



IALA GUIDELINE

G1075 A BUSINESS PLAN FOR THE COMPLEMENTARY USE OF A HISTORIC LIGHTHOUSE

Edition 1.1

September 2021

urn:mrn:iala:pub:g1075:ed1.1



DOCUMENT REVISION

Revisions to this document are to be noted in the table prior to the issue of a revised document.

Date	Details	Approval
December 2009	First issue.	Council 46
September 2021	Edition 1.1 Editorial corrections.	



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1. INTRODUCTION

This Guideline is to inform the reader of the process in developing a business plan for an individual lighthouse estate or as part of the development of an organizational estate management plan when contemplating the development for complementary uses. The scope of this document could also be known as a project plan.

Prior to a full business plan being developed a project management procedure/strategy is needed; this could be for example, for the development of the business plan alone for initial appraisal or the full development of the project.

The business plan would then follow so as to provide the information required to gain approval from within the working/financial/legal constraints of the organization or for providing detailed information required to gain grant aid for individual/collective projects by the organization and/or contracted out consultant, for example, a working lighthouse with public access, holiday lets, visitor's centre and/or museum.

2. PROJECT MANAGEMENT PROCEDURE/STRATEGY

2.1. PROJECT MANAGEMENT

Prior to developing a business plan, a project management procedure/strategy needs to be in place, which focuses throughout on the business case with a structure that gives a specific start and finish to the project as set out in the 'Mandate', 'Project Brief', and 'Project Initiation Document', e.g., PRINCE2™ – see section 5 further information.

The procedure advocates the following:

- *Mandate* – the outline description of the project, including the need, time frame and estimated budget cost – signed off at Director or senior manager level or by committee in the case of smaller organizations (for progression to brief).
- *Brief* – more detailed description of the project, including the need, time frame and budget costs (basic business plan based on estimates) – signed off at a Project Initiation Group Meeting (including all interested parties (for progression to Project Initiation Document)).
- *Project Initiation Document* - includes the *business plan* which is developed by the *Project Manager* which includes all within the 'Brief' with costs based on a fully worked-up specification, signed off at the next Project Initiation Group Meeting (which includes all interested parties). Note: The Project Initiation Group could be a group of interested parties or stakeholders.
- *Project Board* - the project then proceeds under the management of the *Project Board*, which receives regular reports, say on a monthly basis.

Note: that at each Project Board stage meeting, the project can be paused, sent for revision or stopped by the project board either because of project issues or organizational need.

2.2. PROJECT BOARD MAKEUP

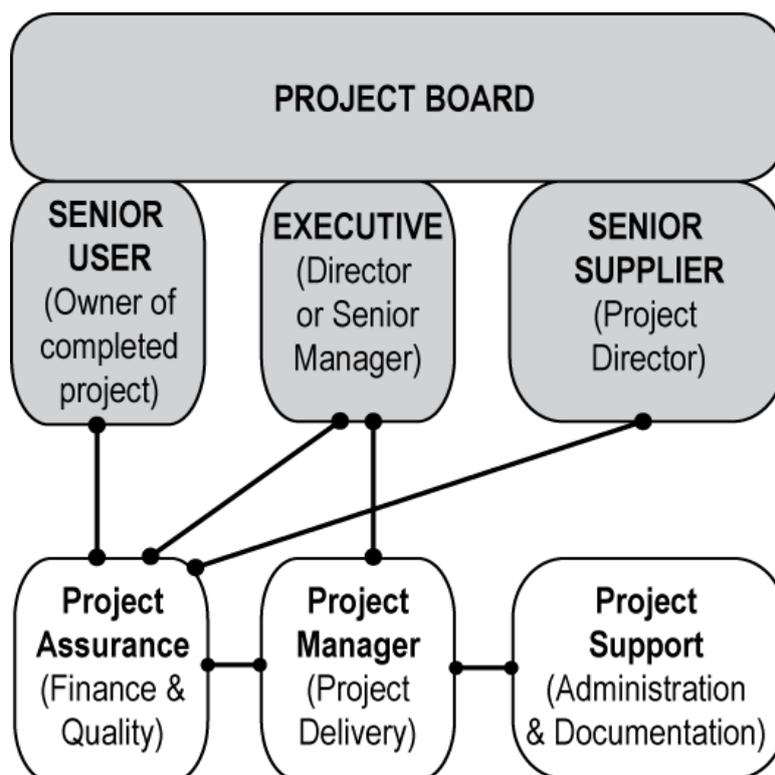


Figure 1 Project Board Makeup

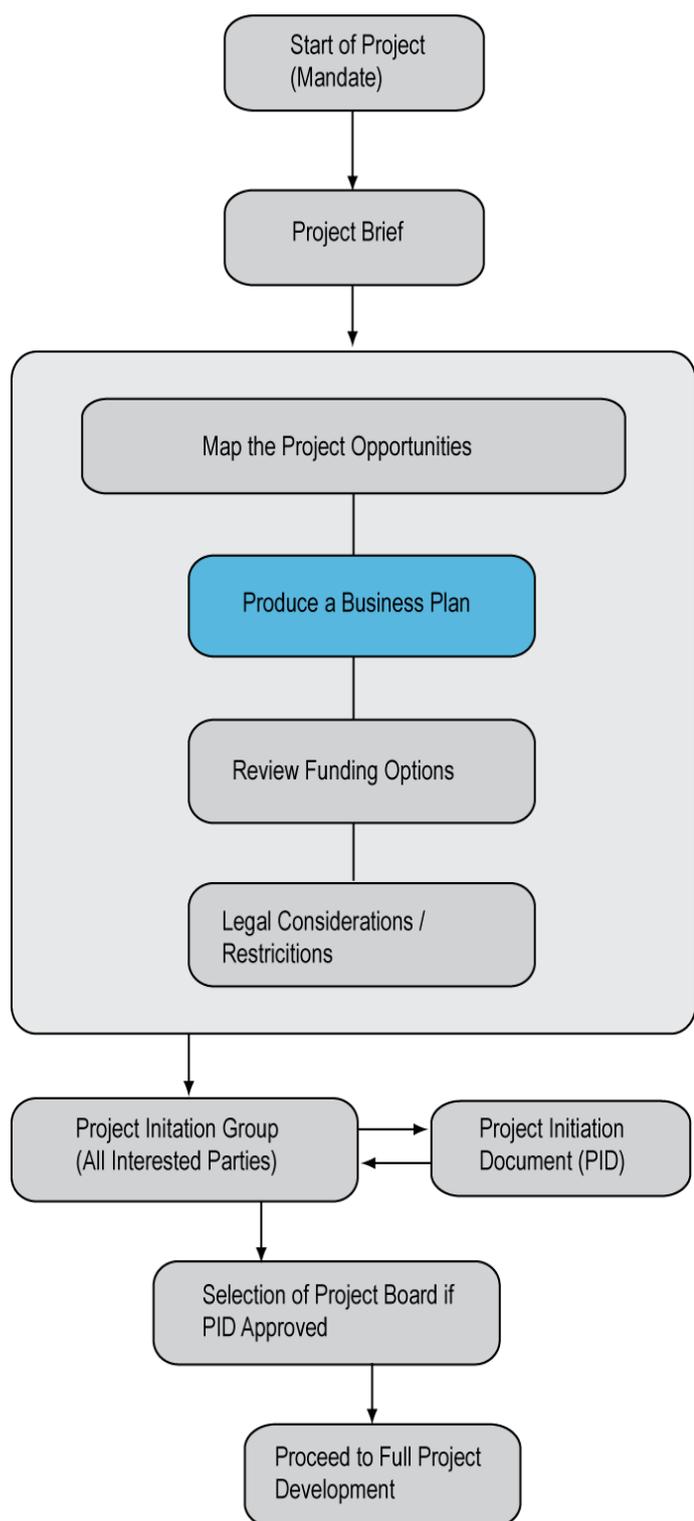
2.3. EXAMPLE OF REPORTING PROCEDURE DOCUMENT

	Frequency	Project Board	Project Manager	Finance	Field Operations	Procurement	Senior User	Stakeholders
Highlight Report	Monthly	I	A/R	I	I	I		I
Checkpoint Report	Weekly		I				A/R	
Finance Report	Monthly	I	R	A				

RACI: R = Responsible, A = Accountable, C = Consulted, I = Inform

Figure 2 Project Board – Example of reporting procedure document

2.4. PROJECT STRATEGY AND COMPONENTS



Components of the outline mandate for the project process would include the following:

- Brief description, time frame
- Mapping opportunities for the project
- Business Plan (outline)
- Review of funding options
- Legal considerations
- Mandate sign-off for proceeding, further review or cancellation

The business plan component of the outline project process would contain the following:

- Expected life of the project
- The effects of what national legislation may have on the project
- Broad view on what the plan has to offer to the organization
- Market analysis of what the potential income might be to the organization (if any)
- Initial grant aid/governmental funding that might be available
- Estimate of initial costs such as consultancy, grant aid application
- Estimate the capital costs to undertake the project
- Estimate running costs after completion of the project (operational & maintenance)
- Project justification
- Business plan sign-off for proceeding, further review or cancellation

Figure 3 Business Plan Process Flow Chart

With respect to the above, reference should be made to the IALA *Lighthouse Conservation Manual* – Edition 1 Sec 6 as it sets out, in a workbook format, guidelines for the business plan.

3. THE BUSINESS PLAN

The following guidance is based on a list of headings the inclusion of which will depend upon the audience and the level of detail required. For example, internal board (directors) may just require a Mandate, Brief and Project Initiation Document including the business plan to progress a project with less detail than outside bodies such as grant aid or project partnerships which would require a far greater level of detail including for instance organization information for example (see section 3.2) to justify an organization's validity and qualification for grant aid.

3.1. PROJECT DESCRIPTION

3.1.1. INTRODUCTION (EXECUTIVE SUMMARY)

Some of the information that could be included within the introduction summary:

- Brief project description
- Expected life of the project
- The effects of what national legislation may have on the project
- Broad view on what the plan has to offer to the organization
- Market analysis of what the potential income might be to the organization (if any)
- Initial grant aid and/or governmental funding that might be available
- Estimate of initial costs such as consultancy, grant aid application
- Estimate of the capital costs to undertake the project
- Estimate of running costs after completion of the project (operational & maintenance)
- Project justification

3.1.2. DESCRIPTION OF PROJECT

A brief description of what the project is about and what is involved, including a summary of strategy for assuring long-term financial future.

3.1.3. PUBLIC BENEFITS

Provide a summary of public benefit say, employment, tourism, education etc.

3.1.4. FINANCIAL FUTURE

Provide a Summary of the project strategy for assuring the long-term financial future of the project.

3.1.5. FINANCIAL PROJECTIONS AND PROJECTED INCOME

Provide projections based on locality predictions of visitor numbers and fees.

3.1.6. RISK ASSESSMENT/MANAGEMENT

Provide a summary of the main risks facing the project while in progress and at its completion.

3.1.7. BUSINESS PLAN SIGN-OFF (INITIAL MANDATE)

Sign off Mandate including the initial business plan providing progression to the brief and then the project initiation document.



3.2. THE ORGANIZATION

3.2.1. HISTORY OF THE ORGANIZATION

Provide a history of the organization for example Corporation, local authority, Government body, Limited Company.

3.2.2. FUNCTION OF THE ORGANIZATION

Provide documentary evidence of the organization's purpose and aims, its structure, its mission statement etc.

3.2.3. LEGAL STATUS AND FUNDING

Provide documentary evidence of the legal/charitable status of the organization with names/details of any other groups involved.

Funding disclosure would include all means of funding from core funding, profit or non-profit making to outside grant aid bodies, etc.

3.2.4. ANNUAL ACCOUNTS

Provide summary details of accounts and the status of their availability if seeking grant aid.

3.2.5. ORGANIZATIONAL STRUCTURE & STAFF

Provide diagrammatic organization/staff structure with reference to the number of full-time and part time staff.

3.2.6. EXAMPLES OF SIMILAR BUSINESS (VISITOR CENTRES ETC IF ANY)

Provide examples of similar projects undertaken in the past including their successes and failures.

3.2.7. STUDIES UNDERTAKEN

Provide any preliminary studies that have been undertaken to bring the project to this stage, such as projected visitor numbers etc.

3.2.8. RESTRICTIONS

Provide any physical, operational, designation, financial restrictions which may impact on the project such as environmental issues, access issues etc.

3.3. DEVELOPMENT OF THE PROJECT

3.3.1. HISTORY OF PROJECT

Provide information on the concept of the project including detailed summary of the initial documents.

3.3.2. PROJECT REVISION

Provide a summary of project revisions prior to arriving at this stage.

3.3.3. PROJECT DEVELOPMENT WORK (PROJECT PLANNING FOR GRANT AID, PROJECT PLANNING WORK)

Provide a development plan with regard to the physical and financial requirements of the project.

3.3.4. SUNK COSTS

Provide any costs leading up to this stage of the project i.e., preliminary planning, consultations etc.

3.3.5. OTHER SOURCES OF FUNDING (IF ANY)

Provide evidence of secondary funding in place or predicted to be available from outside sources.



3.3.6. STUDIES AND VISIBILITY RESEARCH

Provide any studies/research available within the organization or available from outside sources that will support the project.

3.4. STRATEGIC BACKGROUND

3.4.1. MANAGEMENT OF NON-OPERATIONAL LIGHTHOUSE PROPERTY

Provide organizational aims/policy prior to the project and provide evidence on how this project will benefit the aims in regards to future development/policy.

3.4.2. PROJECT AIM

Provide the benefits and possible restrictions on the estate by undertaking this project.

3.5. PROJECT DETAILS

3.5.1. PROPOSAL

Provide a full proposal of the project highlighting the benefits to the organization by undertaking the project.

3.5.2. PROJECT OUTLINE

Provide a diagrammatic/prescriptive outline.

3.5.3. TIMESCALE

Provide practical timescales for setting up the project, undertaking the project, closing out the project and financial spend.

3.5.4. INVOLVEMENT OF OTHER GROUPS

Provide information on all third parties with interests in the project.

3.5.5. PROJECT BUDGET

Provide spreadsheets outlining the budget breakdown and predicted spend.

3.5.6. CAPITAL FUNDING

Provide detail of capital costs i.e., estate improvement/infrastructure etc.

3.5.7. REVENUE FUNDING

Provide detail of revenue costs i.e., predicted running costs, maintenance etc.

3.5.8. PERMISSIONS

For example, provide detail of planning and environmental permissions required i.e., Listed Building, change of use, building regulations, environmental impact assessments etc.

3.5.9. STAFFING

Provide expected staffing levels to operate the completed project on an overall basis highlighting seasonal variances and including human resource issues and expected salaries.

3.5.10. COMMUNITY INVOLVEMENT – OPERATIONAL STRATEGY

The completed project may allow assistance from the community for instance voluntary staffing and/or use of the facilities by the community for meetings and events. Provide a strategy with regard to operational and legal issues.



3.5.11. RECRUITMENT

Provide details of the availability of the local labour force to cover seasonal variances.

3.5.12. TRAINING

Provide detail of initial and future training requirements for permanent and/or seasonal staff/volunteers.

3.5.13. MARKETING

Marketing consultants could be engaged to ascertain the project potential with regard to its overall strength of attraction and commerciality.

3.5.14. VISITORS (EXISTING AND PROJECTED NUMBERS)

Marketing consultants and the local tourist board could be engaged to provide detailed year on year figures for similar types of attraction within the geographical area.

3.5.15. CONSTRAINTS

The constraints in a lighthouse location can be vast and varied. Part of the initial project assessment should be a risk assessment within the curtilage of the estate and an evaluation of any access restrictions to the site.

3.5.16. TARGET MARKET

Marketing consultants and the local tourist board could be engaged to provide details of the target market so as to provide guidance for the project development in relation to project spend/quality against projected income.

3.5.17. OVERSEAS MARKET

Marketing consultants could be engaged to ascertain the project potential with regards to overseas interest by providing details of geographical interest from internet access and overseas visitor numbers.

3.5.18. CUSTOMER DEMANDS

Marketing consultants could be engaged to ascertain the demands of the target market and to ascertain the uniqueness of the project to provide the demand.

3.5.19. EDUCATION

Engagement with the educational departments to consider educational experiences for schools based on the National Curriculum taking into account existing and future technology, history and the environment.

3.5.20. MERCHANDISING

Provide market research on the prospective market expectations emphasising, for example the lighthouse brand and/or the educational aspects of the lighthouse/aid to navigation. Marketing consultants could be engaged to assist or ascertain the market demand so as to provide quality merchandise for the top end of the market and merchandise which would return a profit against the main customer demand.

3.5.21. ADVERTISING

Marketing consultants could be engaged to provide the strategy for project advertising both locally, nationally and world-wide. This could be in conjunction with other projects in the locality or nationally both external to the organization and within it. The project uniqueness should be promoted in relation to other industrial, navigational or maritime attractions.

3.5.22. MARKET TRENDS

Marketing consultants could be engaged to provide information on market trends (historic and future) so as to inform the project team how to best to promote the project in a flexible manner in order to meet customer demands.



3.5.23. COMPETITION

Marketing consultants could be engaged to provide information on similar projects within the locality. Competition can be either negative as in taking a greater market share or positive as one project can complement another and assist with marketing etc.

3.6. FINANCIAL APPRAISAL

3.6.1. ACCOUNTING REQUIREMENTS

- Define categories of potential revenue
- Analyse income and costs for each category within the project
- Prepare cash flows over say a 15 year spread
- Cost benefit analyses of outright sale/leasing/exploitation
- Amalgamate analyses into total cash flow summary
- Consider taxation implications
- Consider possible loss of general rate relief
- Funding considerations

3.6.2. CATEGORIES OF POTENTIAL REVENUE

- Holiday (lets/destination)
- Long-term property/accommodation let
- Visitor centres at lighthouse sites
- Merchandising units

3.6.3. PROPERTY VALUATION

- Current market value
- Analyses of projected enhancement value against investment
- Projected property value analyses
- Lessor's position (if part or all the property is leased)
- Asset Register implications

3.6.4. HOLIDAY COTTAGES

- Rental income
- Leasehold sale / Short Term Leasing
- Refurbishment costs
- Maintenance costs
- Running costs
- Overhead costs
- Cost benefit analyses of the above



3.6.5. VISITORS CENTRES

- Licensing arrangements and potential percentage income
- Marketing and potential percentage income
- Refurbishment costs
- Maintenance costs
- Running costs
- Overhead costs
- Cost benefit analyses of the above.

3.6.6. CASH FLOW

Provide projected cash flows over a given period for the given project.

3.6.7. TAXATION

Analyses of potential taxation on all aspects of the project, for example, refurbishment works and completed project profits.

3.6.8. RATE RELIEF

Effect of the project on the business rates pertaining to the property/ies.

3.6.9. FUNDING CONSIDERATIONS

Provide analyses of the availability of internal and viable external funding and their implications with regard to organizational operational restrictions (if any).

3.6.10. FINANCIAL REVIEW

Provide overall financial review taking into account contingency, inflation and risk.

Note: IALA *Lighthouse Conservation Manual* – Edition 1 Section 6'

Note: for a guideline on how to provide a *financial appraisal for heritage projects* - Heritage Lottery Fund (UK) www.hlf.org.uk.

3.7. MANAGEMENT AND STAFF

3.7.1. PROJECT DEVELOPMENT AND CAPITAL WORKS PLAN

Select project operators to be assigned to the project for example, holiday lets or visitors centre as part of the project development so that they can provide a proposed programme to assist with overall design, staffing levels, financial forecasts and overhead costs. This will allow a more accurate projection of capital works costs and potential running costs.

3.7.2. ORGANIZATION MANAGEMENT STRUCTURE

Provide provision of the organizational management structure, project team structure, operator team structure and organization maintenance structure.

3.7.3. STRATEGIC GUIDANCE

This could be the provision of a steering group to advise internal and external stakeholders of the project objectives and to provide guidance on the administration of the completed project within the organization and the management of the operator.

3.7.4. OPERATOR'S ORGANIZATIONAL STRUCTURE

This would include anticipated management and staffing levels.

3.8. ASSESSING RISK

3.8.1. ELIMINATION OF RISK

Provide a comprehensive list of items which would eliminate or reduce the risk to the project and its on going development:

- Provide a sound business plan.
- Prevent interference to the organizations duties.
- Protect Marine Aids to Navigation (if still operational).
- Provide for future Marine Aids to Navigation
- Consider building conservation and the environment.
- Consider historical significance of the lighthouse/property.
- Protect the corporate brand.
- Engender economic growth and sustainability.
- Consider public access.
- Consider disabled access.
- Consider environmental impact.
- Consider meteorological impact.
- Consider security/fire prevention.

3.8.2. RISK ANALYSIS

Provide risk analysis which would cover the risk to the organization in implementing and managing the completed project for example, planning (listed building consent), financial, environmental, legal, delays etc.

3.8.3. PEST ANALYSIS (POLITICAL, ECONOMICAL, SOCIAL, TECHNOLOGICAL)

Conduct a PEST analysis which examines the political, economic, social and technological influences surrounding the project and whether their impact is negative (a threat) or positive (an opportunity).

3.8.4. OPERATIONS RISK ASSESSMENT

The proposed operators (third party) would provide a risk assessment to cover their own business planning process.

The risk to their own business would be reduced by:

- Preparing a legal document for partnership or Limited Company;
- Providing insurance cover for sickness/death of operators;
- Providing insurance cover for financial risks to the owner;
- Appointing other managers and developing them to be able to care for the site;
- Full standard operating procedures clearly written out for all aspects of the organization.



3.9. MONITORING AND EVALUATION OF THE PROJECT

3.9.1. MONITORING

The Project Manager appointed would develop and implement the phases of the project work, and undertake full monitoring of the project to completion, including supplier assessment, quality supervision; progress and financial tracking (see Project Management Procedure/ Strategy - Section 2).

3.9.2. EVALUATION

The Project Board will undertake an ongoing evaluation of the progress of the project, based on monthly progress reports and site visits when considered appropriate.

The main contractor responsible for the site works will be subject to a defects liability period from practical completion. All installed purchased equipment will be subject to normal manufacturers or suppliers' warranties.

The Project Board and the Project Manager will undertake a snagging examination of the project on practical completion, and a further evaluation on final completion to ensure that it meets the high standards set by the project specification.

The appointed operator will be kept informed of progress during the construction programme, will be involved in the assessment of the works during the equipment installation phase, and will be consulted during the snagging and final evaluation.

Appropriate feedback will be provided to the organizations Finance Department so as to provide sufficient information as required by the organization/ project board and or external funding process.

The external grant aid provider (if applicable) will be kept informed of progress of the project following implementation of the plan on handover to the selected operator.

4. PROJECT DOCUMENTS

4.1. LIST OF DOCUMENTS

A selection of documents required for internal and/or external grant aid provider management and assessment includes:

- 1 Mandate
- 2 Brief
- 3 Project Initiation Document
- 4 Project Board Reports
- 5 Location Plan
- 6 Proposed Plan (for example Conservation and/or Conversion Work)
- 7 Programme for the Works
- 8 Project – Summary of Cost
- 9 Summary of Building Work Costs
- 10 Management Organization (the project)
- 11 Operator's Proposed Organizational Program
- 12 Operator's Information – spreadsheet, Programme, Staffing, Cash Flow



- 13 Educational Plan (including National Curriculum)
- 14 Forecasts and Profit and Loss Account
- 15 Audience Development Plan
- 16 Access Plan
- 17 Conservation Management Plan
- 18 Interpretation Plan
- 19 Heritage Impact Assessment

4.2. OTHER DOCUMENTS

-
- 1 Report and Accounts.
 - 2 Constitution, Powers and Functions (as required)

5. DEFINITIONS

The definitions of terms used in this Guideline can be found in the *International Dictionary of Marine Aids to Navigation* (IALA Dictionary) at <http://www.iala-aism.org/wiki/dictionary> and were checked as correct at the time of going to print. Where conflict arises, the IALA Dictionary should be considered as the authoritative source of definitions used in IALA documents.

6. ABBREVIATIONS

AV	Audio / Visual
CATA	Cornwall Association of Tourist Attractions
CCTV	Close circuit television
CD-rom	Compact Disc Read-Only Memory
DC	District Council
DoT	Department of Transport
DVD	Digital Versatile Disc
EU	European Union
GLA	General Lighthouse Authority
GLO	Generic Learning Outcomes
GPS	Global Positioning System
ha	hectare
HLF	Heritage Lottery Fund
H&S	Health & Safety
ICT	Information and Communications Technology
km	kilometre
KS 1/2/3/4	Key Stage 1/2/3/4 (education)
m ²	square metre
NT	National Trust
OAP	Old Age Pensioner
pa	per annum



PDD	Project Delivery Department
PEST	Political, Economical, Social, Technological (analysis)
PLB	a consulting company
PR	Public Relations
RNLI	Royal National Lifeboat Institution
RSPB	Royal Society for the Protection of Birds
SSSI	Site(s) of Special Scientific Interest
TH	Trinity House
UK	United Kingdom
UNESCO	United Nations Educational, Scientific and Cultural Organization
VAT	Value Added Tax
VFR	Visiting Friends and Relatives (Family)
VIP	Very Important Person
YHA	Youth Hostel Association (UK)

7. REFERENCES

- [1] www.hlf.org.uk Heritage Lottery Fund (UK)
- [2] www.prince2.org.uk (Project Management procedures/strategy)
- [3] IALA. Lighthouse Conservation Manual



ANNEX A EXAMPLE OF BUSINESS PLAN - LIZARD LIGHTHOUSE (UK)



Trinity House



Lizard Lighthouse Heritage Centre Business Plan

Trinity House
The Quay
Harwich
Essex, CO12 3JW
Tel. 01255 245000

Revised 2009



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5	Operator’s proposed staffing diagram
6	Audience Development Plan, (PLB) November 2005
7	Comparative Analysis with other local visitor attractions
8	Access Plan, (PLB) October 2005
9	Conservation Management Plan, (PLB) October 2005
10	Heritage Impact Assessment, (PLB) October 2005
11	Conservation Plan (Frans Nicholas), December 2000
12	Trinity House Asset Management Plan
13	Visitor Sales Model, Trinity House 5-year Budget and Cash Flow forecasts for 2008/09; Operator’s Outline Business Plan (non-financial extracts) and CVs
14	Activities Programme
15	Heads of Terms draft Management agreement between Trinity House and Operator
16	Exhibition Design Script, 3 rd revision, June 2006
17	Trinity House Report and Accounts to 31 March 2005
18	Corporation of Trinity House, Constitution, Powers and Functions
19	Photographs
20	Authorisation to submit the application
21	Trinity House Communications Policy and Education Procedure Operators proposed schools and other educational activities
22	Trinity House budget income and expenditure estimate for 2006-7





SECTION 1 SUMMARY

1.1 Introduction

The Corporation of Trinity House, the General Lighthouse Authority for England, Wales and the Channel Islands, believes that the historic and cultural significance of the Lizard Lighthouse as an outstanding site of national and local heritage should be maintained and promoted to provide an enriching and enjoyable visitor experience for present and future generations.

Located at the most southerly point of the United Kingdom, the Lizard Lighthouse is probably the Corporation's best known site. The Lizard was at the forefront of the development of lighthouse architecture and engineering – the operational tower dates from 1752 - and was always a centre for technical development in the UK in relation to Aids to Navigation:

*'It is one of the world's largest and best known lighthouse stations, it encompasses C18 and C19 work of considerable pharological and architectural importance by significant lighthouse engineers, it has played a significant part in technological development in pharology or worldwide importance, it survives today as an impressive landmark building, and a working lighthouse still, with unique, or near unique, attributes, and it is sited in a beautiful and famous setting of ecological importance.'*¹

The Lizard also has a consequent social history of the lighthouse keepers and their families that worked at the lighthouse over the last 250 years:

*'As one of the largest and best-known lighthouses in the country, the Lizard Lighthouse is an icon that embodies the work of Trinity House, and its particular place in British maritime history and technology. The Lighthouse is the heart of the local community, and its recognisable appeal and the exciting stories associated with the life and work at the Lighthouse are drivers for economic and social prosperity.'*²

In 2006, the 1.5 ha site comprises an East (operational) lighthouse tower and a redundant West tower, linked by a range of disused cottages, from the centre of which a linking corridor runs south to the 19th century former Engine Room. The Engine Room houses historic artefacts from the Corporation's collection, and is open as a Visitor Centre to the public on a seasonal basis. Accompanied tours are available to the top of the operational East Tower.

1.2 Description of Project

The project comprises significant improvement and extension of existing visitor facilities at the site, to create a high quality Heritage Centre serving the Most Southerly Point. The investment in capital works will be underpinned by a new, much more pro-active management regime and a new programme of educational activity.

¹ See Appendix 11 p.22

² See Appendix 9 p.34



Conservation repair and refurbishment work is proposed to the exterior of the Engine Room. This includes re-roofing due to failure of lightweight artificial slates used during the 20th century; replacement with natural slate to the original specification is proposed. Inside, minor physical alterations are proposed to make full use of the space by re-locating non-visitor uses elsewhere and removing three disused fuel tanks. This will enlarge the exhibition display area, facilitate the introduction of new interpretation material and techniques, provide a shop and café, and improve visitor circulation and throughput.

A separate building for storage and visitor toilet facilities is also proposed, on the site of a modern detached garage adjacent to the West tower at the end of the main access route into the site. Bicycle racks and facilities for walkers will also be provided.

Work is also proposed to provide a staff room, office and store in a converted garage block behind Cottage No 3.

The project will introduce a more pro-active site management regime, with new staffing arrangements in place of two attendants of long standing who are due to retire in the near future. The new operators – Cardona – are experienced and qualified in heritage presentation and business operations. They will work under a licence agreement with Trinity House and will reside on site. Their primary role will be to operate the Visitor Centre; they will also oversee day to day site operation generally to ensure that local management is conducted in a holistic manner.

The upgraded Visitor Centre will be a focus for Trinity House historic lighthouse activity in the Southwest, and link to the maritime history of the area. It will also provide a valuable resource for the local community, and provide active partnership support for other organisations operating on the Lizard, in particular other visitor attractions at the most southerly point. There will be an entirely new programme of educational activity based on the National Curriculum with a focus on science teaching – in particular physics – and communications technology, in addition to social history and the natural environment.

The project will be complemented by work currently under way by Trinity House to convert the disused cottages and the West tower into staff and holiday accommodation, due for completion by 2007.

The remainder of the site will continue to be in operational use as an Aid to Navigation.

1.3 Public Benefits

Trinity House wishes the widest possible audience to have access to, learn about and enjoy the lighthouse heritage both at Lizard and as part of the UK national maritime heritage in its ownership, as well as promoting its existing function and future role as a Lighthouse Authority. It has already established other small scale Lighthouse Visitor Centres at several stations in England and Wales.

The proposed Lizard Visitor Centre Project will mark a step change in Trinity House's approach to presenting and communicating the lighthouse heritage to a wider audience, moving from a relatively passive stance to a much more pro-active strategy. Benefits of the proposed Lizard project include:

- Increased accessibility including longer, year round opening hours for the Visitor Centre



- A much enhanced visitor offer in terms of range and modes of interpretation, targeted in particular at under represented groups
- Enhanced education opportunities for schools, in particular in relation to the light, sound and radio communications aspects of the science curriculum, as well as Victorian social history and the natural environment
- Sustaining and significantly increasing numbers of visitors and dwell time, and therefore providing benefits to the local economy
- Closer links with local community by providing facilities that can be used by local groups, and by facilitating community oriented events, particularly outside the main tourist season
- Working with other local businesses, accommodation providers and other visitor attractions interested in promoting the most southerly point

The Visitor Centre will be professionally managed by a business partner – Cardona, whose remit includes developing closer links to the National Trust, Royal Society for the Protection of Birds, English Heritage and other interested organisations, so that the heritage landscape and environmental setting is given full and proper consideration.

Market analysis undertaken as part of the Audience Development Plan has helped to identify the specific groups that the project aims to benefit, in addition to the groups that already visit the site. In particular, the project will target teenagers, the over 60s and local audiences, and enhancements will be made accordingly. Improved audience material, and an increasing range of up to date material for schools will continue to be developed by the Visitor Centre operator to complement the exhibits to aid learning about navigation and the sea.

1.4 Financial Future

HLF funding has already enabled the preparation of an Audience Development Plan and Access Plan for the Visitor Centre, and a Conservation Management Plan for the site. These documents have given an encouraging view of viability of an upgraded Visitor Centre with correct promotion and management, and will be a valuable resource to guide future development and operations.

1.4.1 Financial Projections and Projected Income.

Trinity House is able to part fund the establishment of the improved Visitor Centre in conjunction with an HLF grant, by means of contributions from its capital budgets, and by providing additional in kind staff resources dedicated to the project over a two – year period.

Once established the management and business viability of the operation of the Centre will be the responsibility of the appointed Operator. Trinity House will maintain an overview of the operation, and will still be responsible for the maintenance of the building.

The financial strategy is to ensure that the Visitor Centre business is self – sustaining and can generate a small profit that can be ploughed back into its operation. The operator's personal income will be supplemented by fees from other aspects of site management under entirely separate contracts, and by the provision of on-site accommodation. A bonus sharing scheme will act as an incentive to grow the business.



Conservative forecasts of visitor numbers and income have been prepared jointly by Trinity House and Cardona, with advice from Cornwall Enterprise. It is calculated that the break even number of visitors is in the region of 25,000, which should be achieved during Year 2 of full operation.

1.4.2 Risk Assessment

Trinity House wishes this project to be an exemplar and there is a strong corporate imperative to ensure that the outcome is of high quality, demonstrably successful and economically self sustaining. Because the project is backed by a large organisation with substantial resources, with a long term interest in the site as an Aid to Navigation, the overall risks are considered to be relatively low.

The project has two principal phases – capital works and subsequent operation.

A detailed analysis of risks is made in Section 9 of this document, but can be briefly summarized as:

Project in progress:

- withdrawal of designated operator
- change in visitor climate

Post completion of project:

- insufficient visitor numbers / throughput
- breakdown of business partnership
- financial viability
- local opposition
- competition

The development and direction of the project has been led by the Trinity House Asset Manager, who will continue to be the overall Project Director. This ensures continuity.

Capital works will be procured and overseen by Trinity House Project Delivery Department, which has very extensive experience in this area. The Visitor Centre will then be operated under a formal management agreement supervised by Trinity House Marketing and PR department, which already oversees several similar operations throughout England. All three Trinity House departments are the responsibility of the Director of Operations and Asset Management.

The operator – Cardona - has already been selected, and is working closely with Trinity House to develop the detail of the visitor centre and wider site operation. Cardona will take over site management in January 2007, well in advance of the new project. Staff from Trinity House will actively support the establishment of the new operating arrangements and continue to maintain an overview of the operation.



SECTION 2 ABOUT YOUR ORGANISATION

2.1 History of the Corporation

The safety of shipping and the well being of seafarers have been the prime concern of Trinity House since it was constituted with the granting of a Charter by Henry VIII in 1514.

Under the Seamarks Act of 1566 Trinity House received the powers to set up "So many beacons, marks and signs for the sea...whereby the dangers may be avoided and escaped and ships the better come into their ports without peril."

The first lighthouse built by Trinity House was at Lowestoft in 1609 as part of a series of lights to guide vessels through sandbanks between Happisburgh and Lowestoft. The next two hundred years saw a proliferation of lighthouses, until in 1836 legislation was passed for all private lights in England, Wales and the Channel Islands to be compulsory purchased and placed under the management of Trinity House.

The lighthouses were originally paid for by a levy charged on vessels leaving the adjacent major ports, a method of payment that is similar to the light dues system in use today.

A 1685 Charter from James II contains the main provisions for the current regulations of the Corporation.

The Corporation is governed by a fraternity of approximately 300 Brethren drawn from the Royal and Merchant Navies and leading figures in the shipping industry. Its Master since 1969 has been HRH the Duke of Edinburgh.

2.2 Function of the Corporation

Mission Statement: *To deliver a reliable, efficient and cost effective "AIDS TO NAVIGATION SERVICE" for the benefit and safety of all mariners.*

The Corporation aims to deliver a cost-effective and reliable service to meet the changing requirements for Aids to Navigation for the mariner, fulfilling its obligations under statute, in particular the Merchant Shipping Act 1995.

The Corporation today has three distinct functions:

- First as the General Lighthouse Authority (GLA) for England, Wales, the Channel Islands and Gibraltar, responsible for a range of general aids to navigation, 'signs of the sea', from lighthouses to radar beacons;
- Second as a charitable organization for the safety, welfare and training of mariners;
- Third as a Deep Sea Pilotage Authority providing expert navigators for ships trading in Northern European waters.

Trinity House provides Aids to Navigation to assist the safe passage of a variety of vessels through some of the busiest sea-lanes in the world. To meet the obligation as a GLA, Trinity House deploys and maintains an array of nearly 600 Aids to Navigation, ranging from lighthouses to buoys to a satellite navigation service.



The Corporation's responsibilities also include the annual inspection and auditing of over 10,000 Aids to Navigation provided by local port and harbour authorities and those on offshore structures such as oil and gas production platforms and wind farms. Trinity House is also responsible for marking and dispersing wrecks which are a danger to navigation.

Recent changes to the General Lighthouse Authorities powers and policies by Act of Parliament encourage, on a formal basis, a conservation orientated approach towards long-term maintenance of the structures, with a view to safeguarding and enhancing this national heritage alongside the operational facilities.

Following modernization of the Aids to Navigation equipment and the removal of Lighthouse Keepers consequent upon automation of all manned lighthouses by 1998, Trinity House was left with a number of empty and redundant historic buildings at lighthouses, and is embarking on a programme of utilizing these to ensure a sustainable method of conserving them and opening them as practical to the public as part of the nation's maritime heritage. To this end the development and delivery of a national programme for re-use of empty properties has commenced, with a particular focus on education, with a wide perspective from the historic to the impact of changing technology, and providing understanding and enjoyment of the Lighthouse Heritage.

2.3 Legal Status and Funding

The Corporation of Trinity House is a non-profit making Public Body with Charitable Status³. The GLA is funded through light dues paid to the General Lighthouse Fund by shipping visiting UK waters. This fund is subject to the stewardship of the Secretary of State for Transport, Local Government and the Regions and the DTLR takes on day-to-day management of the fund. The lighthouse service accounts of Trinity House are subject to public audit by the National Audit Office.

The Merchant Shipping Act 1995, with insertions of provisions included in the Merchant Shipping and Maritime Security Act 1997, enable a GLA to exploit spare capacity in its assets in the interests of the General Lighthouse Fund. Spare capacity includes circumstances where an asset is no longer required but where it is not expedient to dispose of the property.

2.3.1 Annual Accounts

Trinity House Lighthouse Service Annual Report and Accounts are prepared by Trinity House Lighthouse Service in respect of its function as the General Lighthouse Authority for England and Wales, in accordance with a directive made by the Department for Transport under the powers of the Secretary of State contained in Section 218 of the Merchant Shipping Act 1995. The accounts are subsequently consolidated to form part of the General Lighthouse Fund Accounts, which are prepared pursuant to Section 211 of the Merchant Shipping Act 1995.

The Accounts describe the Executive Chairman's Statement, achievements of the year, Reports from Directors, Statement on Internal Control, Performance Indicators, and Financial Statements.⁴

³ See Appendix 18

⁴ See Appendix 17



2.4 Organisational Structure & Staff

Trinity House Lighthouse Service has undergone significant restructuring and slimming down of staffing over the last 3 years, as described in its Annual Report for 2004-5⁵. The new arrangements are now bedded in and working well; there is an explicit commitment to working in cross disciplinary project teams where necessary – such as for this project.

Staff Structure:

Full Time salaried Staff:	200
Staff on fixed term or temporary contracts:	14
Part-time Staffs	8
Volunteers	None
Attendants (under contract)	31
Licensees (under contract)	9

The Asset Management team sets the policy context for the property portfolio of lighthouses and service depots. The team now includes an Archivist/Curator who is formally cataloguing the artefacts owned by the Corporation of Trinity House, with a view to enabling and promoting wider access to the collection for public enjoyment, educational and research purposes.

Capital works are organised and overseen by the Project Delivery Department.

The running of Lighthouse Visitor Centres is the responsibility of the Product Development Manager, who reports directly to the PR & Marketing Manager, who has overall responsibility for assessment, development and sustainability of surplus property in relation to Visitor Centres.

All three teams report to the Director of Operations and Asset Management.

Detailed organizational diagrams in relation to this project are in Appendix 4 and 5.

2.5 Charitable Work

The service's parent body – the Corporation of Trinity House - is a charity whose function is dedicated to maritime related matters, giving a wide range of support including:

- The provision of good quality housing for retired mariners and their dependents
- Long term financial aid towards the welfare and independence of the needy
- The provision of scholarships to a number of merchant navy cadets and grants to young people to undertake sail training
- Assistance to other charities with projects for care and education and the safety of all who go to sea

Trinity House makes no appeal for general public contribution and all of its charitable work is funded entirely from either its own resources or from income generated by the hire of the function rooms at Trinity House, London.

⁵ Appendix 17



Following on from the catastrophic events caused by the December 2004 Tsunami, in April 2005, Trinity House sent personnel to the area to complete an initial report on the damage incurred and to determine the cost of the remedial work to the Aids to Navigation. All non-staff costs in relation to the remedial work are to be covered by charitable donations.

2.6 Visitor Centres

Trinity House has, of course, been hosting visitors to lighthouses for many years. This was easier in the days when there were keepers permanently resident at the lighthouses, but with the automation of the last Trinity House lighthouse at North Foreland in Kent in 1998 an alternative way of facilitating visitors had to be found. The answer was the introduction of Lighthouse Visitor Centres at various strategically placed reasonably accessible locations.

This Trinity House initiative has seen the development of Lighthouse Visitor Centres at locations where:

- There is known demand from the public for access to the lighthouse;
- There are usable co-located facilities for visitors, in particular car parking which in turn facilitates access;
- Visitors to the lighthouse can be accommodated without disruption to local residents and businesses;
- Visitors will not harm the statutory operation of the lighthouse or the flora and fauna surrounding it and most importantly
- Suitable local arrangements can be made for the management of the Visitor Centre.

To date Trinity House has opened twelve Lighthouses Visitor Centres. Eight are operated through third-party Licence Agreements with representative local organisations and four with the official Trinity House appointed Attendant giving guided tours. The main role of the Attendant is to be effectively the caretaker of the lighthouse performing some low-level maintenance functions as well as seeing to the security of the station.

The eight operated through third party Licence Agreements are:

Alderney, Channel Islands;
Flamborough Head, Yorkshire;
Longstone, Northumberland;
Portland Bill, Dorset;
St Catherines, Isle of Wight;
South Stack, Isle of Anglesey;
Southwold, Suffolk;
Start Point, South Devon.

The four that are Lighthouse Attendant operated are:

Anvil Point, Dorset;
Lizard, Cornwall;



Lowestoft, Suffolk;

Pendeen, Cornwall.

Most are Listed Buildings and sited in Areas of Outstanding Natural Beauty, many within Sites of Special Scientific Interest (SSSI).

An additional facility has been created and recently opened at Hurst Castle in Hampshire in conjunction with the local management of the castle to provide an exhibit of lighthouse artefacts in that relate to Hurst Point Lighthouse. Plans are also in hand to reopen North Foreland Lighthouse in Kent to visitors in the near future. This lighthouse was closed in 2004 due to issues with the maintenance of the lighthouse but also because of difficulties with the licensee and the operation of the Visitor Centre.

Trinity House is developing the Visitor Centres to provide a unique and exciting heritage experience to both domestic and overseas visitors whilst seeking to maintain a sustainable alternative use of the property. The focus of the visitor experience is the lighthouse itself added to by interpretation of historical events, artefacts and modern technology.

The primary aims of the Visitor Centres are to:

- Explain the history, function and operation of the lighthouses and associated aids to navigation
- Increase public understanding and enjoyment of the attraction and the interface with the local community / environment
- Develop and improve existing local partnerships
- Release the potential for sensitive development with long-term strategies for the use of lighthouse property
- Be self-sustaining ventures whilst conserving historic sites and surrounding landscapes
- Provide links to key education initiatives and policies
- Increase the number of visitors to the areas where this will not be detrimental to the site
- Provide a community amenity
- Provide a focal point for local events and activities
- Generate income to assist in the maintenance and conservation of the property

These aims are being pursued through cost-effective plans utilising the facility that is the lighthouse itself, trained local guides, information panels and supporting literature, the exhibition of relevant artefacts where space is available, links with local conservation plans and the local natural history and the introduction of interactive displays and CCTV.

Whilst the twelve Lighthouse Visitor Centres remain open and to all intents and purposes viable, their commercial success is varied. This is due to a combination of limited audience, limited or difficult access and/or facilities, limited space on site to develop a comprehensive visitor experience and learning experiences as the individual projects progress and staff gain more experience of the management of the Centres. Cultural success can be said to have been achieved at all the Centres simply through the opening of the lighthouse and feedback received from visitors coupled with the positive reaction of local representative organisations.

Approaching 100,000 people per year visit the various Visitor Centres but visitor numbers vary widely from Centre to Centre with those at Flamborough, Portland and South Stack providing the bulk of these numbers. These are deemed to be the most successful because of their accessibility and the enthusiasm and appropriateness of the respective licensees. It is firmly believed that developed correctly the Lizard will fall into this category.

The enhancement of the facility at the Lizard provides an opportunity to exhibit a wider range of artefacts through the creation of the Heritage Centre in a way that will be educational, entertaining and sustaining of an important aspect of our national heritage. It is hoped that the Lizard Lighthouse Heritage Centre will be a template for the enhancement of the other Visitor Centres where it can be determined that the sites are viable. However, most other sites do not have the same potential as the Lizard due to a lack of accommodation and local supporting infrastructure.

2.7 Project Management Experience

As a General Lighthouse Authority, Trinity House is responsible for the operation, maintenance and modernization of the Aids to Navigation under its authority. The Project Delivery Department (PDD), based at Harwich, has long experience of various building, design and management projects relating to Lighthouses, Depots and Lighthouse Keepers' Cottages, both in-house and externally with individual projects usually around £xxxk to £xxxk, but up to the value of £xxxk, usually with three major projects in progress each year. The organisation is accustomed to working with locally distinctive building materials and techniques appropriate to Listed Buildings.

Current projects include the refurbishment of the six former lighthouse keepers cottages at Lizard Lighthouse, Cornwall (£xxxk), the repair of the river wall at the former Trinity House stores depot at Great Yarmouth, Norfolk (£xxxk) and the modernization of Coquet Lighthouse, Northumberland (£xxxk).

2.8 Partnership Studies Undertaken

As part of an EU Project, in partnership with French, Spanish, Irish, and Scottish authorities, Trinity House carried out feasibility studies to improve and enhance the visitor experience at Lighthouses on the Atlantic Coast as follows:

The viability and potential of the alternative use of the lighthouses

- Property management assessment undertaken by Trinity House to establish the long-term use of Lizard Lighthouse and 6 cottages. This study has informed the decision to convert the cottages to holiday accommodation.
- Lizard Lighthouse and Engine Room re-opened to the public in May 2005. Press releases to media issued and Tourist Information Leaflets produced and distributed prior to opening.
- Pendeen Lighthouse re-opened to the public in July 2005.

Safety measures and improved signage

- An external consultant was commissioned to provide a research and feasibility study report on improvements to current interpretative panels and signage, including Health and Safety signage, for seven Atlantic lighthouses. Seven lighthouses assessed, report completed January 2005.



- Lizard used as the pilot for new signage. New signs commissioned, installed in July 2005.

Pilot Projects For Raising Awareness (Improving Infrastructures, Safety Equipment And Signposting)

- Lizard and Pendeen Lighthouses: a number of historical artefacts were transferred with interpretative panels. These were installed in the old Engine Houses at these lighthouses.
- Some audio-visual equipment and chairs purchased for the temporary theatre area within the Engine Room at Lizard Lighthouse.
- A visitor specific DVD was produced using archive material, giving an overview of development within Trinity House as a lighthouse service and services to the mariner.
- Options for Information / Educational Leaflets and improved Tickets were considered. New information and tickets produced in August 2005.



SECTION 3 DEVELOPMENT OF YOUR PROJECT

3.1 History of Project

When the Lighthouse was manned, as with other accessible lighthouses in popular tourist areas, it was one of the unofficially accepted perks of the lighthouse keeper's job to conduct 'unofficial' tours of the operational lighthouse tower for tourists and school parties in return for a small donation. In a popular location such as the Lizard this could be quite profitable.

With automation of the lighthouse in 1997 the redundant Engine Room was transformed into a basic Visitor Centre, adding some historic exhibits to the existing machinery, and including a tour of the tower in the visit. For a period the centre was operated by the charitable Trevithick Trust; it was closed for the 2004 season due to problems with this licensee, and then re-opened in 2005 operated by the Lighthouse Attendant and his assistant.

A previous Stage 2 bid for funding for the Visitor Centre was made to HLF in June 2003 as part of a much larger project that also included major refurbishment and alterations to the Lighthouse Keepers' Cottages, the development of the Visitor Centre, and provision of an entirely new Reception Building. This bid was rejected principally due to the lack of an Audience Development Plan and Access Plan, and insufficient information about the Business Plan and future management of the complex.

3.1.1 Project Review

Following rejection of the previous bid, a review took place of the future relationship between Trinity House and the provision of a Visitor Centre, and its viability as a stand-alone project. It was decided that it was important for Trinity House to provide this interface between the Corporation and the public at this site, and the project planning work and basic costings showed there was a future for an improved visitor centre – the present arrangements were insufficient for a sustainable operation, except as a 'pocket money' exercise for the operator, who was not relying on the returns for a principal income. An operator with a development vision was required.

The current proposal excludes the Cottages that are currently being developed and funded separately by Trinity House for use as Holiday Cottages, due to open late 2006. The letting income should provide a self-sustaining income stream for the cottages.

The former proposal for a Reception Building no longer forms part of the scheme as it is considered the cost cannot be justified, but included in the scheme is the conversion of a detached double garage to a WC block for staff and visitors.

3.2 Project Development Work

3.2.1 Project Planning Grant

The application to the HLF for, and the approval of a £xx,xxx, 90%, Project Planning Grant gave the development of the project a fresh incentive, and the Audience Development Plan produced indicates that an improved Lighthouse Visitor Centre located on the Most Southerly Point could have a sustainable future using an



independent operator to run and promote the facility as a centre for learning in relation to the heritage of lighthouses, interacting with other local maritime and environment related organisations and the local community.

In preparation for the project the current Attendant and assistant will retire from their current duties in December 2006, with Cardona taking over from January 2007.

3.2.2 Project Planning Work

The Audience Development, Access and Conservation Management Plans and Heritage Impact Assessment have provided valuable guidance in the development of the current project.⁶

The key findings from the Project Planning work are given in the Audience Development Plan and summarized as a Vision *'that the Lizard Lighthouse should become a role model and the principal lighthouse in the care of Trinity House that is publicly accessible. As far as possible, every visitor, regardless of social background or ability, will be welcome to discover the historic building and the role of Trinity House'*.

Three overall objectives for visitor service provision have been set:

- Education: To increase awareness and appreciation of the Lighthouse and facilitate its use in life-long learning
- Conservation: Through public access to support the conservation and maintain the significance of the lighthouse and its surroundings, both financially and through better awareness of its value
- Regeneration: To support the local economy and enhance access to local services or products

These objectives form the basis for the proposed future operation of the Visitor Centre and the current project.

3.2.3 Sunk Costs

In respect of the previous application to the HLF for a grant for Lizard Lighthouse, much of the work undertaken was in respect of the proposed conversion work to the cottages to turn them to holiday homes, and no attempt was made to separately identify the costs of the design work for the Visitor Centre.

It is estimated that the expenditure over several years in respect of the Visitor Centre on the Architect, Engineering Consultant, Quantity Surveyor and Exhibition Design Consultant is in the region of £xxx,xxx. Further details are provided in the Asset Management Plan⁷. The Trinity House staff costs applicable to the project over that period are not recorded. Some EU funding has assisted with development work already described in section 2.8.

A great deal was learned and experience gained during the development work for the previous application, particularly that it would not be undertaken in the same way again.

The work undertaken in respect of a dedicated Reception Building has been written off, but other work undertaken in relation to the Engine Room has been used as the basis for the current scheme, albeit in a modified form.

⁶ See Appendices 6, 8, 9 and 10.

⁷ See Appendix 12



Trinity House financial maintenance records for the premises at Lizard give an annual average of £xx,xxx for the buildings for the years 1977 to 2001. This covers all the buildings on site, costs are not recorded individually, and during the period following automation in 1997, very little money was spent on the empty Cottages or redundant West Tower, pending a decision on their future and the outcome of the HLF grant application.

Substantial work on essential infrastructure has recently been undertaken. In 2005, the entire Lighthouse sewage system was upgraded to meet the latest regulations with a new treatment system that discharges clean water over the cliff. An input point was allowed for adjacent to the double garage in preparation for its possible conversion to a visitor toilet block.

The budget for the current cottages and West Tower refurbishment is in the region of £xxx,xxx, which is being borne entirely by Trinity House.

Other recent work undertaken that will contribute directly to the aspirations of the project includes the installation of CCTV and a direct site connection to the South West Coastal Footpath which abuts the south flank of the site.

Recent updating of the Exhibition Design Script has been undertaken at a cost of £x,xxx; this is the only sunk cost towards which HLF grant is sought.

3.2.4 Other Sources of Funding

No other appropriate sources of funding have been found for the project, the programme for the proposed development occurring too late to be eligible for Objective One funding in Cornwall. It is not currently expected to be eligible for funding under the successor Convergence Programme, or from Rural Renaissance, which is over-subscribed.

3.2.5 Studies and Viability Research

The Project Planning work undertaken by PLB Consulting Ltd. involved consultation with all interested local and national organisations, some of whom had been approached previously by Trinity House, in particular the Parish Council, the National Trust, the RSPB and the Youth Hostel Association. Full details are given in Appendix 4 of the Audience Development Plan⁸.

The following were approached as part of the search to find a suitable business partner to operate the Heritage Centre of behalf of Trinity House:

- National Trust
- Youth Hostel Association
- Flambards Experience
- Land's End Complex
- The Lost Gardens of Heligan
- Goonhilly Earth Station Experience
- The Eden Project
- Landewednack Parish Council

⁸ See Appendix 6



- Royal Society for the Protection of Birds
- Royal National Lifeboat Institution
- English Heritage

And around 20 local businesses

Adverts were placed in local and national journals for expressions of interest from potential operators. Despite a disappointing response one suitable management team emerged – Cardona – who are now involved in working up their operational business plan, staffing details, exhibition and display arrangement aspects of the scheme in conjunction with the Trinity House project team.



SECTION 4 STRATEGIC BACKGROUND

4.1 Management of non-operational GLA Property

The Corporation of Trinity House has re-assessed the Lighthouse Heritage for which it is responsible and explored the effectiveness of managing and preserving non-operational property at Lighthouse sites. Its long term strategy is to develop sustainable uses.

The overall target for Trinity House is to release the potential for sensitive development by using lighthouse properties as part of self-sustaining ventures whilst conserving historic sites and surrounding landscapes, generating an income to assist in the maintenance and conservation of the properties. The Lizard site incorporating the improved Heritage Centre is intended to act as an exemplar for the Trinity House estate. The Lizard has been chosen because:

- It is Trinity House's premier station, serving more shipping than any other station
- It has a relatively large physical site, able to accommodate increased visitor numbers
- It has significant heritage merit; the complex is Grade 2 listed
- It continues to be at the forefront of technological development of Aids to Navigation
- It occupies a landmark geographical location at Britain's most southerly point

4.1.1 Project Aim

The primary aim of this project is to interpret the history of the buildings and the technical development of the Aids to Navigation at Lizard Lighthouse, and also to relate the social history associated with the site. It will provide education and information about the Lighthouse maritime heritage and ongoing development of Aids to Navigation, linking to key stages of the National Curriculum.

The Visitor Centre will be a showcase for unique objects from the Lizard, and from Trinity House's central collection. Artefacts from the central collection will be displayed on a revolving basis and used to refresh the exhibition periodically.

It is intended the exhibition should be forward looking, and explain the function and aims of Trinity House currently and in the future.

4.1.2 Links to other projects

An integral part of the approach to the project aim is developing and improving existing and new local partnerships with the National Trust, YHA, English Heritage, RSPB, RNLi and Landewednack Parish Council, amongst others. The project will develop a premier tourist attraction and Visitor Centre for the Most Southerly Point generally.

It will also provide a community amenity and provide a focal point for local events and activities. There will be strong links to local history and natural history in the context of the location of the Lighthouse in the Cornish landscape.



It is intended that the proposed development of the Lighthouse Visitor Centre would increase public understanding and enjoyment of the attraction and the interface with the local community / environment.

It is planned that the Lizard Lighthouse visitor Centre will add to, not detract from, the existing attractions at Lizard Point, i.e. the Lloyds Signal Station, Marconi Hut and old Lifeboat Station as they are all complementary in terms of maritime history and technical developments in marine safety.

In preliminary discussions English Heritage has expressed an interest in being able to display some material at the Visitor Centre relating to historic wrecks off Lizard Point that are within their remit, and possible displays of flora and fauna relating to the adjacent SSSI would involve the RSPB and National Trust.

Possible links with other south west and UK initiatives will be explored, as well as with other complementary regional organisations such as the National Maritime Museum Cornwall, and national bodies such as the United Kingdom Hydrographic Office and the Maritime and Coastguard Agency, and the Association of Lighthouse Keepers, though all the time considering the principally local nature of the Centre to the south west, and the Lighthouse focus for the central exhibition theme.

The above aims would be actioned by the appointed Visitor Centre operator, under contract to Trinity House, with Trinity House assistance as appropriate. Full details are set out in the Activity Programme.⁹ It will be a requirement to review the progress and success of these during stakeholders and contract review meetings, with objectives and targets within achievable time frames being set, actioned and reviewed.

4.1.3 Fit with Local, Regional and National Policies

The Audience Development Plan¹⁰ considered in detail how the project fits with current strategies in the areas of:

Learning and Culture (Department for Education and Skills, Objective One Programme for Cornwall and the Isles of Scilly, and South West Museums, Libraries and Arts Council) – including themes such as best practice in ICT, pathways into learning (and work) in remote areas, focus on under 7's, and learning in vibrant and informal settings. Science and physics teaching is an emerging key area of need¹¹.

Tourism (South West Museums, Libraries and Arts Council, South West Tourism/South West of England Regional Development Agency, Cornwall County Council – including potential for local economic benefits, community pride and ownership, locally distinctive traditions and experiences, and the natural environment

Social Inclusion (Objective One Programme for Cornwall and the Isles of Scilly, Cornish language Strategy and Kerrier District Council Community Strategy) – addressing rural isolation, equality of opportunity for women, and the Cornish identity including language.

⁹ Appendix 14

¹⁰ See Appendix 6

¹¹ Press releases from Centre for Education and Employment Research, University of Buckingham, 11 August 2006 and Confederation of British Industry 14 August 2006



Museums and Collections Care (South West Museums, Libraries and Arts Council) – the Trinity House collection at the Lizard has part museum status and could benefit from working towards registration. (TH also has an in house archivist).

National Trust Conservation Policy (key adjoining landowner) – a key and influential partner with whom to develop audiences for nature conservation

There is a significant degree of fit between the project and these strategies, which is demonstrated in the proposed Exhibition Content and Activity Programme.

The project also fits well with the current top ten priorities of the **Economic Development Strategy for Cornwall and the Isles of Scilly** – one of which is to enhance the distinctiveness and marketing of Cornwall, through sustaining and enhancing Cornwall's distinctive environment, heritage and culture. It also fits with the draft new strategy, currently out for consultation – in particular the communities priority, which specifically mentions the Lizard



SECTION 5 PROJECT DETAILS

5.1 Introduction

The project comprises capital works to upgrade and extend the existing Visitor Centre within the former engine room, and the associated arrangements for accompanied tours of the operational East Tower. Ancillary works are proposed to other parts of the site and minor buildings to improve visitor access and facilities, as recommended by the Access Plan. These works will be carried out from Autumn 2007 to Spring 2008, to minimise disruption to visitors.

A new Visitor Centre operator is being appointed under a formal agreement to succeed the current attendant and assistant, who are retiring. The new operator will be based at the site from January 2007 and will work closely with the Trinity House project team during the construction and development period. In parallel with the construction works, high priority audience development actions and engagement activity will be undertaken by the new operator, in line with the recommendations of the Audience Development Plan. Some limited opening is expected during the development period.

Additional visitor centre staff will be recruited by the operator in New Year 2008, prior to full opening at Easter 2008. The new opening hours will enable the site to be accessed for much longer periods than at present, and the project aims to significantly grow visitor numbers over the next 2-5 years from the current level of around 12,000.¹² This is to be achieved by targeting under-represented visitor groups and extending the educational offer at the site.

A formal VIP opening ceremony is planned for Summer 2008.

5.2 Capital Works

5.2.1 Introduction – the site

The Lighthouse complex is located 1 km south of Lizard village and is accessed via a small lane suitable for cars and small commercial vehicles.¹³ Its site area is approximately 1.5ha; the site boundary is mainly defined by a white painted wall (itself an aid to navigation, and maintained as such) and is mostly laid to grass. The south gate to the lighthouse abuts the South West Coastal Path.

The Lighthouse buildings comprise two lighthouse towers – a redundant West Tower and the operational East Tower. The towers are joined together by a row of six former lighthouse keepers' cottages, from the centre of which a linking corridor runs south to the former Engine House.

The Engine House houses the current Visitor Centre, temporary audio-visual theatre and display equipment, as well as an oil tank room (comprising three large fuel

¹² Predicted total for 2006

¹³ See location plan and site plan 36/249 in Appendix 1



tanks), a room currently acting as a kitchen and office and a larger room containing the boiler. There are no on site toilet or washing facilities for visitors.

5.2.2 Principal Works¹⁴

The exterior of the Engine House will be fully repaired. The roof, which retains its original structure, is currently covered with lightweight 1930's century artificial slate that is inadequate to withstand local wind conditions. It was subsequently 'Evoded' as an interim measure to prevent leakage. It would be replaced with new Welsh slates to match the original design, with interior sarking boards and breathable felt. Exterior joinery will be repaired or replaced to match with historically accurate fastenings, able to open properly.

The interior of the Engine House would be refurbished and altered to accommodate an improved Visitor Centre containing new exhibition materials that will assist in the interpretation of the structural, technical and social history of the Lizard Lighthouse, and the associated south-western offshore Rock Lighthouses.

The oil tank room would have its three redundant fuel tanks removed leaving space to accommodate ticketing and new entrance position, a small shop and a refreshment Area with a capacity of up to 12 people.

The kitchen and office area would be transformed into a new display and interactive area.

The boiler room would be stripped out to make room for a dedicated Audio-visual Theatre capable of holding up to 25. A new, more compact, central heating system would be provided.

The linking corridor would have its original slate floor revealed and be made available as an additional exhibition area for local artistic work.

These refurbishments would lead to a 65% increase in available Visitor Centre floor area in the main Engine Room and corridor.

The above changes will produce the following approximate floor areas:

Main Exhibition Area	160m ²
Displays & Interactive Area	16m ²
Audio-visual Theatre	25m ²
Shop & Refreshment Area	50m ²
Art Exhibition Area	10m ²

5.2.3 Main Exhibition Area

The main exhibition area would be substantially re-organised and refreshed with additional new artefacts from Trinity House central collection to enhance the learning opportunities for the target audiences identified in Section 6. The works include items such as new lighting, display cases and interactive displays, as described in the exhibition script.¹⁵ The focus will be the history of navigation over the centuries, underlying scientific principles, the role of Trinity House, and the historic buildings and technical and social heritage that has developed in order to undertake that

¹⁴ See Appendix 1 drawings 36/249 and 36/242

¹⁵ See Appendix 16 Exhibition Design Script



function. This work would be undertaken under the direction of the Trinity House archivist/curator.

The exhibition will also relate its themes to other buildings, organisations and history in the area; interest in the project and an indication of participation in the exhibition material has been received from the RSPB, RNLi and English Heritage.

5.2.4 Displays & Interactive Area and Audio-visual Theatre

At the east end of the engine house the kitchen and office area would be transformed into an entirely new display and interactive area. The new Audio Visual theatre at the south end would usually show a ten-minute introductory video and serve as the inside waiting area for tours of the east tower. It could also be made available to local community groups outside normal opening hours.

The theatre area would connect to the adjoining room housing interactive displays, which could be separated off when required for visiting educational groups. Alternatively these rooms could be connected for meetings when required. Suitable arrangements would be made to ensure sound does not spill from one exhibit/area to another.

The Audio-Visual theatre would accommodate approximately 25 seated people.

5.2.5 Shop & Refreshment Area

The proposed circulation pattern¹⁶ would encourage visitors to enter and exit from the visitor centre via this area. The food preparation area would be small in scale.

The operators have set out some suggested principles for the operation of the shop and cafe¹⁷:

The intention is to source local products wherever possible. In-house publications would be made for both general and educational customers. Unique lighthouse, seafaring, and geological gifts would also be sought to make the shop as unique as its setting. Local products (such as Serpentine models) would be avoided i.e. ranges would complement rather than compete with what is already being sold in the local community.

The operator would also look to set up a separate schools shop area (out of peak time) so that school children could only buy educational/relevant souvenirs with child friendly pricing. This would also help to reduce confusion, temptation of shoplifting, and reduce H&S risks. Adults and teachers would be able to shop at the main shop and children would again be enticed to bring their families back if certain items from the main shop are wanted.

The Café menu would be limited due to equipment needed, but would be intended to be unique (in comparison with other local outlets) with an emphasis on healthy foods.

5.2.6 Art Exhibition Area

The intention is that the link corridor area would be available for marine and local artistic work to be exhibited.

¹⁶ See Appendix 16 Exhibition Design Script, p17

¹⁷ See Appendix 13 for more detail



5.2.7 Ancillary Works

The Lighthouse Tower will have minor safety modifications made to improve access for the public, in particular children. There will be additional new interpretation and exhibits.

An additional outdoor sympathetically paved patio based fine weather holding area would be provided for visitors waiting to take the guided tour up the operational East Tower. This would connect to the A/V theatre and be particularly be useful during the busier summer holidays (end July to beginning September), in helping to increase the throughput of visitors.

A detached single skin concrete double garage block on the west side of the site would be converted to provide DDA compliant toilet and washing facilities to cater for both increased numbers of visitors and staff. It would also provide stopover facilities for cyclists and walkers. The garage would require substantial work including a new Welsh slate roof, wall cladding and insulation, new door and lobby, provision of a connection to the adjacent lighthouse sewage treatment system and fitting out with cubicles etc. There is scope in the detailed design of this building to introduce environmentally friendly features, applying learning from the recently upgraded National Trust café and toilets at nearby Kynance Cove.

Two garages at the rear (north side) of the holiday cottages would be converted to provide a staff room, manager's office and storage area.

Some dedicated disabled parking would be provided on site close to the new entrance to the Visitor Centre. There would be two parking spaces reserved for use by disabled visitors. All other car-borne visitors would be expected to park in the adjacent National Trust car park, or in the Lizard village.

(Users of the cottages will have separate access to their own parking area at the rear of the cottages.)

Boundary treatments including those to the entrance drive would be reviewed and informed by the Heritage Impact Assessment.

Part of the south-west paddock area would become available as external seating for the café area in fine weather.

Part of the north-west paddock area would be available as an external exhibition area.

5.2.8 Statutory Consents

Planning Permission and Listed Building Consent were obtained from Kerrier District Council for the Visitor Centre as part of the scheme in its previous form. Due to some changes proposed to the Listed Building and the introduction of the proposed refreshment area revised permissions will have to be applied for. The building alterations have already been discussed in outline with the Conservation Officer.

5.2.9 Capital Works Milestones¹⁸

January 2007 – obtain all necessary statutory consents

March 2007 – HLF grant approval

¹⁸ See Appendix 2 for programme of building and fitting out work



April – May 2007 – tenders prepared
June - August 2007 – tenders received, contractors appointed;
September 2007 – roofing, external works and internal removals commence
End November 2007 – external building works completed
Jan 2008 – exhibition installation
April 2008 – open to public

5.3 Operational Phase

5.3.1 Current Operation of the Visitor Centre

Currently the visitor centre is operated by the attendant on a seasonal basis for 7 months of the year with limited opening hours as shown below, averaging 25 hours per week rising to 30 hours in the high season:

Opening Times for 2006:

Date	Time	Day
April 9-30	12-5pm	Sun-Thurs
May, June & Sept	12-5pm	Sun-Thurs
July & August	12-5pm	Sun-Fri
October 22-26	12-5pm	Sun-Thurs

Although there are some educational visits, these are currently managed in a passive way.

There are no dedicated visitor toilet or refreshment facilities on site.

5.3.2 New Management Arrangements

Trinity House will enter into a contract agreement¹⁹ with their already selected operator (Cardona) who will manage the day to day operation of the Lizard Lighthouse Visitor Centre.

It is intended that Cardona will take over on site in January 2007. This will enable them to experience a complete year of operation without improved facilities, to build local relationships and to work alongside Trinity House staff for some 15 months as the project is finalised and implemented.

5.3.3 Pre-Opening Development Programme

A detailed programme setting out development activities in the period December 2007 to March 2008 is set out in Appendix 14. Other suggestions have been provided by the operator. Activities include:

¹⁹ See Appendix 15



- Staff recruitment by Cardona
- Staff training led by Cardona supported by specialists from Trinity House
- Marketing Activity
- Education Programme Development

Approach to staff recruitment: a sign would be in place as soon as possible which would not only let the public know that the centre is being refurbished to expand the Visitor experience, but also to advertise the fact that positions will be available. Regular advertising will commence at the beginning of December 2007 along with putting the positions in the local Job Centres - they will provide free rooms for interview days as well as scheduling and other support. This could be done in Helston and Falmouth. Interviews will include an opportunity to visit the site.

Approach to staff training:

Week 1 The induction will start a month before Grand Opening to include Health and Safety, Fire, Manual Handling, Loss Prevention, Customer Service, and possibly Basic First Aid. (It would also be useful to take them on a tour of either Harwich or Swansea TH Depots and a lightship before opening.)

Week 2 This will be job specific training. Guides will have Tour and AV training. This will be practiced every day to build confidence. A course on Conservation Cleaning Techniques would be included, Basic Grounds Cleaning and Maintenance, as well as Goods-In functions. Visitor Services personnel will have Basic Food Hygiene, Cash Handling, Basic Housekeeping, and Goods-In functions with some Merchandising training.

Week 3 The third week would be a team-building week with everyone helping to setup and fill the shop. All staff will then have basic merchandising skills and will practice their roles for at least an hour each day.

Week 4 This will be an unadvertised "Soft Opening" where everyone gets to practice their skills on the general public with full management support and involvement. At the end of this week would be the "Grand Opening".

The marketing and educational programme development work focuses principally on the highest priority actions in the Audience Development Plan and has been prepared jointly by Trinity House and Cardona. The educational programme should be read in conjunction with Trinity House Education procedure and the operator's proposals.²⁰

5.3.4 First Year of Operation

A detailed programme setting out activities for April 2008 to March 2009 is set out in Appendix 14. This includes:

- Launch and opening
- Website development
- Marketing Activity
- Education Programme Development
- Monitoring activity

²⁰ See Appendix 14 and Appendix 21



The marketing and educational programme development work focuses principally on high and medium priority actions in the Audience Development Plan and has been prepared jointly by Trinity House and Cardona.²¹

Proposed opening hours would be significantly extended to year round operation, proposed to be up 10 hours per day at peak season (70 hours per week) and up to 9 hours off peak (45 hours per week) with closure on Thursdays and Fridays.

5.3.5 Years 2 and 3 of Operation

A further programme is set out in Appendix 14. This shows further developmental work, in outline, as agreed between Trinity House and Cardona, and in line with the Audience Development Plan.

5.3.6 Costs Breakdown²²

Costs have been assembled from a variety of sources as detailed below and approved by Trinity House Asset Manager. The commentary below is set out in the same order as the items appear on the HLF application form.

Capital costs

Budget costs for the repair works have been calculated by Trinity House Project Development Department at £xxx,xxx, with reference to costs prepared for the previous HLF application by Harvey Partnership Quantity Surveyors of Helston, who are experienced in local historic buildings work. The main element is re-roofing.

Building works have been calculated by Trinity House Project Development Department at £xxx,xxx. In addition to previous input by Harvey Partnership, this reflects their current in house experience in relation to the present conversion of the holiday cottages plus the revised costs prepared by Studio One in June 2006, included in the Exhibition Design Script²³. Costs include the internal removals and alterations to the Engine Room, new electric heating solely for the Visitor Centre (to replace the old oil fired boiler which served most of the site), plus the conversion of the outbuildings, of which the largest individual element is the new toilet block.

Professional fees of £x,xxx relate solely to the conversion of the toilet block.

Equipment costs of £xxx,xxx are derived from the updated Exhibition Design Script budget in Appendix 16. (note that some of the costs listed in the Exhibition Design Script are presented under the categories of building works and materials).

Audio visual materials (£xx,xxx) include the rock lighthouse display software, engine room and interactive fog horn software. These costs include the Lizard site introductory video at £xx,xxx, to include film taken from sea and air. A new Lizard website is costed at £xx,xxx, including support for 5 years.

Trinity House professional staff time in kind contribution associated with the capital works is calculated at 155 days @ £xxx. This offers good value for money compared with the use of external project design and management staff.

²¹ See Appendix 14

²² See Appendix 3 for full details

²³ See Appendix 16



Trinity House paid for the Exhibition Design Script to be revised during 2006 (£x,xxx).

Activity Costs

Budget costs for education material totalling £xx,xxx have been obtained by Trinity House Communications Manager (August 2006). This allows for Key Stage 2 and 3 wallcharts²⁴ and CD-rom, plus teacher's supporting information, library and film fees.

Trinity House in kind staff time in kind to support the development of the operational phase of the project amounts to £xx,xxx (35 days @£xxx); this relates to two areas. One is the specification and procurement of education and AV material by the Communications Manager (10 days); the other 25 days is specialist training for site staff to be provided by Trinity House experts. Staff time will be verified by time sheets and internal re-charge to the project; this is work that would not otherwise be undertaken.

²⁴ See Appendix 16 for samples



SECTION 6 THE MARKET

6.1 Target Market

Extensive market analysis was carried out in the preparation of the Audience Development Plan, which states:

*'The Lighthouse currently attracts less than 10,000 visits a year, which constitutes a significant decrease over the past 5 years. Although the capacity of visitors to the lighthouse tower is restricted for safety reasons to between 12 and 20 people, it is estimated conservatively that the annual capacity of the Lighthouse tour alone, if opened daily from April and September and on weekends thereafter, exceeds 35,000.'*²⁵

6.1.1 Current visitor profile

Research carried out by PLB Consulting and presented in the Final Audience Development Plan offers a useful summary of the current users/ visitors to the Lizard Lighthouse. The research revealed that visitor throughput was highly seasonal with the majority of the intake being during the school holidays. It also revealed that it had witnessed 'a dramatic decrease in visitor numbers since 2000' and that in the local area 'industrial or transport related attractions have generally seen decreasing visitor numbers in comparison to garden and landscape attractions'.

The Audience Development Plan discovered the following profile for the current visitors/ users of the Lighthouse:

- *'Women and men are equally represented at the Lighthouse (49% female and 51% male);*
- *The overwhelming majority of users are tourists staying in the area (92%), and the mean average of nights spent is 9.1 suggesting long-stay tourism is the main market for the Lighthouse;*
- *Among the visiting local population and day visitors from Cornwall, there is a slight majority of male users (57%);*
- *11% of visitors to the Lighthouse are from overseas;*
- *84% of users are either adults (aged 19-59) or children (under 14) suggesting that families are a key user group, especially with children aged 5-11;*
- *Only 7% of users are aged 60 or over. However among the local visitors and day trippers there are relatively more elderly users (17%);*
- *Teenage boys (aged 14-18) are especially under-represented at the Lighthouse (3%);*
- *Almost all visitors arrive by car (97%);*
- *11% of visitors are on day trips and only 8% are visiting Friends and Relatives locally;*
- *General knowledge, the site leaflet and return visits account for 79% of visits.'*

²⁵ Appendix 6



6.1.2 Under-represented visitor sectors

The Audience Development Plan identified that the under-represented audiences were:

- local people living in Kerrier and Cornwall - (8%)
- teenage boys - (3%)
- older, culturally interested adults – i.e. those aged over 60 - (7%)

6.1.3 Potential visitor markets

The Tourism Market

Section 3.3 of the Audience Development Plan identifies that the tourism market has been, to date, the main generator for visits to the Lighthouse – ‘in particular, the long-stay, low spend family market’. The Audience Development Plan goes on to advise that:

‘Recent trends suggest that this segment and the tourism market in general is undergoing change, and it is important for any service provider at the Lizard to adapt to these changes in order to maintain a sustainable service.’

When considering the visitor trends for Cornwall, the Audience Development Plan highlights the fact that the ‘short-stay’ and ‘Visiting Friends and Family’ (VFR) markets are increasing, whereas the ‘long-stay’ tourism trips are decreasing.

Interestingly, when considering the trends for the district of Kerrier, it can be seen that there is evidence of a very strong VFR market (36.2% of trips) which is not reciprocated in the numbers received at the Lighthouse (8% of visits). Also, and in contradiction to the trend experienced by Cornwall as a whole, the district of Kerrier is experiencing an increase in the number of nights spent in the area, suggesting a change towards more long stay trips to the district.

The tourism sector, therefore, will remain an important one to develop. The general age profile of the ‘long-stay’ visitor market indicates that older visitors (over the age of 60) are present, but few consider visiting the site.

The Audience Development Plan identifies that, in the future, the Lighthouse should put some effort into attracting the ‘short-stay’ and ‘Visiting Friends and Family’ market, with particular attention to the elderly, culturally interested adults.

The Day Visitor and Local Market

‘The Day Visitor market is in decline region-wide, and Cornwall is affected by this trend more than other regional counties as number of visits shrank by almost a third within a couple of years (2001 to 2003). Among these visits, only 19% are made to rural countryside locations such as the Lizard, which means that the Day Visitor market for the site is limited. However, this is a high spending market group with great potential for return visits and a knock-on effect for the VFR market. This is why audience development should consider it a target group.’²⁶

Research carried out by PLB Consulting noted that whereas Kerrier is one of the three districts that represent the main catchment areas for the Lizard Point, there is little evidence to show that there are many visits from those people living in the district’s urban centres of Camborne and Redruth.

²⁶ Appendix 6, section 3.4



The Audience Development Plan suggests that whereas the urban centres of Truro, Falmouth and Penzance should be targeted in the future, the local community on the Lizard peninsular should be targeted as part of a sustainable approach to audience growth. In this way, it is suggested that the local community will help to guide and recommend destinations on the Lizard to its visitors.

Of the people living locally, the following local markets should particularly be considered in any marketing activity:

- the over 60s – the percentage of over 60s living in Kerrier is noted to be above that of the UK average;
- temporary workers that have come from the Baltic and Portugal;
- the above average number of people who are claiming benefits due to ill-health - attention will be needed to address the special needs of this group;
- the above average number of people who are in the lower socio-economic groups which are not the traditional audiences for heritage attractions which are the more affluent visitor groups;
- students from the number of schools in the district and Cornwall-wide;

6.1.4 Target Visitor Markets

Section 3.5 of the Audience Development Plan – ‘Strategic and Policy Background – Summary’ – presents a review of the strategies and policies in the area and demonstrates that there are a number of organisations already in place in the areas of education, tourism, community involvement and social inclusion, and museum management that the Lizard Lighthouse can explore and create partnerships with in order to include the audiences that it wishes to have visit.

The Audience Development Plan reinforces the fact that learning is at the heart of the Lizard Lighthouse project and proposes the following audiences as targets:

- School children in their use of ICT equipment;
- Unemployed people;
- The rural, local community
- The under 7’s in the context of informal family learning
- Socially excluded groups
- Women, especially for employment and training opportunities

Audience Development

Section 5 of the Audience Development Plan offers the Project Framework for Audience Development and states the three aims for visitor service provision as being:

Education:

To increase awareness and appreciation of the Lizard Lighthouse and facilitate its use in life-long learning

Conservation

Through public access to support the conservation and maintain the significance of the lighthouse and its surroundings, both financially and through better awareness of its value

Regeneration:

To support the local economy and enhance access to local services or products

To achieve these aims, the Framework sets out three objectives:

Objective 1:

Extend the existing visitor base among tourist audiences by sustaining the traditional long-stay visitor group but focus on VFR markets and short stay visitors for development

Objective 2:

Create a high quality local resource through formal and informal learning opportunities, of which people can be proud

Objective 3:

Monitor and evaluate success and create an environment in which the two previous objectives for audience development can function without conflict

The list of target audiences for each of these objectives is given in order of priority in Section 5.3. These are as follows:

Objective	Audiences	Priority ¹¹
Extend the existing visitor base among tourist audiences by sustaining the traditional long-stay visitor group but focus on VFR markets and short stay visitors for development	Families, Adults, Visitors over 60 yrs old staying in the area, including those using the coast path for walking	High
	People visiting friends and relatives in the area, overseas visitors, local tourism providers / associations	Medium
	Business, camping and group visits to the area	Low
Create a high quality local resource through formal and informal learning opportunities, of which people can be proud	Local schools, colleges and universities, and other existing local learning groups (especially for young people)	High
	Day visitors (especially those over 60)	Medium
	Ethnic minorities, local people with special needs	Low
Monitor success and create an environment in which audience development can function without conflict	Staff, operators, TH For the benefit of all of the above	Ongoing

For each of these objectives, there is a list of target actions which are reproduced in Section 6 of the Audience Development Action Plan with reference to the Generic Learning Outcomes (GLOs) as introduced in the framework for 'Inspiring Learning for All'.



6.2 Total Market Size

The Lizard Lighthouse is situated on the Lizard Peninsular which forms the southern half of the district of Kerrier. Kerrier is one of six district authority areas that make up the county of Cornwall and has a resident population of 92,517.²⁷ It has three principal towns - Camborne, Redruth and Helston – in the north of the district which account for a population of 20,010, 12,352 and 9,780 respectively, although it is suggested that the majority of day visitors are more likely to be from the more affluent urban centres of Truro, Falmouth and Penzance in the districts of Carrick and Penwith.

People living in the District of Kerrier by age group:

Age Range	Total		Male		Female	
0 - 4	5168	5.59%	2700	2.92%	2468	2.67%
5 - 9	5351	5.78%	2749	2.97%	2602	2.81%
10 - 14	5900	6.38%	3015	3.26%	2885	3.12%
15 - 19	5183	5.60%	2695	2.91%	2488	2.69%
20 - 24	4337	4.69%	2280	2.46%	2057	2.22%
25 - 29	4867	5.26%	2416	2.61%	2451	2.65%
30 - 34	6163	6.66%	2982	3.22%	3181	3.44%
35 - 39	6615	7.15%	3244	3.51%	3371	3.64%
40 - 44	6097	6.59%	3026	3.27%	3071	3.32%
45 - 49	5812	6.28%	2771	3.00%	3041	3.29%
50 - 54	7324	7.92%	3606	3.90%	3718	4.02%
55 - 59	6487	7.01%	3235	3.50%	3252	3.52%
60 - 64	5543	5.99%	2755	2.98%	2788	3.01%
65 - 69	4897	5.29%	2422	2.62%	2475	2.68%
70 - 74	4382	4.74%	2045	2.21%	2337	2.53%
75 - 79	3636	3.93%	1533	1.66%	2103	2.27%
80 - 84	2555	2.76%	953	1.03%	1602	1.73%
85 - 89	1452	1.57%	473	0.51%	979	1.06%
90 and over	748	0.81%	181	0.20%	567	0.61%
Totals	92517	100.00%	45081	48.73%	47436	51.27%

²⁷ 2001 Census of Population Key Statistics produced by the Office for National Statistics, February 2003.



Kerrier District attracts 516,000 visitor trips per annum²⁸. The market is very seasonal with 80% of visits taking place between April and October. As elsewhere in the country, peak times for visits tend to be aligned to the traditional school holiday periods.

Cornwall has a resident population of 501,267²⁹ and is a favoured location for both short-stay and traditional long-stay holidays in the UK. Cornwall is an established holiday county attracting 4.8 million tourist trips per annum.

6.3 Comparative Analysis

Appendix 2 of the Audience Development Plan offers comparative data and some observations on visitor trends at similar museums/ attractions found both in the district of Kerrier and countywide.

Further information on the admission charges of similar museums/ attractions can be found in Appendix 7.

6.4 Visitor Numbers

Current visitor numbers to the Lizard Lighthouse are significantly down on those that were being achieved in 2001 (average 16,000 per year) when the Lizard Lighthouse was managed by the Trevithick Trust.

Currently, the Lighthouse is only open between April and October each year and the opening hours are restricted.³⁰

Marketing of the Visitor Centre and Lighthouse has also been significantly reduced in recent years, and so it is proposed that this project would immediately experience an increase in visitor numbers just by extending and advertising the opening hours to welcome in the visitors that pass by its gate each year. It is estimated that, by doing so, the site could achieve a throughput of 20,000 visitors per year without any major changes being made to the Visitor Centre itself.

However, it is realised that even this number of visitors cannot be relied on in the long-term and that the visitor centre offering is in desperate need of updating and revision to meet the demands of today's heritage attraction/ museum audiences.

Research undertaken by PLB Consulting and presented in Section 3.2 of the Final Audience Development Plan suggests that there is currently an annual visitor throughput on the Lizard Point of around 100,000 to 120,000 visits based on the usage of the National Trust car park adjacent to the Lizard Lighthouse complex.

Of the numbers of people using the NT car park, the project expects to be able to capture 25% (30,000) on the basis that these people are interested in heritage and the environment/ nature as members of the NT and would therefore already have an interest in learning about the Lighthouse as a significant part of their visit to the most southerly point.

²⁸ Cornwall Visitor Survey 2004/2005

²⁹ 2001 Census of Population Key Statistics produced by the Office for National Statistics, February 2003.

³⁰ See section 5.3.1 for 2006 opening hours; this is an increase on 2005 when the PLB research was carried out



It is also understood that around 130,000 visits are made to the Lizard village and on foot along the coastal path. Of the 130,000, it is considered that the Lighthouse Visitor Centre will be able to capture 3% (4,000).

There are 17 schools in the area with a total of around 5,000 pupils and 282 schools (primary and secondary) in Cornwall with a total of around 71,000 pupils. The project estimates that it will be able to welcome up to 100 school visits per year at around 35 pupils per visit (i.e. 3,500 per year).

It is assumed, therefore, that the Lizard Lighthouse can look to achieve visitor numbers of up to 37,500 based on visitors already visiting the Lizard village or Lizard Point and the number of schools in Cornwall. Further increases in visitor numbers will be achieved through effective marketing to audiences that do not currently visit the Lizard Point as mentioned in section 6.1.4.

6.5 Admission Charges

Admission charges including VAT have been developed based on research into what comparative attractions/ museums in the area and county-wide are charging. A comparative analysis can be found in Appendix 7.

These are as follows:

	Heritage centre only	Centre with tour
Adults	£x.xx	£x.xx
Children	£x.xx	£x.xx
Concessions	£x.xx	£x.xx
Family	£xx.xx	£xx.xx
Children under 3 free with accompanying adult.		

	Heritage centre only	Centre with tour
Children (to 16)	£x.xx	£x.xx
Adults (2 max/ group)	Free	Free

6.6 Penetration Rate Analysis

The Lizard Lighthouse is currently receiving only 0.19% of the tourist visits to Cornwall each year. If the proposed changes in marketing policy and the appropriate revision of the visitor centre exhibition can be achieved, the visitor centre would be more likely to achieve a 'Tourist' Penetration Rate of 1% which would equate to (0.01 x 4.8m) 48,000 visits pa. If the same Penetration Rate is applied to the population of Cornwall, this would equate to a total of (0.01 x 501k) 5,000 visits pa. These figures combined would suggest that visitor numbers could reach a maximum 53,000 visitors pa.

However, it is acknowledged that this number is only going to be realisable if the Visitor Centre can manage the number of visitors so that they were not all coming in August between the times of 10am and 3pm.

The limiting factor for the Lighthouse is the total daily capacity of the number of Lighthouse Tours that can be realised in any one day. If it is assumed that in August,



the Lighthouse Tours can manage 20 people each half hour, then an average eight hour day would manage a maximum of 320 visitors.

Assuming that not all people will be able to, or want to do the Lighthouse Tour, the total number of people visiting the visitor centre is likely to be a maximum of 400 per day (assuming that 25% of visitors do not take the Lighthouse Tour). 400 visitors per day would translate into a maximum of 12,400 visitors in August.

Projections for the estimated number of visitors per month for estimated visitor numbers of between 20,000 and 50,000 in Appendix 13 show that saturation would not be reached in the month of August.

6.7 Conclusion

The Audience Development Plan suggests that the site has the capacity to receive over 35,000 visitors per year if spread evenly throughout the current opening period April to October. In order to achieve visitor numbers that approach this capacity over the year, the project will follow the audience development action plan as set out in the Chapter 6 of the Audience Development Plan.

**SECTION 7 FINANCIAL APPRAISAL****7.1 Introduction**

This appraisal takes as its starting point the analysis carried out as part of the Audience Development Plan. It uses projections outlined in Section 6, the business operating model proposed by Trinity House, and experience and proposals from the operator to arrive at projected income and expenditure figures.

7.2 Income**7.2.1 Increasing Visitor Numbers**

Research carried out by PLB Consulting has revealed that a revised and efficiently marketed Lizard Lighthouse Visitor Centre has the capacity to receive in excess of 35,000 visitors over the period of April to October.

Visitors from the NT car park, village car park and people using the coastal path will all be encouraged to visit the lighthouse through better signage and advertising.

The upgrade of the visitor centre and associated facilities, the extension of the opening hours such that the centre becomes an all year round heritage exhibition and a vigorous marketing strategy and action plan (Appendix 14) is expected to generate an increase of 30 – 35,000 visitors in the first five years of operation.

		Visitor Numbers	% Increase on previous year	Notes	% of visitors to NT car park
1	2008-9	30,000	50.0%	First full season, extensive marketing, direct contact schools, clubs and organisations, displays revamped.	25%
2	2009-10	35,000	16.7%	Improve marketing, develop "Friends", Develop attractions for Coastal Path walkers, and develop schools activity.	29%
3	2010-11	40,000	14.3%	Extend treasure trail, increase marketing, joint ticketing, extend interactive shows.	33%
4	2011-12	45,000	12.5%	Develop local clubs - scouts / OAP / social clubs etc develop coach tour activity.	38%

The sustainable number of visitors for the proposed new visitor centre is judged to be in the region of 20 – 25,000³¹.

7.2.2 Admission Charges

General Public Pricing Structure

The current and proposed (post-capital investment) pricing structures are detailed as below and have been developed in line with those of comparable attractions as can be seen in the Comparative Analysis³².

	Heritage centre only	Centre with tour
Adults	£x.xx	£x.xx
Children	£x.xx	£x.xx
Concessions	£x.xx	£x.xx
Family	£xx.xx	£xx.xx
Children under 3 free with accompanying adult.		

Educational Group Pricing Structure

Groups would be of a number comparable to a typical school class size – i.e. up to a maximum of 32 pupils during school term time. Accompanying teachers and assistants that manage the school groups will not be charged. No discounts will be given for educational tours of up to 32 people. These will need to be pre-booked in order to manage education groups effectively on site.

	Heritage centre only	Centre with tour
Children (to 16)	£x.xx	£x.xx
Adults (2 max/ group)	Free	Free

The marketing of the visitor centre is to follow that set out in the Activity Programme. The resulting Ticket Sales mix has been estimated and can be found in the Visitor Sales Model.

From these estimates, an average ticket price of £x.xx can be calculated.

Discount Coupon/ Vouchers - £x.xx

The project will aim to produce 10,000 vouchers that will be distributed to local serviced accommodation providers as an incentive to encouraging their visitors to consider a visit to the Lizard Lighthouse and the Lizard Point. This will be coupled with an invitation to all serviced accommodation providers to visit the Lighthouse free of charge with a friend.

³¹ See Visitor Sales Model in Appendix 13.1

³² See Appendix 7



It is assumed that around 3,000 of these vouchers will be redeemed during the first year of operation – 2008/09.

7.2.3 Other Visitor Spend

Having paid an entrance fee, there will be two further spending opportunities for visitors. These will be in the Café and the Shop. An estimation of the likely sales income from each of these outlets is provided over a range of visitor numbers in the Visitor Sales Model.

The Café

The Café will also include an outlet for ice creams and cold drinks during the peak season – April to September.

The Café will share the retail/ticketing space. Space is at a premium here and so the menu will be dependant on the space available for its preparation. The menu will be based on the provision of light foods in summer (salads and sandwiches containing locally sourced produced) and warmer foods in the winter (jacket potatoes, 'homemade' soups and stews). Cakes and pastries will be served all year round with coffees and teas. The Café will not be licensed to sell alcohol.

During the warmer months – especially between April and October – the Café will be able to spill out onto a patio space that will accommodate the higher numbers of visitors who will want to eat at the visitor centre as part of their visit/ experience. In peak periods, there will be visitors that will need to reserve a place on the next available tour of the lighthouse. This may encourage people to eat and/ or drink during the time they are waiting.

The average spend is based on an annual average of 15 to 20% of ticket purchases taking a meal in the café and therefore spending an average of £x.xx. This translates into an average spend per visitor of £x.xx.

The average spend for the ice cream and cold drinks outlet is based on an annual average of 25 to 30% ticket purchases spending an average of £x.xx. This translates into an average spend per visitor of £x.xx.

The Shop

The shop will aim to source local products where possible and will focus on themes associated with lighthouses, seafaring, and geology. The shop will not seek to compete with local gift shops as part of a strategy to work alongside businesses already established on the Lizard Point and in the Lizard village and to raise the offering of the Lizard Point in collaboration with other businesses to increase the visitor spend for all, including the Lizard Lighthouse Visitor Centre.

The average spend in the shop is based on an annual average of 10 to 15% of ticket purchases spending an average of £x.xx per person. This translates into an average spend per visitor of £x.xx.

7.3 Expenses

Trinity House is the owner of the Lizard Lighthouse and is to be responsible for all maintenance and operating costs except labour. Trinity House will appoint a suitably qualified operator with experience in running heritage centres to assist it in the day to day running of the centre. The operator will be financially responsible for the recruitment, remuneration, management and training of the staff necessary to fulfil



the aims of this project. In return, the Operator will receive an annual Management Fee from Trinity House based on the budgeted sales for the year.

Both Trinity House and the Operator will jointly agree budgets and therefore the Management Fee for each consecutive year of an initial five-year contract. Management meetings will take place monthly during the first 2 years and at least quarterly thereafter. Trinity House will be responsible for ensuring that the visitor centre is returning sufficient surplus each year to enable refreshment of the exhibition script on a regular basis and therefore sustainability. Trinity House central collection exhibits will be refreshed on a cyclical basis.

There will be provision for the operator to receive an annual bonus payment if they manage the operation efficiently and create a surplus. This surplus will be reinvested into the visitor centre, primarily for a major revision of the main exhibition script after 5 years.

7.3.1 Management Fee

The Operator's Management Fee will be decided annually at the time of agreeing budgets and will be based on a percentage of the expected Visitor Centre turnover for that year.

The Operator will be responsible for the employment of all staff associated with the operation of the visitor centre.

7.3.2 Education Materials

The Project costs cover the production of 5,000 copies of educational materials for use by local schools and interest groups.

As education visits increase over the first five years, so will the need to produce updates and more relevant educational materials to reflect any changes in the exhibition script and/or the national curriculum.

In the first two years, the education costs will be limited to the production of supporting material that will be added to that already make up the basic individual education pack. This is assumed to cost the equivalent of £x per educational ticket purchaser/ visitor.

In operational years 3,4 and 5, education costs will increase as the need to replace the stock of materials provided for at the start of the project increases. An amount of £xxx per year is included from Year 3 in order to cover such costs.

7.3.3 Energy / Phone

The asset management department at Trinity House estimate that the total cost of the utilities bill for the visitor centre will be approximately £x,xxx per annum.

Electricity

The visitor centre will make use of central heating (oil, electricity or ground source) to replace the previous antiquated oil fired heating system which will be removed as part of the refurbishment in order to release floor space for the exhibition script. Electrical costs would include the energy needs of the café, the exhibition display equipment and general lighting. These latter costs are estimated based on actual electrical usage in 2004 and 2005 with suitable increases to take into account the recent increases in global energy costs.



Telephone

Use of the telephone will increase over previous years and is based on a percentage of turnover using other sites as a guide. Key usage of the telephone will be for marketing and for accepting debit/credit card purchases.

Water

Water rates will be payable by the visitor centre as a result of its use in the new toilet facilities and the café facilities.

7.3.4 Display Maintenance

The visitor centre is expecting to receive in excess of 25,000 visitors per year from 2008/09 – the first year of operation. This visitor volume will have an affect on the physical presentation ('wear and tear') of the visitor centre and its exhibition/ display material.

The asset management department of Trinity House estimate that this cost will be equal to 7.5% of turnover.

7.3.5 General Maintenance

This is to cover cost associated with repairs or general maintenance to the physical structure of the visitor centre, such as plumbing, electrical and breakages costs as a result of the increase in visitor numbers.

The Maintenance Department of Trinity House estimate that this will be equal to 7.5% of turnover.

7.3.6 Marketing / Advertising

The Activity Programme³³ identifies a number of activities in the first two years which will be necessary in order to grow the visitor numbers from the current level of 12,000 to that of 45,000+. There is to be more activity in Operational Year 1 compared to Years 2, 3 and 4 in order to raise the profile of the Lizard Lighthouse Centre. These costs are estimated as follows based on the advice of the Marketing Department at Trinity House:

Activity Programme Costs for Development Year 2008/09

– after capital investment programme:

Activity	When	Estimated Cost £
Improve the web presence and ensure that the information includes the wider Lizard Point experience to enhance the visitor draw.	Apr 08	x,xxx0
Develop and test a basic comment cards system to capture visitor feedback, both positive and negative. Request extra visitor information not captured at point of ticket sale (e.g. home address, holiday town, other ...	May 08	xxx

³³ See Appendix 14



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Activity	When	Estimated Cost £
Comment: Design Comment Card format and content. Revise Comment Card to reflect feedback.		
Create dedicated interpretation in the Engine Room and at the nearby paddock area, with a view to the sea, regarding the surviving shipwrecks and the ongoing research of EH's Maritime team	May 08	x,xxx
Create a guide to the Lighthouse and the immediate coastline of the Lizard Point and Housel Bay in English, German and French and sell it at the Lighthouse.	May 08	xx,xxx
Develop Lizard Website and links to TH Website.	May 08	x,xxx
Create a designated section on the learning website targeted at GCSE and GNVQ in 'Leisure and Tourism' and / or 'Engineering' for virtual use in the class room relating to providing visitor management and the management of the AtoN of the Lighthouse.	May 08	x,xxx
Distribute site leaflets among all holiday and caravan parks on the Lizard Peninsular. Comment: Develop Mailing Leaflet.	Jun 08	xxx
Distribute marketing material to the self-catering cottage providers for inclusion in the house information packs. The information should include vouchers for family visits.	Jun 08	xxx
After the installation of a CCTV link, record footage to create a basic learning website for schools targeting KS2 (age 7-11) and KS3 (age 11-14) topics covered in the National Curriculum.	Jun 08	xx,xxx
Mail-shot all local serviced accommodation providers at the re-launch of the Lighthouse together with an invitation to visit the site free of charge with a friend. Comment: Prepare Mailing list of all local serviced accommodation.	Jun 08	x,xxx
Extend the provision of virtual education material to KS1 and early years learning groups with Lighthouse themed support for numeracy and literacy skills	Jul 08	x,xxx
Develop the site to reach a minimum for CATA accreditation and get formally accredited as a quality destination. Comment: list of standards will need to be met, £2,500 Joining Fee plus a £600 Annual Fee;	Jul 08	x,xxx xxx
Become a member of Visit Cornwall and use their marketing channels to reach foreign markets.	Aug 08	xxx
Further printing of Site Leaflets for marketing strategy (x 25,000). Include Cornish in the signage and marketing material	Jan 09	x,xxx x,xxx

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Activity	When	Estimated Cost £
as appropriate according to the marketing strategy. (Design Fee and printing setting)		
Organise guided tours of the Lizard coast starting and ending at the lighthouse, and advertise them via a temporary information board at the lighthouse visitor entrance and the south gate interpretive viewpoint.	Mar 09	xxx
Other Miscellaneous Marketing Activity		x,xxx
Estimated Cost of Marketing Activity for 2008/09		£xx,xxx

Activity Programme Costs for Operational Year 2009/10

Activity	When	Estimated Cost £
Obtain the necessary license, and use the AV room after opening hours as a local cinema.	Apr 09	xxx
Ongoing practice of carrying out a mail-shot to all local serviced accommodation and related	Jun 09	x,xxx
CATA Membership and continual accreditation as a quality destination. Comment: £600 Annual Fee	Jul 09	xxx
Add material to the basic learning website for schools that will be relevant to targeting KS1 (age 5-7) and KS4 (age 14-19) topics covered in the National Curriculum.	Jul 09	x,xxx
Create a treasure trail that starts at the Lighthouse and leads people to the Point and back using the principal of geo-caching. Comment: Will include the purchase of a number of hand-held GPS units and the development of a suitable trail or trails to follow.	Feb 10	x,xxx
Other Miscellaneous (to 10% of Turnover)		x,xxx
Estimated Cost of Marketing Activity for 2009/10		£xx,xxx

Years 3, 4 and 5 will, thereafter, have a Marketing Budget equivalent to 10% of sales turnover which will be necessary to attract some of the more harder to reach groups that are identified in the Audience Development Plan and which are in the first instance placed as a lower priority (Ref. Section 6.1.4)

7.3.7 Insurance – Public Liability

Figures are those as advised by the Trinity House asset management department.



7.3.8 Administration

Administration costs are to include general postage and office stationery outside of those needed for marketing activity.

7.3.9 VAT

Trinity House is exempt of VAT as a Charitable Trust.

7.3.10 Cost of Sales

Cost of Sales for the Café will be 40% of Food Sales and 50% of ice cream/ sweets and soft drinks sales. The cost of sales for the Shop is expected to be 65%

All invoices will be paid by Trinity House within one calendar month of their receipt.



SECTION 8 MANAGEMENT AND STAFF

8.1 Project Development and Capital Works Phase

The proposed operator – Cardona - has already been selected, with formal appointment to be confirmed early in 2007. Cardona has been consulted about the proposed programme and overall design for the works and on the revised Exhibition Design Script, and has worked with Trinity House to provide staffing and financial forecasts for the Visitor Centre.

The operator will work closely with the Trinity House Archivist/Curator and exhibition designers in finalizing the specifications for and arrangements of the display equipment, and selecting suitable exhibits from the Trinity House archive.

Once building work commences, the operator would finalise staffing and activity planning for the first year³⁴.

8.2 Trinity House Management Structure

Summary diagrams of the Trinity House Management Structure are in Appendix 4, and these show its inter-relation with the Visitor Centre operator. Trinity House operations are directed from its Harwich base.

Trinity House Director of Operations and Asset Management is responsible for the Asset Management, Project Delivery and Marketing/PR teams who all contribute to the project team.

The overall project director is Alan Thomas, Trinity House Asset Manager, who will specify the project details and supervise the delivery through Trinity House project managers.

The project specifications will be finally approved by Alan Thomas in consultation with the project team and stakeholder group, who will also manage the business aspects.

The construction phase will be project managed by R Blakeley, Trinity House Field Operations and Project Delivery Manager, the day to day duties will be managed by an appointed Project Delivery Manager, probably Keith Blamey.

The establishment of the collection and display will be project managed by Neil Jones, Archivist Trinity House.

The education elements will be project managed by Vikki Gilson, Communications Manager Trinity House.

The estates elements will be project managed by an Assistant Estates Asset Manager, from Trinity House.

On completion of the creation of the Lizard Heritage Centre, the collections management will remain with Neil Jones whilst the operation of the visitor centre will come under the management of Chris Flowerdew, Trinity House Product Development Manager. It is intended to appoint, under a management agreement, Cardona, to provide on site, day to day management of the visitor centre. The

³⁴ See Appendices 5 and 14



maintenance of the structures will be the responsibility of Andrew Lamnea, West Coast Manager, Trinity House, who reports to Peter Kelly.

The site will continue under the oversight of Alan Thomas who will establish maintenance and operating standards for the site as a whole, in line with the recommendations of the Conservation Management Plan.

There will be particularly close liaison between Trinity House and Cardona during the set-up and start-up periods, which should ease as the centre becomes established.

8.3 Strategic Guidance

It is proposed that a steering committee is established to provide strategic guidance to the subsequent operation of the Visitor Centre, with members to include stakeholders from Trinity House and the Operator, and local stakeholders such as the Parish Council, National Trust etc).

8.4 Operational Phase

In the New Year 2008, the operator will undertake staff recruitment and training locally, supported by specialists from Trinity House.

The operator has provided the following description of anticipated staffing arrangements; an organogram of this proposal is given Appendix 5³⁵.

'It is intended to develop at least one and preferably three people as future managers of the site, starting initially as team leaders. Required staff skills are outlined below, detailed job descriptions have been prepared as part of the planning for recruitment.

There will be three departments:

- Administration – deal with office based jobs, phones, reception, and communication, possibly also developing later into finance/human resources role.
- Visitor Services – Café, shop, and ticketing will all have the same basic skill set and responsibilities (cash handling, customer services, loss prevention). They will all be responsible to the Visitor Services team leader.
- Visitor Centre – Guides and attendants will have responsibility over the tours and entertainment of the centre. As they are able to move freely when not doing a tour, they can assist in keeping the grounds clean and also help with deliveries, and will be responsible to a team leader.'

8.5 Ongoing Site Operation

Trinity House has extensive experience of operating sites where there is conflict or the potential for conflict between different operations. A good example of how this is managed effectively is at Start Point on the South Devon coast. Here the site comprises 2 holiday cottages, Lighthouse tours and a working Lighthouse and fog signal. It is open all year round with circa 6,000 visitors per annum.

The site is managed by a tour operator who has a direct link / contact with Chris Flowerdew as Trinity House Product Development Manager. The tour operator understands the holiday cottages requirements being privacy and the attraction to an

³⁵ See also Appendix 13



'Unusual' holiday and manages that by advising visitors of the need to protect the holidaymakers privacy. In turn the cottage occupiers are invited to be involved with the site through the offer of free tours. The cottages are operated by Trinitas, a wholly owned subsidiary of Trinity House, headed by the Trinity House Asset Manager. They are marketed by Rural Retreats and managed by Trinity House Asset Management. Trinity House Operations and Asset Management Directorate operate the working Lighthouse. Trinity House Field Operators maintain the site in line with the Trinity House individual Asset Management Plan, which is updated regularly.

All parties are kept informed of planned activities by Trinity House Operations and Planning Centre. When conflicts or potential conflicts become apparent they are resolved within the Trinity House Asset Management group.

At the Lizard, it is intended that the day to day management running of the 3 site functions - i.e. Visitor Centre management, Lighthouse Attendant (caretaker) and Holiday Cottages (caretaker) - will all be under the control of Cardona to simplify communications and reduce the potential for conflicts. Local Trinity House Field Operations staff will be the first point of contact to resolve technical problems, and Chris Flowerdew will be the first point contact for non-technical (people or communications) issues.



SECTION 9 ASSESSING RISK

9.1 Overview

Trinity House wishes this project to be an exemplar and there is a strong corporate imperative to ensure that the outcome is of high quality, demonstrably successful and economically self sustaining. Trinity House is keen to identify, manage and where possible eliminate problems prior to implementation. Because the project is backed by a large organisation with substantial resources, with a long term interest in the site in its role as an Aid to Navigation, the overall risks are considered to be relatively low.

Trinity House believes that the development of the Visitor Centre, its operation and associated activities need to:

- be based on a sound Business Plan, managed and administered effectively
- prevent interference with the discharge of the Corporation's duties as a GLA
- protect the Aids to Navigation functions
- provide for future Aids to Navigation applications
- contribute to the conservation of the environment
- preserve historically significant lighthouses
- use the Trinity House corporate "brand"
- engender economic growth and sustainability

The project has two principal phases – capital works and subsequent operation. The risk assessment presented below considers both aspects. It considers firstly the overall external operating environment in which the project is set. Then it examines the strengths and weaknesses of the organisation promoting the project and its capacity to deliver the desired outcomes, both in terms of the capital works and the operation of the Visitor Centre.

9.2 Risks Associated with the External Operating Environment

External strategic factors that could affect the success of the project can be considered by means of a PEST analysis. This examines the Political, Economic, Social and Technological influences surrounding the project and whether their impact is negative (a threat) or positive (an opportunity):

Category	Influence	Impact
Political	Within the context of Cornwall there is an emphasis on local democracy and decision making, a strong desire for active community engagement and a focus on care of the natural environment.	Positive
	There is a positive approach to the fostering of Cornwall's heritage assets as a driver for economic development (through tourism) and social wellbeing (educational opportunities, local pride and volunteering opportunities). This is exemplified by the recent inscription of Cornish	Positive

Category	Influence	Impact
	Mining as a World Heritage Site by UNESCO.	
Economic	Whilst Cornwall is still characterised by a low wage economy with low levels of productivity <i>per se</i> , the success of regeneration strategies over the last 10 years means that economic improvements are now progressing at a higher than average rate. Cornwall will continue to receive European structural fund assistance until 2013, including support for niche branding and marketing initiatives aimed at supporting a higher quality, higher value tourism product, to offset the decline in traditional low value 'bucket and spade' holiday trade.	Positive
	All tourism activity is vulnerable to general economic conditions in UK/Europe	Threat
Social	The Lizard peninsula is relatively remote; this has implications for the project's marketing strategy.	Threat
	The Lighthouse is a major feature in the context of a small local community whose attitude will be important to the success of the project	Threat
Technological	Advanced navigational systems are likely to impact on the future operational usage of the lighthouse, increasing the likelihood of redundancy; this is a driver to utilising the site for a more diverse range of sustainable uses.	Threat
	Science teaching including physics is regarded as an important area for attention in terms of the national curriculum.	Opportunity
	In terms of climate change, the cliff top site is not likely to be affected by rising sea levels; a warmer climate could increase its attractiveness as a year round visitor destination.	Opportunity

9.3 Risks related to the Capital Works

Capital works will be procured and overseen by Trinity House Asset Management and Project Delivery Teams, which have extensive experience in this area. The table below examines technical, financial, economic, market, management and legal factors that could affect the delivery of the capital works.

Risk	Probability	Effect	Severity	Overall Effect	Mitigation
Planning permission/ listed building consent delayed	Low	Would delay commencement of conversion works	High	Would delay opening of new centre	Previously discussed with Kerrier DC
Local community concerns / objections	Medium	Would delay commencement of conversion works	High	Would delay opening of new centre	Consultation already carried out and is ongoing
Ineffective project management of capital works	Low	Delays on site	High	Could increase costs and delay opening	Trinity House has experienced project managers with



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Risk	Probability	Effect	Severity	Overall Effect	Mitigation
					long standing responsibility for this site.
Quality of workmanship (structures)	Medium	Reduced quality end product	Medium	Could result in withdrawal of HLF grant	Rigorous tender process, use of experienced contractors accustomed to working on exposed operational historic lighthouse sites
Quality of workmanship (exhibition)	Medium	Reduced quality end product	Medium	Could result in withdrawal of HLF grant and lack of audience engagement	Rigorous tender process, use of experienced sub contractors accustomed to working on heritage attractions with scientific and educational content Engagement with proposed operator and Trinity House archivist and Marketing team
Loss of project manager	Medium	Possible delays	Medium	Could delay opening of new centre	Trinity House has sufficient staff resource to cover
Overall delay	Medium	Loss of selected operator	High	Quality of initial offer diminished	Active engagement with proposed operator during development process

9.4 Risks associated with the Operation of the Visitor Centre

The visitor centre will be operated under a management agreement supervised by Trinity House Marketing and PR department, which already oversees several similar



operations throughout England. An operator has already been selected. The table below examines technical, financial, economic, market, management and legal factors that could affect the successful operation of the new facilities, with particular reference to the threats listed in the SWOT analysis of issues in the Audience Development Plan.

Risk	Probability	Effect	Severity	Overall Effect	Mitigation
Predicted visitor numbers not realized	Medium	Reduced revenue Staffing levels reduced in response	Medium	Failure as exemplar project Income of operators reduced	Sound business & marketing plan produced by operators, reflective of audience development research
Predicted visitor numbers in excess of expectations	Low	Pressures of visitor throughput on fabric Environmental damage Conflict with other site users	High	On site staffing levels would need to be raised Resource implications for Trinity House support staff Negative publicity	Requires careful monitoring of numbers and mechanisms to manage throughput by operators
Potential conflict with other users on the site	Medium	Negativity from occupiers of holiday cottages and visitors to heritage centre	High	Failure as exemplar project Income of operators reduced Negative publicity	Asset (site) management plan regularly reviewed by Asset Management team in conjunction with operators
Legislation affecting health and safety, staffing, environment etc.	Medium	May restrict optimum operation of site	Medium	May restrict optimum operation of site, but will affect other operators too	Operator and asset manager to keep abreast of legislation and modify operating practices accordingly



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Risk	Probability	Effect	Severity	Overall Effect	Mitigation
					to reduce risks and manage visitor expectations
Local community concerns / objections	Medium	Failure to achieve levels of volunteering and community usage desired.	High	Income of operators reduced Negative publicity	Consultation already carried out and is ongoing Proposed stakeholder forum
Changes in objectives within Trinity House	Low	Could result in disposal of estate	High	Could force closure	Long term strategy to 2020 for service in place, any change likely to be preceded by long lead in time, led from DoT Asset Management department recently centralised
Maintenance of good relationship between Trinity House and Operator	Medium	Loss of operator	High	Could force temporary closure	Robust and clear agreement with operator Good levels of support from Trinity House in start up phase
Loss of car parking from NT	Medium	Visitor frustration/ reduction in numbers	Medium	Income of operators reduced Negative publicity	Needs to be addressed in Asset Management Plan
Land management changes by NT in relation to	Medium	Uncertain, could affect access to site	Medium	Could reduce visitor	Good level of engagement with NT needs to be



Risk	Probability	Effect	Severity	Overall Effect	Mitigation
nature/ environmental conservation				attractiveness	maintained by both Asset Management team and operator

9.5 Operator's Risk Assessment

The proposed operators (Cardona) have carried out a risk assessment as part of their own business planning process. The risk to their own business would be reduced by:

- Having a legal document drawn up for partnership or Limited Company.
- Providing full insurance to cover sickness/death of operators.
- Hiring of other suitably skilled potential managers and developing them to be able to care for site.
- Full standard operating procedures clearly written out for all aspects of the organization.

The Heads of Terms³⁶ of the proposed management agreement with Cardona covers these points.

³⁶ Appendix 15



SECTION 10 MONITORING AND EVALUATING YOUR PROJECT

10.1 Monitoring

The appointed Trinity House Project Delivery Manager will follow standard Trinity House practice and will be involved in the development and implementation phases of the project work, and undertake full monitoring of the project to completion, including supplier assessment, quality supervision, progress and financial tracking.

10.2 Evaluation

The Trinity House Field Operations Manager and Project Development Department will undertake an ongoing evaluation of the progress of the project, based on monthly progress reports and regular site visits.

The building contractor responsible for the site works will be subject to a six-month defects liability period from practical completion. All installed purchased equipment will be subject to normal manufacturers or suppliers warranties.

The Trinity House Asset Manager in conjunction with the Field Operations Manager and the Project Delivery Manager will undertake a snagging examination of the project on practical completion, and a further evaluation on final completion to ensure it meets the high standards set by Trinity House for all projects.

The appointed Operator will be kept fully informed of progress during the construction programme, will work alongside Trinity House staff to fine tune the equipment installation phase, and will be consulted during the snagging and final evaluation of the physical works.

Regular reports and feedback will be provided to the Heritage Lottery Fund by the Asset Manager as applications for release of funding are made. Reports will be informed by visitor number/type counts, Visitor Satisfaction surveys conducted by the Operator and local stakeholder views expressed through the proposed Steering Group.

The Director of Operations and Asset Management will maintain an overview of the long term viability of the Visitor Centre operation.

The Heritage Lottery Fund will be kept informed of progress of the project after the first year of operation if required.