower kitchen will recreate a working royal kitchen in the period of James V. The Long Gallery will be restored as a promenading space and will be brought alive by the interpreters. The Mary, Queen of Scots exhibition will trace the key moments of her momentous life and the implications it had on Scotland, England and Europe.

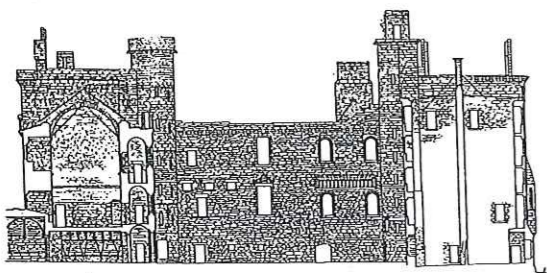
The whole of the Palace will be used more effectively with greatly enhanced retail, catering and educational facilities, offering a visit of around two or more hours. But it does not end there. The visitor will be encouraged to walk around the Peel, visit the beautiful St Michael's Church before walking down Kirkgate and visiting the Tourist Information Centre. Here they can take an audio tour of the town, pick up a trail leaflet or simply gather material on other attractions within West Lothian. Having satisfied their requirements, the visitor can then return along the High Street back to their vehicle, window shopping, or sampling the speciality retail, or food and drink establishments.

This represents the Linlithgow Palace experience - the living Palace set in historic Linlithgow.

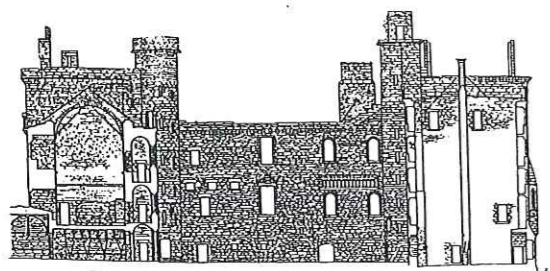
203 POTENTIAL VISITOR NUMBERS

Here we highlight the key features of the tourism and visitor attraction marketplace which offers the greatest potential for Linlithgow Palace. The detailed market analysis is provided in Appendix C. The characteristics of the core market segments can be summarised as follows:

- * Scotlands main tourism market comprises a total of 8.5 million trips with 1.5 million to the Highlands and Islands (S.I.B. 1994)
- * Linlithgow is strategically located on the East-West tourist spine across Central Scotland with excellent road and rail links
- * Most tourists staying in Glasgow will visit Edinburgh and vice versa, which provides excellent opportunities for breaking their journeys at Linlithgow



- * Edinburgh has a resident population of some 441,000 (1993) which represents 9% of the total Scottish population
- * Edinburgh has a major leisure day trip market; some 11 million day trips were made in 1990 which represents 13% of all leisure day trips taken in Scotland
- * West Lothian District has a resident population of just under 146,730 (1994)
- * Linlithgow has a resident population of around 13,000 and is the third largest settlement in West Lothian District
- * **Edinburgh**, in contrast to the wider Scottish trends, has enjoyed a **good tourism performance** over recent years. Visitor numbers, occupancy rates (particularly in city centre hotels) and Edinburgh's relative strength in the growing overseas visitor market have all been enhanced
- * **Edinburgh** hosts a variety of festivals throughout the year, with the International Festival, Festival Fringe and Edinburgh Tattoo in August generating the highest audiences and revenue for the city the past five years there have been great improvements in **Edinburgh's event performance facilities**
- * Edinburgh offers a wide variety of conference venues. The Edinburgh Convention Bureau provide details on over 35 major meeting facilities in and around the City
- * **Edinburgh and the surrounding area** has a rich offer of historical and cultural interest with a wide range of visitor attractions
- * **Linlithgow and the surrounding area** will continue to see, significant investment in its visitor attraction 'offer'. This includes:
 - town centre improvements
 - new canal boat facilities
 - House of Binns
 - The Linlithgow Story, opened in 1992, which provides a museum/heritage centre within Annet House in the High Street of Linlithgow
 - upgrading of the Tourist Information Centre at Linlithgow Cross
 - the £4 million refurbishment and development plan for Hopetoun House hosting a number of special events for the tourism market, many of which are held on an annual basis
 - continuing improvements to Stirling Castle
 - Callendar Park at Falkirk
 - the railway attractions at Bo'ness.
- * Edinburgh Tourist Board, in partnership with LEEL, has carried out a survey of visitors to Edinburgh and its key points are highlighted below:



- around three-fifths of visitors are from the British Isles - over a third of these visitors from Scotland. Of the visitors from the rest of the British Isles (i.e. excluding Scotland) over a third come from London and the South East of England and almost two-fifths come from the North of England
- North America remains the main single overseas market representing around a quarter of all overseas visitors
- the majority of visitors are from the **professional and managerial social classes**
- the majority of visitors are visiting Edinburgh **without children**; adults outnumber children by twelve to one. The most common party composition are two adults without children, followed by visitors travelling alone, then three adults without children. The group most likely to visit Edinburgh accompanied by children are 35-54 year olds
- the majority of visitors said they would be likely to visit Edinburgh again
- Edinburgh Castle is the most visited attraction, followed by a walk up or down the Royal Mile
- **awareness of attractions outside the City and in West Lothian is poor. Over 40% of visitors interviewed were not aware of Linlithgow Palace**
- **just over a third** take or plan to take a **day trip** outside Edinburgh during their stay. The most frequently mentioned destinations for all those taking day trips are Glasgow, St Andrews and Stirling, followed equally by Lothian, the Borders or Fife.

Key findings of a recent Visitor Survey in West Lothian show that:

- * **Linlithgow Palace** and Hopetoun House are the '**jewels in the crown**' of the District's tourism industry. In comparison to the other attractions in the District, they have the **highest levels of awareness and highest levels of penetration** amongst visitors
- * the visitor market in West Lothian is predominantly a **day trip market**, much of which emanates from within the District; 41% of visitors to the five attractions during the survey period were local residents and that a further 29% were other visitors on a day out from home. Consequently, **30% were visitors who were staying away from home** but only 10% were staying in West Lothian
- * the apparent lack of awareness of certain key attractions within the area, even amongst residents, suggests that more could be done to promote the area and its attractions to the day trip market
- * a significant proportion of respondents interviewed in Edinburgh claimed that they would not consider a visit to West Lothian for a day out
- * amongst those visitors who were interviewed at the individual attractions, there appeared to be a high level of satisfaction with the experience.

We have drawn the following conclusions from the market analysis which are of importance in helping to identify the most appropriate concept, for the future use of Linlithgow Palace:

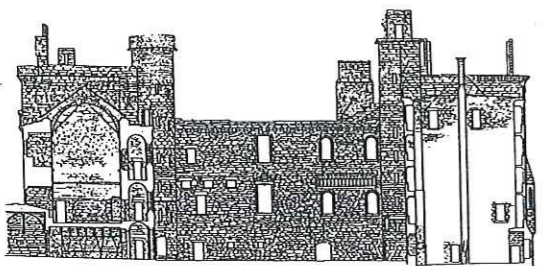
- * **any new development must address the rising expectations of visitors and their demands for a comprehensive experience and product**

- * the increasing interest in heritage has been stimulated through improved interpretation
- * the increasing importance of the family and children as a key market for future tourism and attraction development
- * there are opportunities to focus on educational markets, and benefit from the marketing initiatives being pursued within Edinburgh to attract this market
- * only 28 paid admission attractions in Scotland attract over 100,000 visitors per annum and only five of these are located in Lothian
- * the key potential market for Linlithgow Palace is the visitor who already comes to Edinburgh and is visiting existing heritage attractions: over 40% of these visitors are unaware of Linlithgow Palace.
- * attraction provision in the area is dominated by:
 - 'flagship historic sites' such as Edinburgh Castle, Palace of Holyrood Palace. These attract high numbers of paying visitors due to their City Centre location and 'can't be missed' factor
 - major museums and galleries, for instance Royal Museum of Scotland, National Gallery of Modern Art etc. These attract high numbers of visitors because of their City Centre location, their national collections and their free admission
- * attractions in and around Edinburgh generally offer a 'traditional' and or 'modern' interpretative approach to presentation and provision of the visitor experience. There is a gap in the market place and a market opportunity for a dramatic presentation of a genuine heritage site with themes to create a unique attraction with a sustainable competitive advantage.

Finally, a recent Historic Scotland Visitor Survey carried out at Linlithgow Palace in 1994 confirmed that nearly 80% of all visitors travelled less than 30 miles to get there i.e. the classic day visitor catchment (including visitors staying in Edinburgh)

Distance Travelled	Visitor %	Visitor Numbers
Less than 1 mile	5	1935
1-2 miles	5	1935
3-5 miles	3	1161
6-10 miles	7	3095
11-15 miles	7	3095
16-20 miles	25	10060
21-30 miles	21	8899
31-40 miles	8	3482
41-50 miles	8	3482
51-75 miles	4	1548
76-100 miles	3	1161
More than 100 miles	4	1548
	100%	100%

(Linlithgow Palace Visitor Survey 1994)



The visitor survey went on to find (see Table 2.2), however, that whilst most of the 38,000 visitors per annum came from the day visitor catchment only 18% are true day visitors with the balance being tourists including 35% overseas visitors, 27% from England and the remaining 20% from other parts of Scotland. Further, whilst there is a high penetration rate amongst the local community (nearly 30%), the penetration rates in relation to the other market sectors is very small and there is clearly enormous potential to continue to increase in visitor numbers.

Geographical Area	Visitor To Palace (%)	Visitor To Palace (No.)	Population Resident/Trips	Penetration Rate
Linlithgow Area	10	3869	13000	29.76%
Lothian	8	3095	312000	0.99%
Edinburgh - Overseas Tourists*	35	13542	920000	1.47%
Edinburgh - England (also Wales & N Ireland)*	27	10447	720000	1.45%
Rest of Scotland	20	7738	4532200	0.17%
Total	100%	38691		
* Key Geographical Tourism Catchment				
	Trips per annum			
Edinburgh - Total Tourism Trips	1920000			
British Tourists	1000000			
* from within Scotland (28%)	280000			
* from England (64%)	640000			
* from Wales & N. Ireland	80000			
Overseas Tourists	920000			
Leisure Day Trips	11000000			

(Linlithgow Palace Visitor Survey 1994)

204 So How Many Visitors Can Linlithgow Palace Attract?

Our development proposals provide a stunning and original product which will firmly place the Palace in the Scottish Visitor attraction marketplace, providing a complementary experience to that offered by Historic Scotland at Edinburgh and Stirling Castle. Building on Historic Scotland's core traditional market, the proposals provide a unique 'leading edge' competitive advantage. This will attract substantial numbers of additional visitors through significantly increased penetration of existing markets and the opportunity to attract new markets such as family groups and the general day visitor.

Predicting visitor numbers to an attraction is not an exact science. Establishing the likely levels of visitor numbers, their seasonality and likely flow on a typical peak day is critical in identifying the capacity of the building and the level of support facilities required such as parking and retailing and catering spaces. Clearly, numbers of visitors will also determine the level of income likely to be achieved through admissions and secondary spend on catering, retail and other income generating facilities.

We envisage that visitor numbers will grow from the current 40,000 to around 120,000 over a 3 year period. Table 2.3 indicates the revised penetration rates, our assumptions as to changes in the geographical catchment and the impact of not achieving these predictions. The growth reflects:

- * the effects of targeted marketing and promotion
- * an increase in awareness of Linlithgow Palace as it becomes established
- * the impact of repeat visitors and new visitors generated by personal recommendation

This is developed further in the outline Marketing Strategy in section 6.

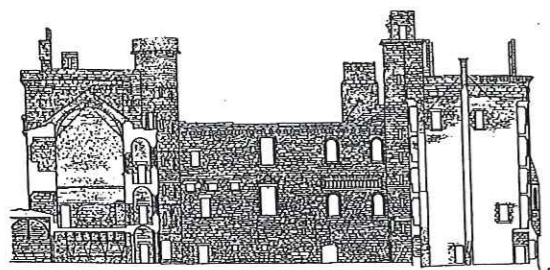
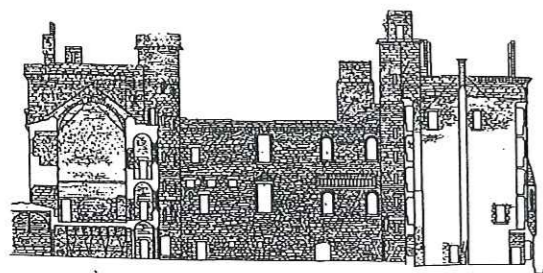


Table 2.3 Penetration Rates and Visitor Number Penetration						
a) Penetration Rates						
Geographical Catchment	Penetration Rates					
	Current	Year 1	Year 2	Year 3	Year 4	Year 5
Linlithgow Area	29.76%	45.55%	47.01%	48.69%	48.69%	48.69%
Lothian	0.99%	2.29%	2.91%	3.54%	3.54%	3.54%
Edinburgh - Overseas Tourists*	1.47%	3.60%	4.32%	4.89%	4.89%	4.89%
Edinburgh - England (also Wales & N Ireland)*	1.45%	3.55%	4.29%	4.85%	4.85%	4.85%
Rest of Scotland	0.17%	0.35%	0.43%	0.52%	0.52%	0.52%
b) Visitor Number Projections						
Geographical Catchment	Visitor Numbers					
	Current	Year 1	Year 2	Year 3	Year 4	Year 5
Linlithgow Area	3869	5921	6111	6329	6329	6329
Lothian	3095	7127	9079	11044	11044	11044
Edinburgh - Overseas Tourists*	13542	33120	39542	44988	44988	44988
Edinburgh - England (also Wales & N Ireland)*	10447	25560	30888	34946	34946	34946
Rest of Scotland	7738	15862	19488	23567	23567	23567
Total Visitor Numbers	38691	87590	105108	120874	120874	120874
Increase in Visitor Numbers	n/a	48889	17518	15766	nil	nil
Increase in Visitor Percentage		+226%	+20%	+15%	nil	nil
Sensitivity - + visitor numbers range		4888	1751	1576	1576	1576
- 10%		82702	103357	14190	nil	nil
Plus 10%		92478	106859	17342	nil	nil

The visitor survey further indicated in which months visitors come now. This highlights the importance of the five summer months which currently attract over 70% of visitors. Whilst this is likely to change to reflect the impact of marketing on the 'shoulder Months' and the all year round potential of the education market, nevertheless between 55-60% of visitors are still likely to come in the May-September period. We have made some assumptions in Table 2.4 below:

Table 2.4 Potential Seasonality of Visitation

Month	Current Visitor Numbers	% of Total Visitors	Revised %	Year 1	Year 2	Year 3	Year 4	Year 5
January	1994	1.65%	2%	1754	2102	2417	2417	2417
February	800	2.07%	3%	2628	3153	3626	3626	3626
March	1427	3.69%	5%	4379	5255	6044	6044	6044
April	3626	9.37%	10%	8759	10510	12087	12087	12087
May	4369	11.29%	11%	9635	11562	13296	13296	13296
June	4136	10.69%	12%	10511	12613	14505	14505	14505
July	7607	19.66%	17%	14890	17868	20549	20549	20549
August	8350	21.58%	19%	16638	19974	22968	22968	22968
September	3964	10.25%	10%	8759	10510	12087	12087	12087
October	2223	5.75%	6%	5255	6306	7252	7252	7252
November	1120	2.89%	3%	2628	3153	3626	3626	3626
December	429	1.11%	2%	1754	2102	2417	2417	2417
Total	38691	100%	100%	87,590	105,108	120,874	120,874	120,874



205 Visitor Capacity

Market intelligence shows that 23% of all attractions reach full capacity on at least one day each year. The average number of days on which full capacity was achieved was 14 for all sites surveyed, and 8 for historic and heritage sites. For Scotland, 25% of sites reached visitor capacity on an average of 7 days per year.

These figures can, however, be misleading as they tend to reflect sites which have limited capacity rather than can accommodate a large number of visitors. However, the statistics do identify the average number of "peak visitor" days. The months in which the peaks occur are as follows:

	DECEMBER/JANUARY	Christmas/New Year	-	2 Days
	FEBRUARY	Schools Half Term	-	2 Days
*	APRIL	Easter Bank Holiday	-	2 Days
*	MAY	May Day and Spring Bank Holiday	-	3 Days
	JULY	Traditional holidays and weekends	-	2 Days
*	AUGUST	Traditional holidays and weekends	-	5 Days
	OCTOBER	Schools Half Term	-	2 Days

In order to generate some measure of Peak Day Capacity to Linlithgow Palace, we have used average statistics compiled from experience and data of attractions with a similar profile to Linlithgow. These have then been applied to the Year 3 projected visitor numbers as follows:-

- * APRIL - (Peak Day 16.7% of Total Visitors - 12087) Max. Day 2018
- * MAY - (Peak Day 13.2% of Total Visitors - 13296) Max. Day 1755
- * AUGUST- (Peak Day 11.1% of Total Visitors - 22968) Max. Day 2549

Based on the August peak we have made assumptions as to visitor arrival times, length of stay and generated the number of visitors on site each hour as follows in Table 2.5.

Table 2.5 Visitor Flow - Peak Day

ARRIVAL TIME	% VISITORS ARRIVING	NUMBER OF VISITORS ARRIVING	ASSUMED VISITOR STAY	NUMBER OF VISITORS ON SITE PER HOUR	NUMBER OF VISITORS LEAVING
9.30 - 10.30	7	178	2 Hr Stay	178	0
10.30 - 11.30	12	306	2 Hr Stay	484	0
11.30 - 12.30	15	382	2 Hr Stay	688	178
12.30 - 1.30	12	306	2 Hr Stay	688	306
1.30 - 2.30	15	382	2 Hr Stay	688	382
2.30 - 3.30	20	511	2 Hr Stay	893	306
3.30 - 4.30	12	306	2 Hr Stay	817	382
4.30 - 5.30	7	178	2 Hr Stay	484	511
5.30 - 6.30	0	0		178	484
TOTAL	100%	2549			2549

This indicates 893 visitors on site in the peak hours of 2.30-3.30 pm which has been accommodated in our design proposals. The figures have also been used to calculate parking requirements which is discussed in section 206.

206 Access and Parking Requirements

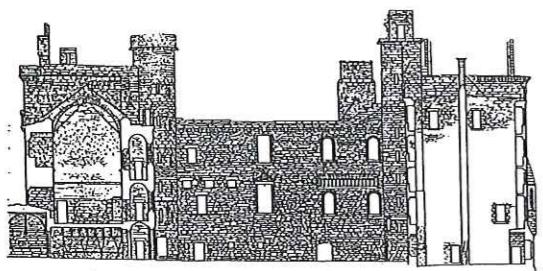
It is anticipated that the majority of visitors to Linlithgow will come from Greater Edinburgh and the Central Belt. This area is characterised by excellent bus and rail services, direct motorway links and is easily accessed by cycle. Whilst the project should promote sustainable tourism by developing promotional packages with appropriate agencies, we are nevertheless conscious of the need to provide adequate access and parking facilities in the town of Linlithgow without overburdening the physical capacity of the town centre.

We have reviewed the Halcrow Fox Study and spoken with officers and members of West Lothian Council. There is a strong case for all car and coach visitor traffic to be directed along the M9 and arrive from the east. Having reviewed all the options for a dedicated visitor car park, we believe the most appropriate location to be the site of the existing annexe of Low Port School. The school is to remain as a one form-entry primary school and it is considered that the replacement accommodation for the annexe could be created elsewhere on the existing school site. The access road to the school also serves the Low Port Community and Outdoor Education Centre. The centre is open seven days a week 9 am - 10 pm throughout the year and has residential accommodation (38 beds), a community education centre with halls and meeting rooms and an outdoor education service which uses the loch, the nearby Union Canal and other resources in the surrounding area. The centre, in particular, has a substantial number of canoes and dinghies which are stored and transported manually to the loch-side.

The annexe site will accommodate some 62 cars and 4 coaches which will greatly assist the parking requirements for the Palace at most times of the year. That said, preliminary sketch proposals for the parking area have taken into account the views of staff, parents and users of the school and Low Port Centre. From our consultations and a public meeting in Low Port School these can be summarised as follows:

- * the need for effective traffic calming at the Blackness Road entrance to minimise the speed of traffic turning into and out of the complex
- * landscaping of the existing Low Port Centre car park and service area
- * traffic calming of the driveway to the car and coach park to minimise speed and maximise safety in relation to vehicles, children, adults and older people as well as equipment moving about the campus
- * the provision of a footpath along the west side of the access road to allow a safe pedestrian route access to The Peel from the Low Port Centre and High Street
- * improved security boundary fence/wall to the school site softened by planting and coupled with a private access for the school from High Street to the Peel - the safety and security of the children are paramount
- * adequate servicing of the school building for dinners, equipment etc., using the existing driveway although serious consideration should be given to establishing a new school car park on the rear of part of the currently unused area of St Michael's Catholic Church
- * the school site should be landscaped to soften the visual impact of the access road and car park.

Overall, neither the school nor the Low Port Centre will suffer from these changes. In fact the development will bring positive gains to all parties:



- * the new car park would be available to the Low Port Centre at off-peak visitor times and in the evenings throughout the year
- * the new pedestrian access onto The Peel will also be available for the delivery of boats and equipment which would be much better than the existing route up Kirkgate and around the Palace
- * the rationalised and traffic-calmed road surface would have considerable advantages in safety terms
- * no decrease in existing parking bays is anticipated
- * there are opportunities of rationalising and improving the existing equipment storage arrangements. This can be achieved in one of two ways:
 - redevelop the existing sheds on The Peel currently used by Historic Scotland to provide new secure storage for the centre
 - the Council owns a rigg garden close to the footbridge over the burn, on which the lease has lapsed. By judicious design and screening it would be possible to create open boat storage and secure storage sheds with direct access onto The Peel, without any conflict with cars and visitors to the annex site. Further discussions with the West Lothian Council Planning Department might secure this principle.

Overall, we believe that the use of Low Port as the principal parking facility for the Palace brings visitors across the historic Peel to the east side of the Palace, minimises the impact of traffic on the town centre and brings benefit to both Low Port School and Low Port Centre.

207 Overall Parking Implications

Since the Halcrow Fox Access Study (April 1995), there have been a number of developments which will undoubtedly assist the situation and help address the parking requirements of the Palace:

- * the Vennel Car Park is operated by National Car Parks for short term use: it has proved to be greatly under-used and offers the possibility of devising a charging policy which will positively assist visitors
- * a new car park is opening in St Ninian's Way in 1997
- * the County Buildings car park is to be better promoted for visitor use at weekends, Bank Holidays and in the evening
- * similarly, a modest enlargement of the large car park behind the supermarket is being undertaken. Although primarily for commuters this will also be available for visitors at weekends.

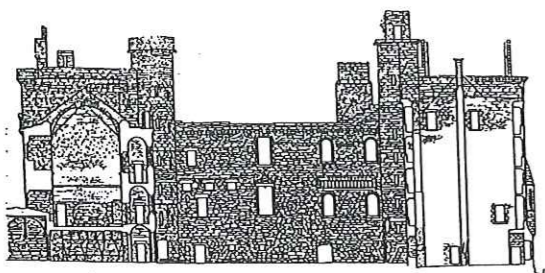
Overall, therefore, with the proposed new annexe car park, with the additional facilities described above, with the promotion of public transport and with effective traffic management there should be sufficient parking to meet the needs of visitors to the Palace.

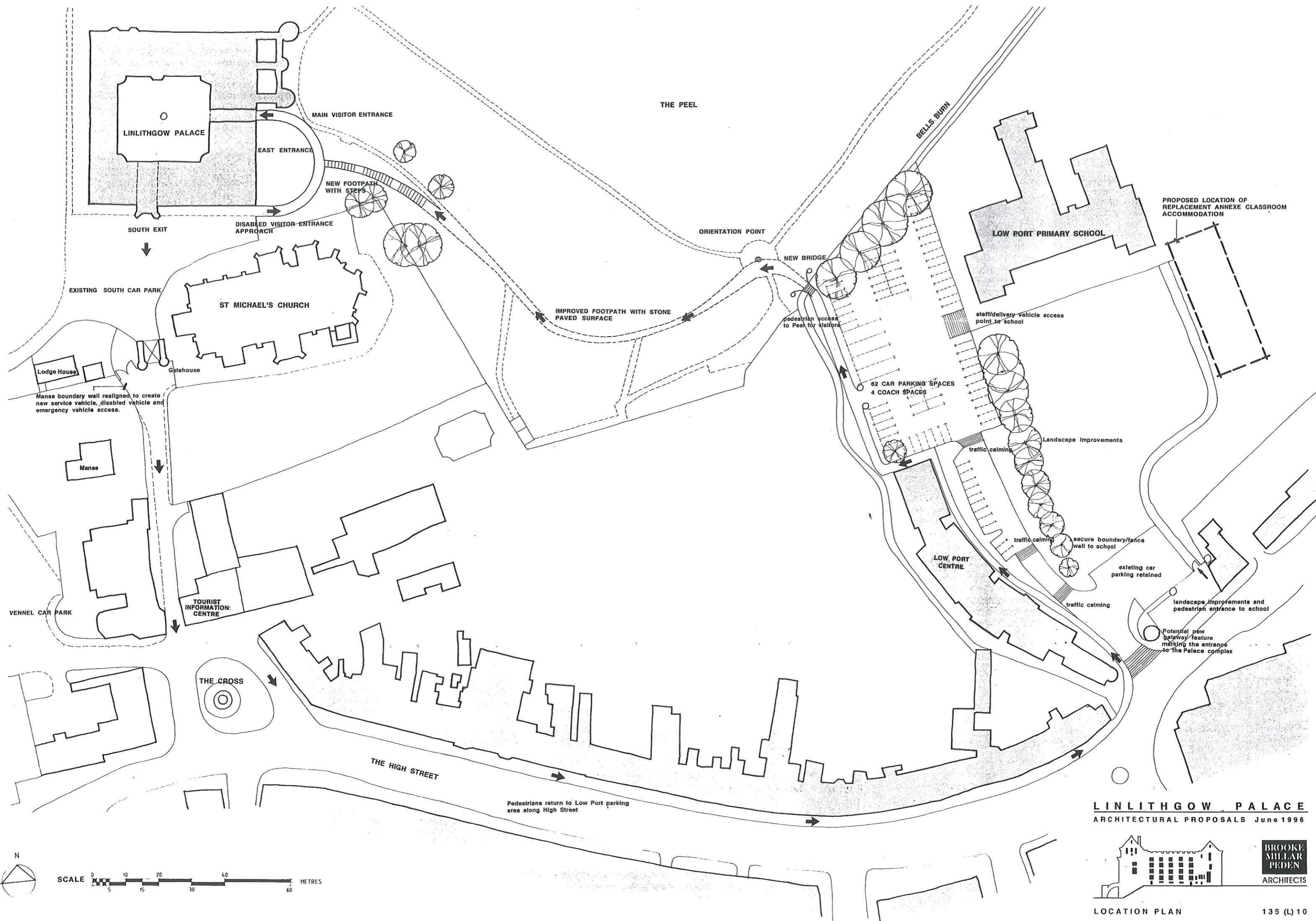
Further, at peak weekends and for special events during school holidays it would not be unreasonable for the School Board to consider using the school field as an informal overflow facility with the agreement of the Education Committee. This would allow up to an extra 100 car parking capacity at any one time and could generate, significant income for school funds. The school field is already used for functions associated with the June 'Riding of the Marches'.

The overall car parking capacity will adequately accommodate peak day parking requirements as shown in the table below.

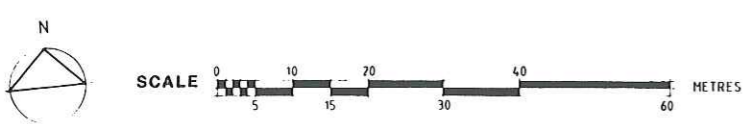
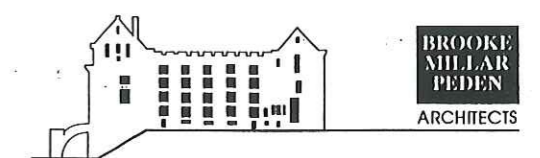
Table 2.6 Peak Day Car Parking Requirements

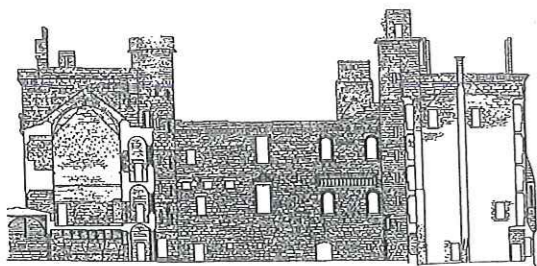
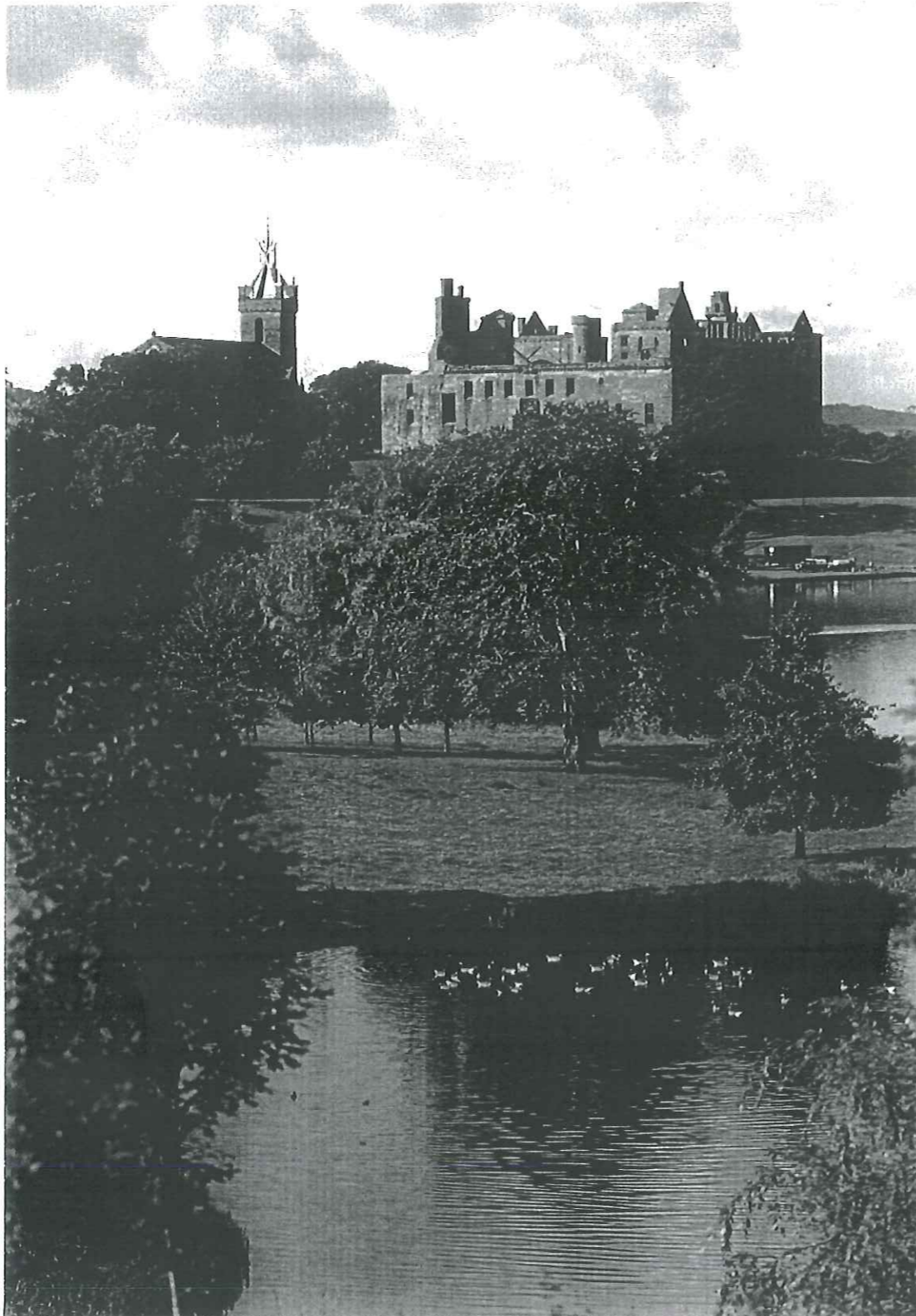
	Number of Visitors Leaving Site & Town (2 hour stay)	Number of Visitors Arriving	Number of Visitors on Site and in Town (2 hour stay)	Car Parking Spaces Required (82% visitors) (2.5 per car)
9.30 - 10.30	0	178	178	58
10.30 - 11.30	0	306	484	159
11.30 - 12.30	178	382	688	225
12.30 - 1.30	306	306	688	225
1.30 - 2.30	382	382	688	225
2.30 - 3.30	306	511	893	293
3.30 - 4.30	382	306	817	268
4.30 - 5.30	511	178	484	159
5.30 - 6.30	484	0	178	58





LINLITHGOW PALACE
 ARCHITECTURAL PROPOSALS June 1996





208 The Peel

The parkland which provides the setting to the imposing Palace is called The Peel. Historically, it provided the gateway from the east, the working gardens which provided food for the Palace and areas for sport, recreation and perambulation.

The story of The Peel is hidden in its archaeology below the greensward. A longer term vision is to use geophysical survey techniques followed as appropriate with excavation to piece together the layout of The Peel and interpret it to visitors. In particular there is a desire to recreate the formal gardens to the west of the Palace and lay them out as they might have been in James V's time using similar plant species.

The costs associated with this concept have been excluded at this time. Instead, we have proposed an enhanced path from the car park across the burn leading towards the east entrance. It would be appropriate to create some avenue planting if this is acceptable in archaeological terms and we envisage the concept of a walking trail supported by an introductory panel and three other interpretative panels along the route. As visitors leave the Palace car park they will be able to purchase a **Peel Trail Leaflet** which takes them on a circular waymarked route around the building discussing the humps and bumps of The Peel and how it is likely to have been used.

209 The Attraction

Whilst the historic building is undoubtedly an attraction in its own right as a 'romantic ruin' and it is the philosophy of some to allow the stones to speak for themselves, it is also a building which has a fascinating human story to tell that is not easy to appreciate without assistance. Our proposals envisage a multi-layered presentation of the Palace at a time of the Court of James V around 1540, using the following techniques:

- * audio tour using narration, music and drama
- * costumed interpreters leading tours, re-enacting events, talking informally about the function of specific spaces, performing music etc.
- * recreated spaces 'dressed' in the period with tableau including the King's Bed Chamber, the lay kitchen, the winecellar etc. - the kitchen being a working space with a fire and cooking taking place at set times. The restored Long Gallery will remain unfurnished except for a major wall tapestry and will be animated by interpreters and incidental effects - light, smell, conversation etc. which will also be introduced in other spaces
- * exhibition on the life of Mary, Queen of Scots
- * theatrical performances of specific moments in the history of the Palace
- * variety of publications from high quality glossy to children's discovery trail.

It is the combination of techniques which will create the concept of the 'Living Palace' and which will set Linlithgow apart from other historic monuments in Scotland.

Section 3 describes how the Palace will be brought to life through interpretative provision and exhibition.

210 **Enhanced Retailing Facility - An Important Component**

The vision for the development and enhancement of Linlithgow Palace presents enormous opportunities which could clearly raise its profile as a major flagship site for Historic Scotland. The goals are high, and the potential this presents for the development of secondary income through retailing, catering and banqueting, is enormous. Poor quality retailing and catering would not only trivialise the subject and standing of the Palace, but would also reflect badly on the whole operation. It is therefore important to maximise both the quality and offer of these operations as well as the commercial returns.

Realising the vision requires expertise and professionalism but if handled successfully would benefit both the Palace and Historic Scotland. Trading within heritage locations is a sensitive issue, where the core activity is fulfilling cultural and social aims. INTEGRITY and QUALITY are therefore important factors in integrating a successful and dedicated retailing operation into Linlithgow Palace. The key is establishing an acceptable balance between these creative aims and well tuned commercial disciplines.

The Palace already operates a small shop which produces a modest revenue stream. Our proposals present a golden opportunity to enhance the existing retail offer and maximise the commercial returns. Through re-locating the shop and establishing a dedicated and appropriate retail operation, greatly increased revenue returns can be achieved.

When the scheme proceeds, a fully detailed retail concept and scheme should be developed to establish the full creative and operational aspects of the retailing offer. We summarise below our overall philosophy which establishes the size, extent and commercial viability of the proposed facility.

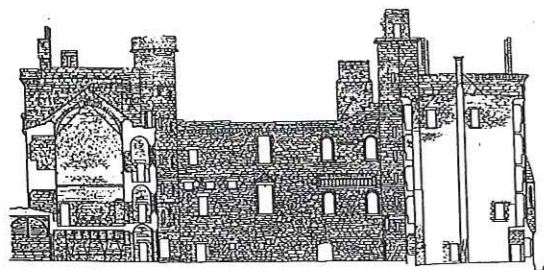
The function of retailing at Linlithgow Palace should be as follows:

- * extending the visitors experience and knowledge of Linlithgow, by reinforcing the interpretation of the Palace, and by expanding and introducing wider topics
- * providing an enjoyable, quality, themed shopping experience that will enhance and complement Linlithgow Palace
- * providing an opportunity for purchasing a physical reminder or keepsake of the visit
- * presenting an opportunity for purchasing gifts for friends and relatives who have not visited, which in turn provides excellent marketing opportunities for promoting Linlithgow Palace away from site
- * making a viable and worthwhile contribution towards the on-going financial support of the operation.

If it is to fulfil these functions, it must closely follow the theme material of both the exhibition and core subjects and strike a fine balance on all of these points. The shop should offer a unique and original experience, with seemingly exclusive merchandise that captures the imagination, and inspires the visitor to buy.

In choosing the location of the shop we must consider:

- * its location should be within the proposed visitor flow, but without interruption to the interpretative facilities



- * it should ideally be a pass-through area for visitors at the end of the tour, thereby allowing the exhibition theme and ambience of the site, to encourage a purchase. Also visitors will not wish to carry parcels around their visit
- * the space should provide the potential to develop a theatrical style which will blur the edges between the shop and interpretation, and thereby enhance the overall theme of the shop and its merchandise
- * the shop should be a dedicated area presenting impact and providing optimum size to maximise its full trading potential whilst enabling cost effective operational management
- * it should be in close proximity to the reception/ticketing area, to provide cost-effective staffing and security during quiet trading periods
- * nearby adequate store room facilities should be available, with unintrusive access for deliveries.

New Location Proposal

We propose that the shop should be located in the South East corner of the courtyard, as shown on the plan. It provides up to 90 square metres of retailing space with an additional 39 square metres of direct adjoining storage space offering relatively easy access for deliveries. It can double up as the proposed ticketing and visitor orientation space, which assists with staffing and security, and provides an additional holding space at peak visitor periods should there be any need for timed ticketing entry. It is within the proposed visitor flow offering exit from the overall experience out through the shop. Finally, it can accommodate the projected visitor numbers on peak days.

Summarising:

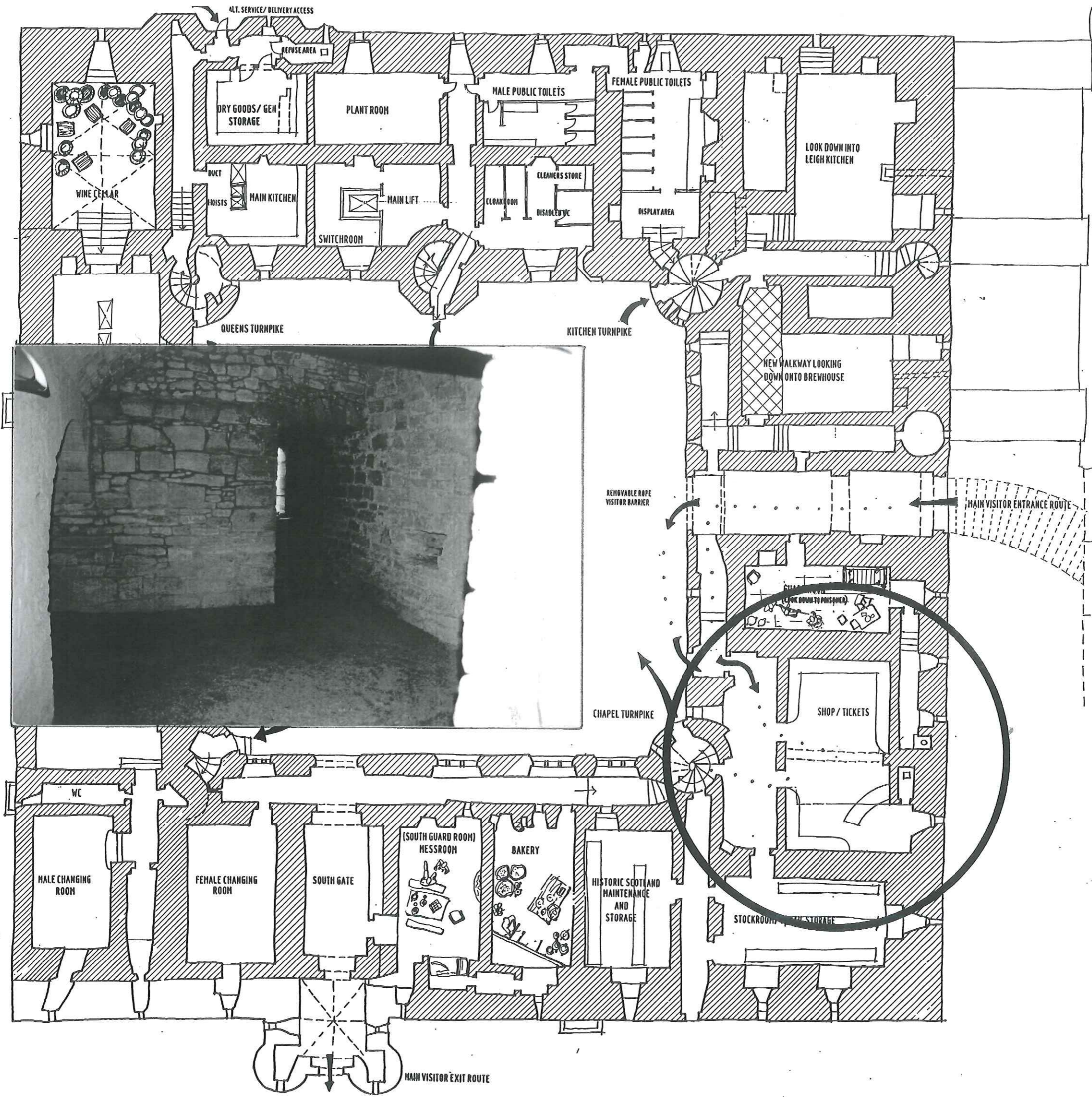
The space offers a total visitor capacity of 165,000 visitors whilst maintaining an optimum spend per head sales intensity. If this is related to the peak day visitor forecast shown in table 2.5 which shows an August peak visitor day scenario of 20% of total day visitors exiting through the shop between the hours of 3.30-4.30 pm then this represents a maximum of 511 visitors, 45% of whom would make a purchase.

Assuming an average person browsing and, making a purchase, time of eight minutes, then this means an average stay time of ten minutes maximum in the shop. Therefore, at any one time during the peak one hour period on a peak design day there would be 85 visitors within the shop 38 of whom would wish to make a purchase. This can be accommodated with good design.

With 90 square metres of adopted retail sales area, 30% of the stock total volume would need to be held in back-up storeroom space. The proposed adjoining storeroom provides adequate storage and unpacking facilities to accommodate this level of storage.

Creating an original style, both in the selection of merchandise and in the design of the shop space, is essential in creating a retail operation which does justice to Linlithgow Palace and is a complement to Historic Scotland. To maximise its full potential the shop will need to present a unique impact. This should not be just an ordinary High Street or tourist type of gift shop. It should be a highly original step into Scotland's historic past and heritage. Through extending the themes of the exhibitions and Linlithgow's rich royal past, the uniqueness of the shoplifting and merchandise will persuade the visitor that the shop is offering something special that cannot be purchased elsewhere. This in turn will prompt impulse purchases and add to the overall enjoyment of visitors.

We must create a high quality retail environment, consistent with the overall desire for originality and quality throughout the whole of the Linlithgow experience. This report does not seek to present the definitive strategy for retail design at this stage. However, as a guide to set the scene and providing some measure for possible style and costings we have suggested the following outline designs.



LINLITHGOW PALACE

GROUND FLOOR PLAN



HALEYsharpe
designers



SCALE IN M



The quality and success of the retail operation will depend on the flair, theme and expertise that is applied to the development and sourcing of the merchandise and purchase plan. This should identify all products line by line, with stocking levels and sourcing information. These would be broken down into groups and departments to ensure the overall merchandise offer meets the target audience both in age appeal and marketing profile.

When the Merchandise Plan is fully compiled for a themed retail outlet, it is important to consider the best experience for the customer and the best commercial returns. For Linlithgow Palace it is equally important to consider the marketing potential that merchandise will offer for both the promotion of the Palace and Historic Scotland. Linlithgow should have its own retailing concept and merchandise mix and this in turn will present its own original shopping experience for visitors. However, it would be wrong and entirely inappropriate for the Palace to work in isolation from other Historic Scotland sites. The themes for merchandise and product ranges should therefore encompass the broad spectrum of the whole of Scotland's heritage including some of Historic Scotland's standard products. Many of the visitors to Linlithgow will be visiting tourists to Scotland, and will therefore be looking to purchase a part of Scottish heritage as a gift or keepsake to take home with them. The merchandise therefore should fulfil its full marketing role as follows:

- * promoting and extending the quality of Linlithgow Palace
- * promoting and encouraging visitors to other Historic Scotland's sites
- * promoting the quality and experience of the whole of Scotland.

The retail concept and merchandise should address these important marketing issues. We would propose two distinctive collections of merchandise:

- * the Linlithgow Royal Palace collection
- * Historic Scotland's National Heritage collection.

Each would have its own distinct packaging and presentational style, together with ticketing and graphics that would reinforce the exclusivity and originality for each of these collections. Where appropriate, a particular aspect of the history of Linlithgow Palace or the Scottish origins and heritage of a product would be portrayed on the packaging or labelling. Many of the products could be existing and off the shelf goods, but customised and presented in a simple low cost way to provide the uniqueness and perceived originality that would form the basis for the two exclusive collections.

This vision will present a stunning heritage shop for both Linlithgow Palace and Historic Scotland, enabling the retailing to maximise its creative, commercial and marketing potential.

It is envisaged that each of the merchandise collections would be displayed in the shop with two equal sized areas being devoted to each particular range. The percentage of sales and stocking levels would be as follows:

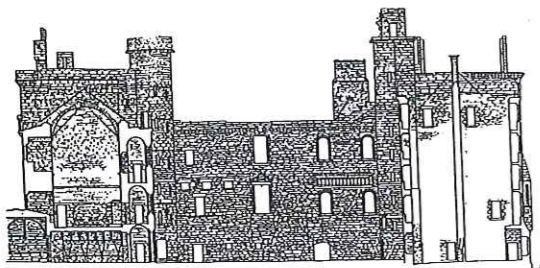
- * Linlithgow Royal Palace collection 60%
- * Historic Scotland's National Heritage collection 40%

They should be focused into the following general categories of products to ensure the appropriate merchandise mix, sales and stocking level percentages, and designated retail space allocation:

Table 2.7 Retail Merchandise Categories

Department	Sales %	Space Zone %	Stock Levels
Postcards/posters/print	4%	4%	1600
Stationery goods and cards	5%	6%	2009
Books & publications	11%	13%	4400
Music/video/film	2%	3%	800
Educational products	8%	5%	3200
Souvenir merchandise	12%	7%	4800
Clothing goods	5%	7%	2000
Gift foods	7%	6%	2800
Historical merchandise	11%	12%	4400
Scottish local crafts & products	10%	12%	4000
Gift ranges age appeal 6-11	5%	7%	2000
Gift ranges age appeal 12-18	5%	4%	2000
Gift ranges age appeal adults	15%	14%	6000

The overall merchandise mix should be split equally male/female and for Year 1 be aimed at a 65% adult audience. \



211 Quality Catering will Improve the Visitor Experience

Time and time again visitor surveys undertaken at heritage attractions rank the quality of the catering as a high priority in terms of the visitors enjoyment of their visit and the perceived quality of the attraction. The National Trust have always placed great emphasis on this, and indeed other Historic Scotland sites like nearby Edinburgh and Stirling Castle have addressed this issue.

An original catering concept and offer will provide a quality facility which will enhance the enjoyment of visitors, their extended length of stay and assist in the marketing of the Palace as an attraction. Lastly, of course, it will also maximise its revenue potential.

We would propose that a high quality 75 cover Café/Restaurant operation be located on the third floor level of the North Range. This will provide facilities for two markets:

- * a Café/Restaurant operation as part of the day visit attraction facilities
- * an opportunity for evening restaurant and special event facilities outside normal visiting hours.

In addition we propose separate banqueting facilities which would enable evening banqueting, corporate events and weddings etc. to be booked for selected periods and times. This would provide for a minimum of 80 covers and be held in the Long Gallery at first floor level.

The third floor café/restaurant presents a welcome facility towards the end of the visit to the Palace:

- * this is conducive to attracting a higher percentage of visitors to "stop for a cuppa"
- * it is worth noting, however, that experience shows that where visitors eat before visiting the shop, the numbers of visitors who will make a purchase from the retailing is slightly reduced
- * the area is large enough to incorporate a servery and accommodate 75 covers
- * there is space to expand or reduce using adjoining reception and circulating areas
- * the architectural ambience and outlook provides opportunities for creating an inviting and appealing space, with excellent views over the loch.

We envisage that the main preparation areas and kitchens are situated on the ground floor of the North Range which is ideally situated for delivering and outgoing waste. Prepared food is lifted to the third floor by means of a service lift. All food selection and service can operate from within the café itself.

The facility incorporates 75 covers. Assuming 40% of all visitors will use the café with an average stay time of 30 minutes then the total daytime capacity is 1200 covers. However, there is not an even distribution to either the visitors per hour, or when people wish to eat. This is shown in Table 2.8:

Table 2.8 Flow of Visitors to Catering Operation %

HOURLY FLOW	%
0930 - 1030	7
1030 - 1130	12 Peak Catering A.M.
1130 - 1230	15
1230 - 1330	12 Peak Catering
1330 - 1430	15 Lunch
1430 - 1530	20
1530 - 1630	12 Peak Catering P.M.
1630-1730	7

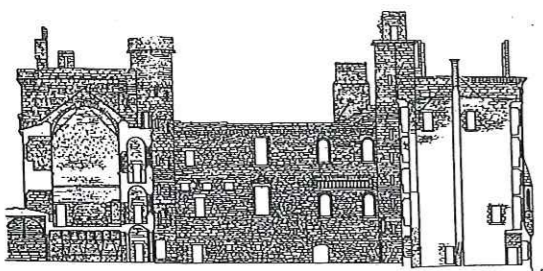
This indicates:

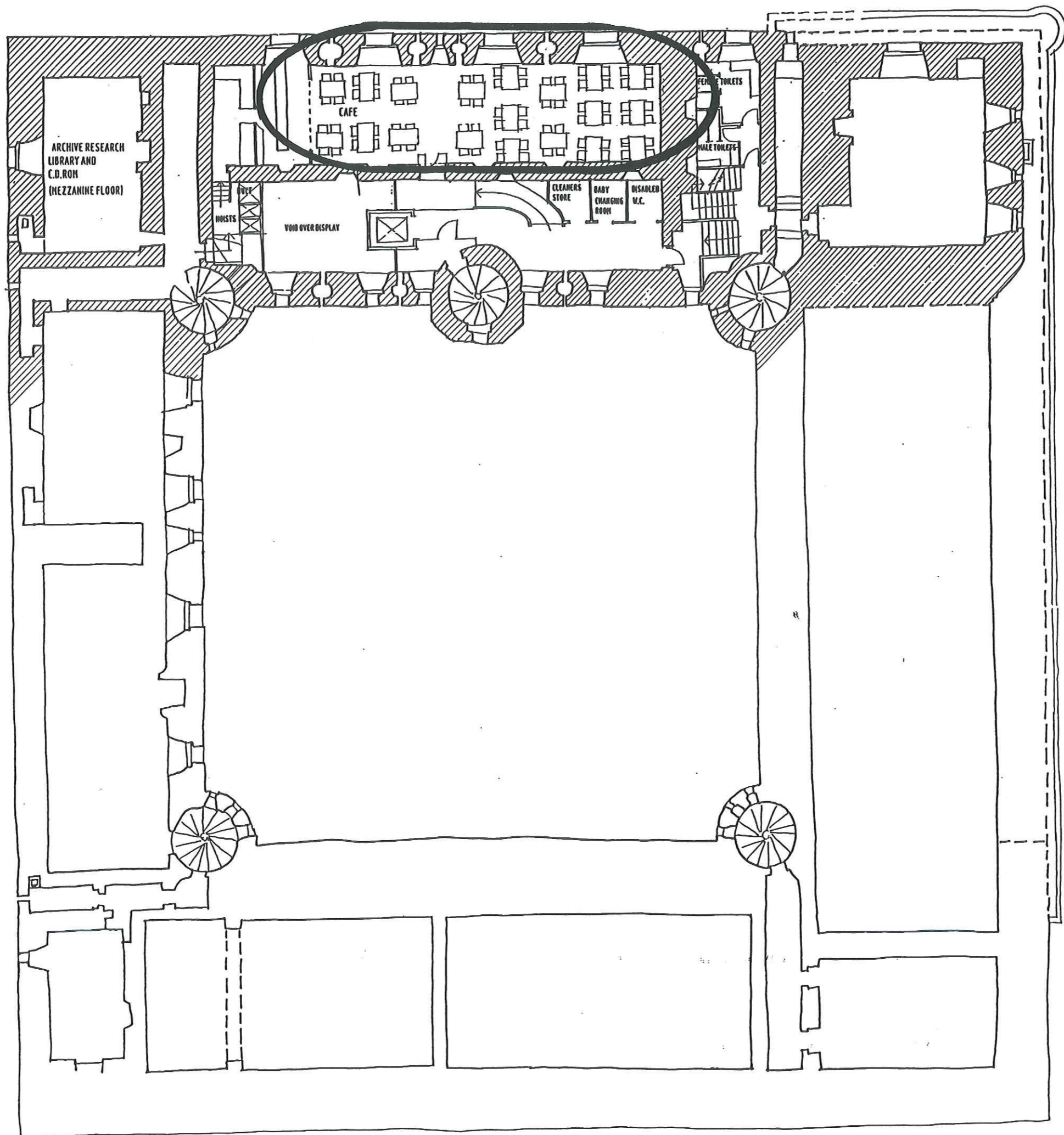
NB

- * the hourly capacity is 150 covers
- * the morning capacity could support a total visitor day of 3,125
- * the lunch time capacity could support a total visitor day of 2,750
- * the afternoon capacity could support a total visitor day of 3,125

This provides adequate capacity on peak days and allows for growth in visitor numbers

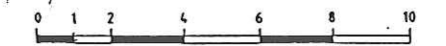
We believe the proposed style and designs of the café interior should seek to create a warm and inviting ambience which will present a pleasing contemporary juxtaposition with the historic built fabric. Good persuasive factors for persuading our visitor to sit, relax and eat.



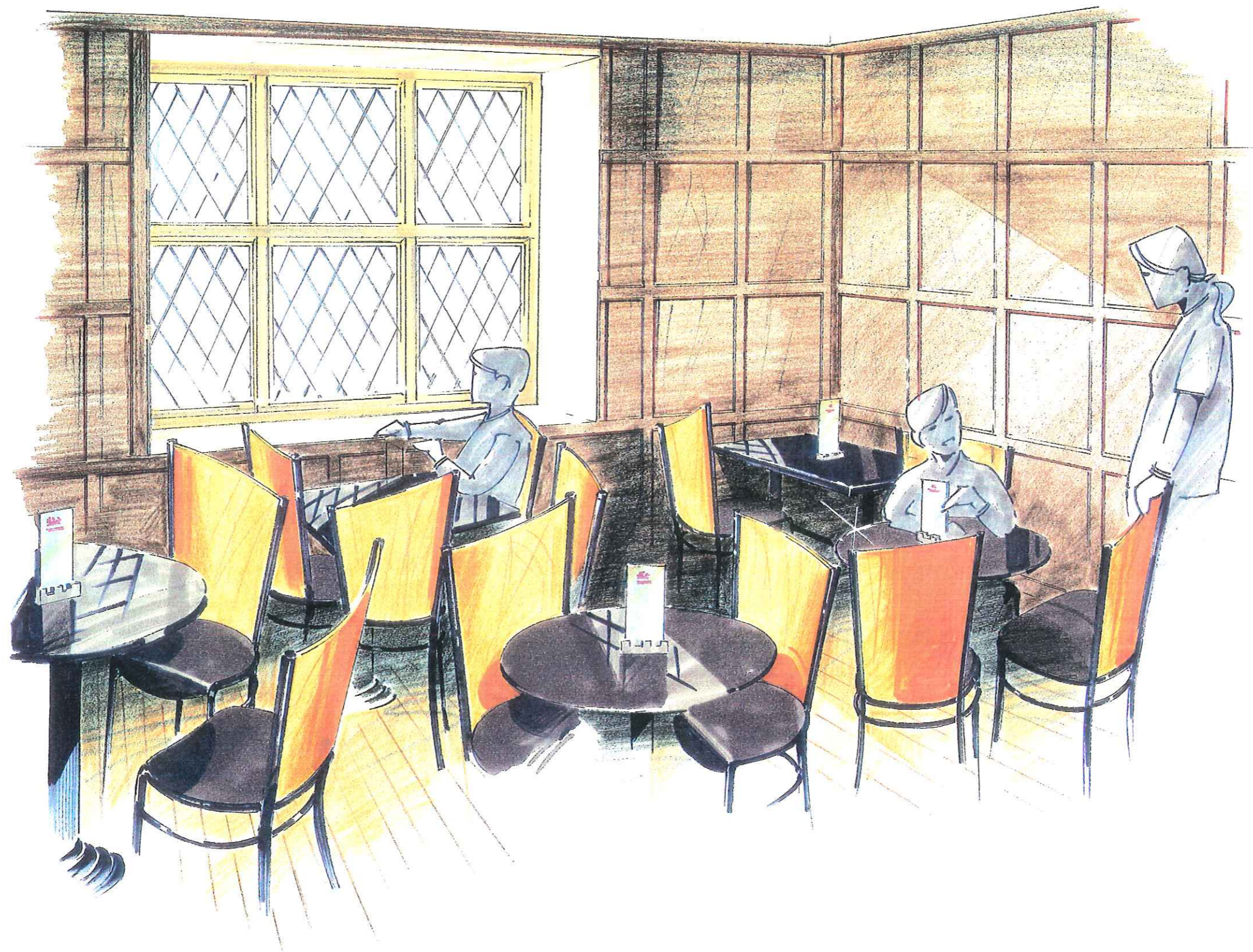


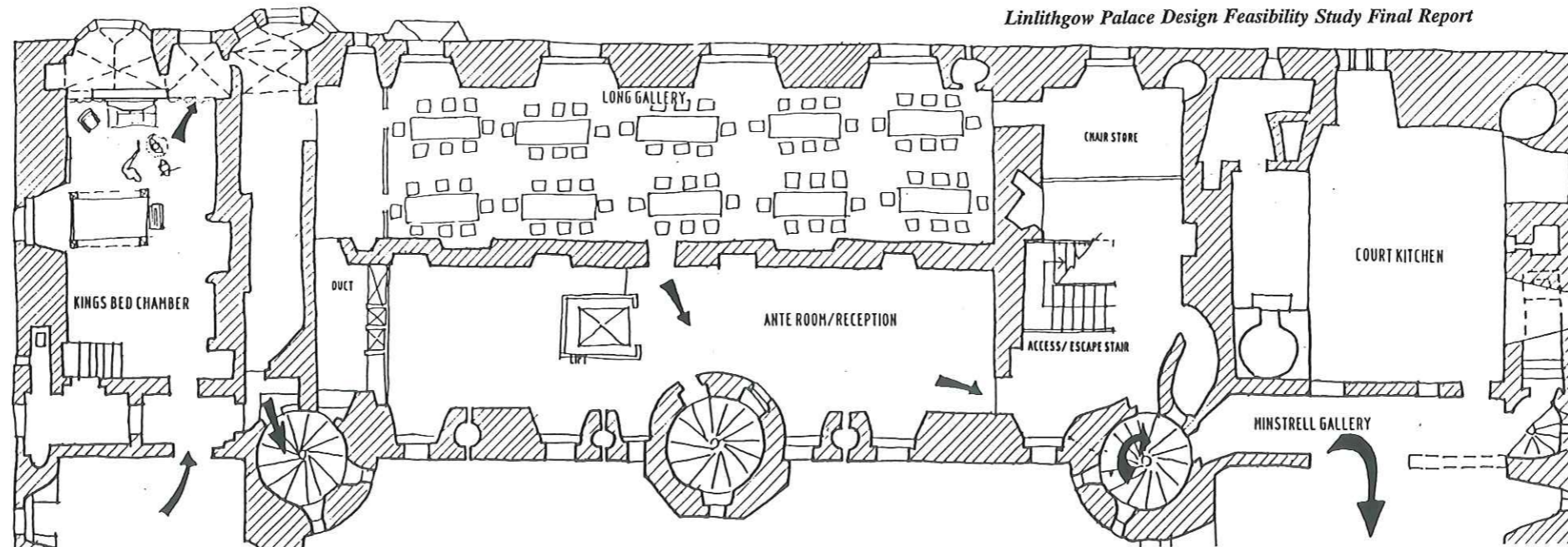
LINLITHGOW PALACE

THIRD FLOOR PLAN



SCALE IN M





212 Additional Catering Opportunities

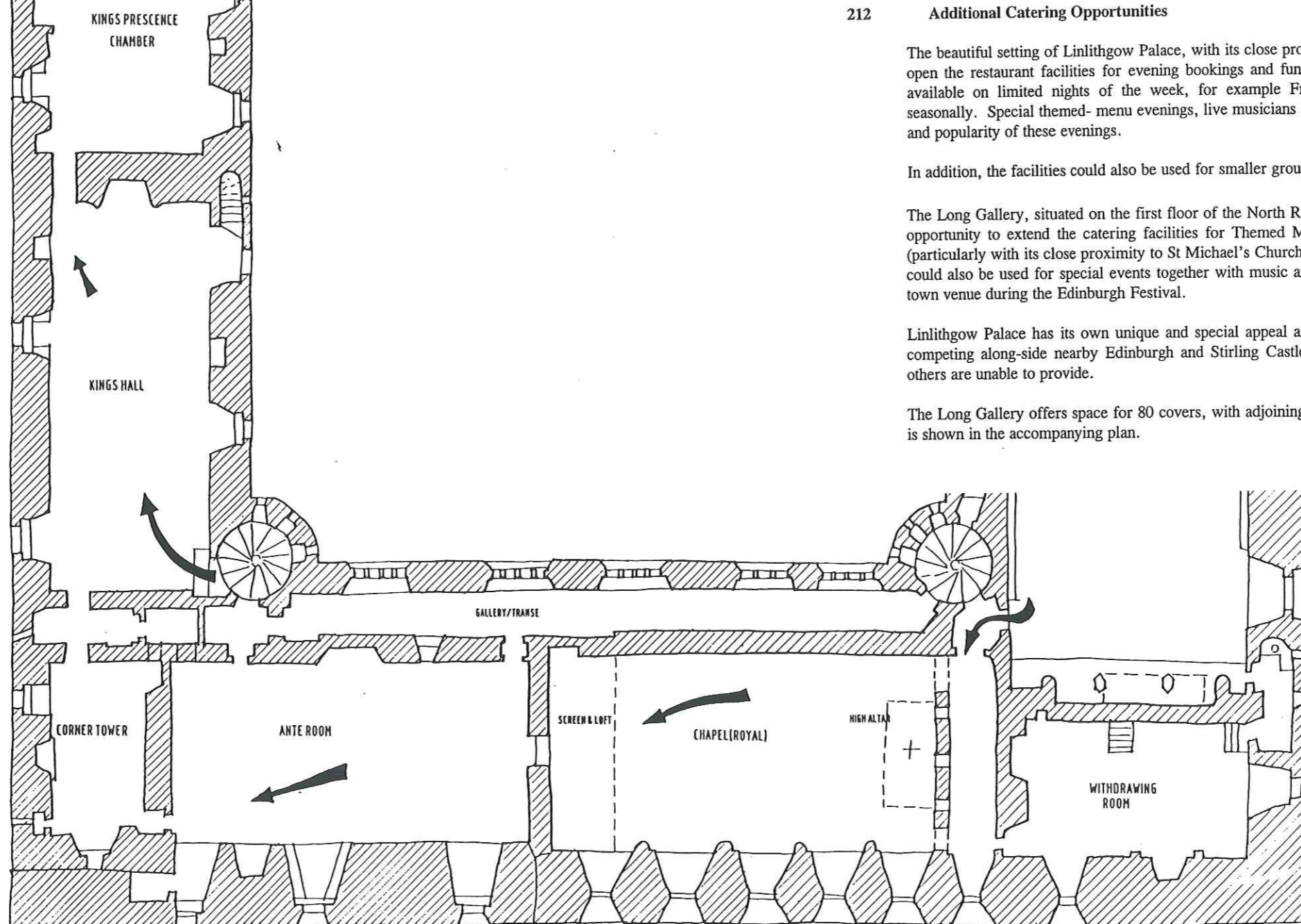
The beautiful setting of Linlithgow Palace, with its close proximity to Edinburgh, presents the opportunity to open the restaurant facilities for evening bookings and functions. It is envisaged that bookings would be available on limited nights of the week, for example Fridays and Saturdays, and would be available seasonally. Special themed- menu evenings, live musicians and performance events would aid the marketing and popularity of these evenings.

In addition, the facilities could also be used for smaller group party bookings and functions.

The Long Gallery, situated on the first floor of the North Range, presents the perfect space and an excellent opportunity to extend the catering facilities for Themed Medieval or Historic Period banquets, weddings (particularly with its close proximity to St Michael's Church) and corporate events and functions. The space could also be used for special events together with music and theatrical performances, maybe as an out-of-town venue during the Edinburgh Festival.

Linlithgow Palace has its own unique and special appeal and can build its own niche market, successfully competing along-side nearby Edinburgh and Stirling Castle, offering an 'event theme' and style, that the others are unable to provide.

The Long Gallery offers space for 80 covers, with adjoining space for expansion, and reception areas. This is shown in the accompanying plan.



LINLITHGOW PALACE

FIRST FLOOR PLAN



HALEYsharpe
architects



SCALE IN M

213 The Education Market has Enormous Potential

Linlithgow Palace, because of its historical importance and its prime position in relation to Scottish History, and its excellent location in the most populated Central Belt, has immense potential to provide an effective and profitable education service.

The location of the Palace must also be emphasised. It is easily accessed from most areas of the country whilst there are other sites available to make an extended visit to the area very worthwhile, or to create a 'whole' day out at two venues. In addition visits from out of Scotland must also be considered, and it is likely that schools from the North of England and possibly Northern Europe would be interested in visiting the Palace

The building itself, its echoes of the past and its very presence would be sufficient to provide a basis for education potential, but the proposals for development extend beyond this potential to a much greater extent. The emphasis on storylines is very appropriate for education groups, and in particular students between the age of 5 - 14, where the concept of 'the story' is used within schools as a major teaching tool. In addition the proposed use of interpreters offering the potential for visitors to become involved in conversation, discussion and interactive participation add another powerful teaching tool to the Palace's inventory.

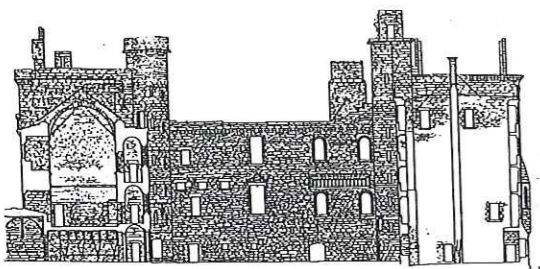
The seasonal variation, winter/summer, offers potential for customer built education visits according to specific curriculum need during the winter periods with the summer offering more standardised visits. This is likely to be very attractive to schools and other education institutions as it offers them various possibilities to choose from according to their own needs, teaching skills and visit style. Full educational curriculum details are set out in Appendix J.

The education potential must be seen within the wider education market. Although 5 - 14 school groups are likely to be the major sector, groups within the 14-plus area, the higher and further education sectors and informal area of adult associations, and returners to learning are also an important market. Further, the growing family learning movement, where families learn together through shared experiences, also use visits to historical sites as a major support to its learning process.

It is essential that the experiences the Palace offers are made available to both the formal and informal education market. By doing this the Palace will be not only uniquely contributing to the formal development of visitors from the education sector, but also investing for the future. The attitude of future generations towards heritage and heritage sites is conditioned by their experiences whilst young. A relevant, exciting, effective and stimulating visit to Linlithgow Palace will have a marked and long lasting effect on future attitudes towards their heritage and their investment in it

* the education market brings particular benefits to a heritage site:

- * regular visits throughout the majority of the year
- * peaks during the slack visitor months of February/March/April and September/October/November
- * the potential for repeat visits resulting from student recommendations to families and friends
- * secondary spend potential, particularly for resource materials
- * the ability to control group flow through an efficient forward booking system
- * if properly managed, a through-put of interested and committed visitors who are visiting with a particular purpose, and whose presence, whilst often demanding, is stimulating and rewarding for the site and its staff
- * a growing reputation for knowledge and expertise in an intellectual sense



Our proposals incorporate a schools educational resource room on the ground floor of the West Range providing 'upto the minute' facilities for educational groups of upto 40 pupils. Other meeting rooms are available, on demand through a booking system, on the fourth floor of the North Range. It is also proposed to create an Archive/Resource Centre on the second floor with CD ROM facilities offering a specialised further learning and research facility for use by older students, adults and academics.

However, whilst rewarding, profitable and stimulating, the education market demands careful management if its full benefits are to be realised. The developing education market means that any investment in a quality education service will soon be repaid, and the Palace will benefit immensely.

Based on the experience of education services at similar sites, it is likely that an efficient and relevant education service at Linlithgow Palace should contribute at least 10% of the Palace income and could move towards 15%. This does not account for secondary spend. Certainly, within 2 years, the service should be covering its costs and moving into profit. As a comparator, the education service at Tower Bridge, which was established in 1993, attracted over 25,000 education visits during its first year of operation (12.5% of total visitors). In addition it was generating, by its second year, over £5,000 profit on resource sales. After 24 months the service was in profit. This was despite the fact that there is heavy competition within the area, Central London is not an easy venue for education visits, and it has no direct curriculum relevance.

The establishment of a trust, as discussed in section 504, which would also manage the education service, is recommended. This would enable the service to have some autonomy within the overall operation of the Palace, to raise funds for development and access some funding areas such as Education Business Partnerships. In addition it facilitates the possibility of a Curriculum Committee being established using serving teachers, the publishing of its own resources, and mounting its own temporary exhibitions.

To deliver a quality service we envisage the need for one full time Education Officer. The Education Officer, besides managing the education service and delivering education activities, could handle bookings, develop resources, offer out-reach work and be involved in other Palace activities. This person would be supported by a team of qualified teachers living locally who are prepared to work at the Palace on a 'supply' basis as and when bookings are made. They would be trained and be responsible for discussing the needs of each specific visit with the teacher who booked it (this may involve a pre-visit to the school or meeting the teacher on site), organising the visit and the service offered and assisting with any 'after visit' work if required. The charge to the school would reflect the length of the visit and the service provided but would provide a realistic fee to the teacher and a small surplus to the Palace to cover administration. On this basis, the site could accommodate upto six school visits a day every day of the academic year.

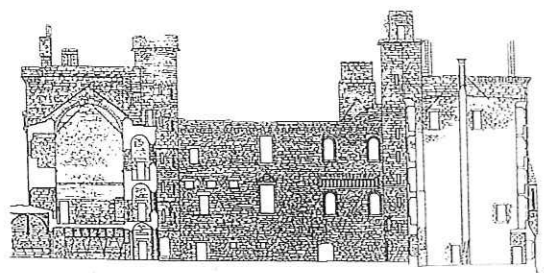
There would be a need for various resources to be developed. These should include:

- * an A4 briefing sheet for teachers
 - * a free 4 x A4 activity sheet (possibly at 3 levels)
 - * an education resource pack which would be a retail item
 - * a video and CD (ROM) both retail items
 - * a family activity book
 - * other specific publications for retail as the opportunity presents
- * The service provided by the education service should be along a continuum:
- a normal visit at an education rate
 - a normal visit preceded by a briefing session
 - a specific half day and full day activity tailored to particular curriculum needs
 - specific activities at particular times of the year, e.g. Linlithgow Palace Christmas
 - out-reach lectures
 - lectures and talks at the Palace on specific subjects and targeted at a wide audience
 - creative/aesthetic sessions such as art, drama, stories, music, poetry targeted at the general visitor or family.

During the winter months when the number of interpreters are reduced, more extensive education activities could be established and temporary exhibitions mounted which would be available for the general public to view.

It will be seen that the Palace has the potential to provide a quality, thriving, relevant and important education service which will be valued by its users. Whilst it is easy to provide an education service, and many sites and attractions purport to do so, it can only be successful if it incorporates:

- * a well thought out and appropriate base
- * knowledgeable and committed staff
- * effective systems and organisation
- * quality and appropriate resources
- * curriculum-relevant facilities
- * effective networks within the wider education sector.



214 Ancillary Facilities

A key objective is not only to create an exceptional attraction but to make the most of the space available in a variety of ways which will generate income, ensure the project is self-sustaining in operational terms, create jobs, encourage people to come to the town and bring wider economic benefits than would otherwise occur. This has been outlined above. Additional facilities which should also be offered include:

- * develop the Palace as a corporate hospitality and events venue using the Long Gallery - this could include receptions, dinners or benefits, concert performances and theatre
- * develop the Palace as an unusual meetings/seminar venue using the multi-purpose spaces on the 3rd and 4th floors with catering provision using the caterer on site
- * providing changing accommodation to allow public performances in various parts of the Palace - including the Long Gallery, Courtyard and Great Hall
- * developing a programme of special events and activities and the introduction of a performance events programme
- * hire of parts of Palace at appropriate times for film or television use.

This represents business development aimed at maximising the use of the Palace and its income generating potential consistent with its capacity and sustainability whilst ensuring during normal opening hours that the visitor comes first. To achieve this requires the appointment of a Business Development Manager and our staffing proposals incorporate such a post.

