

Maybole Castle

Visitor Development Plan

Final Report



for North Carrick Community Benefit Company

as part of a Hall Aitken team

July 2022



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1. Introduction and objectives

1.1 Introduction

This report has been commissioned by North Carrick Community Benefit Company (NCCBC) and is produced as one of a suite of reports under Hall Aitken to develop tourism and stimulate economic growth in North Carrick. The report should therefore be read alongside the wider Hall Aitken work under the North Carrick feasibility studies banner within the wider Foundations for Recovery project (see section 2.3 for details).

The project specifically looks at the heritage tourism opportunities for Maybole Castle and combines an outline interpretation plan and business plan.

1.2 Study objectives

The study focuses purely on the visitor aspects of Maybole Castle; in essence, how to generate an income from visitors and contribute to tourism development in Maybole and North Carrick. It is noted that the Castle is the most significant and visible heritage building in Maybole and that it underpins both the heritage of the town and its potential to act as a catalyst for tourism growth in Maybole and North Carrick.

The drivers of the project are identified at the outset as heritage promotion, income generation, employment and providing NCCBC with an operating base.

It should be noted that a regeneration project is already well underway on the Castle to restore the historic fabric and bring the lower two floors back into use, possibly as a Centre for Creativity and Enterprise (business incubator centre). The proposals for a visitor experience within this study are intended to fit alongside this and add to rather than replace any aspect of the existing proposals.

2. Site and context

2.1 Maybole Castle and gardens

Maybole Castle is a Category 'A' Listed Scottish tower house located in a prominent position on Maybole High Street and within the Maybole Outstanding Conservation Area. The current Castle, outbuildings and associated grounds are believed to date from the mid-16th Century and were later enlarged in the 19th Century. It is the only A-listed building in Maybole and is currently also on the Buildings at Risk register.

The Kennedy family, who also owned Cassillis House and Culzean Castle, have owned Maybole Castle since at least 1193 and likely built the current castle as a winter residence around 1540 to 1560. However, much of the pre-19th Century building has been lost through alterations and additions, including the demolition of the original stables to allow the lengthening of the High Street. A new roof, stable and factor's office were added to the west and a kitchen and dining room were added to the north along with servants' quarters in the 19th Century. A major fire in 1919 resulted in further changes to the roof structures, some of which have led to

maintenance and water ingress problems. Nevertheless, the Castle remains broadly faithful to the remodelling and extension work that was carried out in 1812, although it is now in a poor state of repair. Similarly, the formal gardens (stretching to the north-east) are in a poor state and largely overgrown apart from the managed lawns and small beech hedges on the upper terrace.

The Castle was most recently used as the headquarters of May-Tag Ltd, a training company to address local unemployment, until it moved to another location on the High Street in 2004.

A major project is currently underway to conserve the Castle and create a business incubator centre (Enterprising Carrick Hub) on the lower two floors. This £1.7m project is now fully funded with preliminary opening up works underway. The Castle restoration is part of a wider Maybole Town Regeneration Project (MRP) which aims to deliver economic and social benefits to the surrounding community and includes upgrading the Town Hall, extensive public realm works, shop front improvements, strengthening of active travel networks and a major activities programme – it aims to bring 63 vacant buildings in the local area back into use.

2.2 NCCBC

North Carrick Community Benefit Company was set up in 2014 and is a Company Limited by Guarantee (SC480121) and a Registered Charity (SC045947). Its main role is to disburse community benefit funds received from a windfarm to local projects proposed by voluntary groups, charities, and other organisations. Funding for projects started in 2015 and currently NCCBC has around £300,000 available to fund projects each year to support the regeneration of North Carrick.

Other NCCBC activities include publishing a quarterly [Community Newsletter](#) to inform residents of developments in North Carrick and helping communities to implement Action Plans developed with NCCBC funding in 2019.

NCCBC owns a shop and a residential property on Maybole High Street and is developing its role as a community anchor organisation, aiming to become more proactive and strategic in the use of its funds. Leasing and operating Maybole Castle as an Enterprise and Creativity Centre is regarded by NCCBC as an important step towards this ambition.

2.3 Maybole town

Maybole is less than 10 miles south of Ayr and is the main town in North Carrick. It serves a rural area in South Ayrshire and acts as a service centre for the surrounding villages of Dunure, Minishant, Kirkoswald, Maidens and Turnberry and Crosshill, Straiton and Kirkmichael. The total population of the area is around 9,000 with approximately 4,800 of those living in Maybole. Just over two thirds of the population live in the more deprived deciles ranked between 2 and 5 (out of ten) in the Scottish Index of Multiple Deprivation rankings. In common with many rural areas, North Carrick has an aging demographic.

Over recent decades Maybole has suffered from economic decline and social deprivation. Today, it is engaged in a town centre regeneration project to make it a

better place to live, work and visit. The project, partners and owners of buildings will invest up to £7.5 million over the next three years to improve town centre buildings (key buildings including the Town Hall, the Castle, the Charity Shop and Camerons), develop a number of cycling and walking routes and transform the public spaces creating appealing public realm, as well as a range of activities and training opportunities where the community can learn, participate in the project and gain skills.

The Vision is that 'by 2024, Maybole will be an attractive destination known for its vibrant High Street and resounding community spirit, its proud heritage, and its range of facilities with opportunities for leisure, employment and young people'.

2.4 North Carrick feasibility studies and the wider Foundation for Recovery project

The Castle is not only part of a wider project within Maybole town but is also an integral part of a wider North Carrick regeneration project consisting of three packages covering tourism, community assets, and workforce development. The Maybole Castle project specifically sits within the Heritage and Cultural Tourism package.

The [Foundations for Recovery project](#) is funded primarily through the UK Government's Community Renewal Fund. The focus of the work is to develop a linked set of project proposals that, together with other work, will contribute significantly to the regeneration of North Carrick over the next five years.

For the tourism package, this will mean bringing more tourists to the area, and/or extending the length and variety of stays in the area, while reducing carbon footprints per visitor and enabling the local economy to be more resilient. Measures of success range from awareness of the destination to retaining younger residents.

The tourism package focuses on developing strong narratives supporting the area's history and heritage including Burns Country, Robert the Bruce, maritime and farming heritage, and Clan Kennedy. It includes the following linked elements, which resemble a web geographically centred on Maybole Castle:

- Coastal tourism
- Celebrating Bruce
- The Lion of Alba
- Villages Public Art trail / competition
- Kennedy Community Heritage Centre (Kennedy Park, Dunure)
- Augmented reality tours
- Maybole Castle as a creativity centre and heritage hub
- Community led tourism
- Active transport
- Walking and cycling routes
- On farm visitor activities
- E-charging points

3. Project potential

3.1 Introduction

This section of the report investigates the potential for the project. It initially looks at the potential visitor market and provides estimated potential visitor figures before going on to identify the key opportunities and constraints for the project. The section concludes with an overall assessment of potential and recommended approach.

3.2 The market

3.2.1 Market focus

The Hall Aitken Foundations for Recovery Heritage and Cultural Tourism Strategic Plan provides an excellent context for tourism in North Carrick and identifies the focus for tourism investment. It reflects the recent turmoil and uncertainty within the Scottish (and global) tourism sector and paints a realistic picture of tourism growth over the coming years, albeit also noting that there is little evidence to support future market behaviour.

It recommends that in order to best grow tourism value in North Carrick:

- Investment should aim to increase the opportunities for visitors to stay longer and spend more
- Investment in infrastructure, amenities and attractions should give a high priority to community benefits and resilient businesses

It goes on to provide eight criteria for NCCBC tourism projects:

1. A key aim is to build viable businesses (including attractions) that employ local people and have a long-term future. Investment in infrastructure, amenities and attractions should give a high priority to community benefits and resilient businesses.
2. Investments should contribute to Net Zero targets and improve the built and natural environment.
3. Investment should aim to increase the opportunities for visitors to stay longer and spend more.
4. Domestic markets are the first priority; staying visitors are much more valuable than day visitors and contribute more to communities.
5. Marketing and promotion needs to support longstanding consumer awareness of Ayrshire and the destination marketing work of VisitScotland, Ayrshire and Arran Destination Alliance and other bodies. Share of voice within this framework is the main objective.
6. Investment in tourism infrastructure, attractions, amenities and environmental improvements needs to be maintained to a high standard – lifecycle costs are as important as capital costs.
7. The focus should be on developing strong narratives supporting the area's history and heritage including Burns Country, Robert the Bruce, maritime and farming heritage, and Clan Kennedy. Activities include adventure tourism (walking, cycling, water-based sports).
8. Visitors should have the highest quality of experience through linking things to see and do, and places to eat and stay. Itineraries and packages are needed rather than catalogues of attractions.

3.2.2 Resident market

The Scotland's Towns Partnership (STP) assessment of Maybole is a useful starting point in assessing the local resident demographic. In summary, it notes that; Maybole, once the capital of Carrick and known as Minibole was inhabited by influential families in the area. These wealthy families later moved to Ayr and the town today is an agricultural service centre and a commuter town for those working in Ayr. The STP summary notes that:

- Social and council housing are the norm in this type of medium-sized town (30% of property)
- Manufacturing and construction (27%) are the dominant forms of employment (35% of jobs are unskilled or semi-skilled)
- Health and social work services are particularly active
- There is a higher level of unemployment
- Educational attainment is low (35% of residents have no education / qualifications)
- Car ownership is low, meaning that many residents in these towns are reliant on public transport (30% of residents do not have a car)
- There are no tourist beds noted in the town (although Airbnb has eight properties marketed in the town)

Maybole is classed as an interdependent to independent town, with most similar towns in Scotland noted as Cumnock, Denny, Alness, and Brechin.

In terms of demographic data, Maybole had an estimated population of 4,580 in 2020, a decrease from 4,760 in 2011 (Census). It has a fairly even male female ratio (48.5% male / 51.5% female) reflecting national averages, a reasonably even age demographic across all ages with a slight dominance in the 40-69 brackets and is primarily Scottish (90.5%), white (99.3%) and English speaking (97.4%).

Maybole has a total of 414 children in primary schools and 531 children in secondary schools.

Looking more widely at the Maybole and North Carrick Communities Locality (2020), it has:

- A total population of 9,907 people, with 48% male, and 23% aged over 65
- There are no people living in the least deprived SIMD quintile, while 6.3% live in the most deprived quintile

Between 2016 and 2020 deprivation levels have improved in the area, with a reduction from 51.3% living in the two most deprived quintiles to 34.2%. The most deprived localities remain within Maybole town with deprivation most acute in relation to access, health, employment and crime.

3.2.3 Day visitors

South Ayrshire has long had strong appeal as a popular day trip destination. Visitors are attracted to the area because of the easy accessibility from West Central Scotland, particularly to Culzean, the beaches and for walking and water based recreational activity, with sunny weather stimulating last minute visits.

Consultation as part of the Wardrop Consulting and Carey Tourism 2021 study noted that visitors are 'mostly day trippers and mainly domestic ('local'): invariably Scottish and largely urban, mostly from Glasgow and Ayrshire towns. Most are families and some are couples. People come by car and caravan to walk, visit beaches and play golf. Despite golf and castles being important components of the destination product, local people do not think of these users as contributing much to the local economy. Both Culzean Castle and Trump Turnberry are perceived as separate and unintegrated.

Supported by research undertaken by 56 Degree Insights during COVID-19 lockdown restrictions, the Wardrop/Carey report suggests that without substantial intervention 'the market will remain primarily local from a 30-90 minute drive time radius' and that most visitors will remain day trippers spending only a nominal amount.

The most recent VisitScotland data (published in January 2021) for Ayrshire & Arran shows that there were some 5.9million day tourism visits to South Ayrshire per year on average between 2017 and 2019. These spend an average of £284million pa, or £48 per person per day visit. Day visit numbers and spend have increased in South Ayrshire over recent years.

The most popular activities undertaken as part of a day trip to the wider Ayrshire and Arran area (for 2016-2018 average) are:

1. Going out for a meal - 1.9 million pa
2. Going out for a drink - 1.4 million pa
3. Visiting a beach - 1.3 million pa
4. Visiting family for leisure - 1.3 million pa
5. Short walk - 1.3 million pa
6. Sightseeing on foot - 0.8 million pa
7. Centre based walk - 0.7 million pa
8. Visiting friends for leisure - 0.7 million pa
9. Going out for fast food - 0.6 million pa
10. Long walk - 0.6 million pa

Notably, visiting attractions or heritage-based visits are not identified in the top ten.

In terms of visit proportion, Day Visits make up 93% of tourism visits to Ayrshire and Arran and 78% of tourism days spent in the area (allowing for multiple days spend by overnight visitors) and 69% of all tourism spend.

Day trip drive time catchment populations number:

- 30 minutes – 120,000 people
- 45 minutes – 400,000 people
- 60 minutes – 2 million people
- 90 minutes – 2.8 million people

3.2.4 Overnight tourist visitors

The Carey-Wardrop (March 2021) report also provides a good in-depth overview of the North Carrick visitor market, albeit highlighting the lack of data specific to South Ayrshire, hindering future tourism planning and development. Only a brief summary of the overnight tourist market is provided here.

The VisitScotland Ayrshire and Arran Factsheet (2019) provides figures for 2019 and the more accurate 2017-19 annual averages, which show annual totals, for Ayrshire and Arran of:

- 81,000 international overnight tourists staying 520,000 nights and spending £50m (£95 per day and average stay of 6.4 nights) – mostly from USA (25%) and visiting between April and September (73%)
- 661,000 domestic overnight tourists staying 2,460,000 nights and spending £139m (£57 per day and average stay of 3.7 nights) – with a longer April to December visitor season – note that average spend for 2019 alone was higher at £69 per day for domestic tourists

These figures illustrate that 89% of overnight tourism trips are by UK residents and indeed Scottish residents accounted for 55% of trips, 45% of nights and 39% of spend

The Scotland Visitor Survey 2015-2016 (Ayrshire and Arran – 2015) provides useful profile related insights related to overnight tourists. It shows that:

- The scenery and landscape is the main motivating factor for visits (68% of people), compared with 50% for Scotland overall
- History and culture is the 6th most influential factor, motivating 27% of visitors (compared with 33% for Scotland overall, the second most common factor)

In terms of activities undertaken:

- Sightseeing by car / coach / on foot is the most common, undertaken by 72% of people (also most common for Scotland overall at 74%)
- Visiting a historic house, stately home, castle is the third most common activity (54%) compared with 60% for Scotland overall and the second most common activity
- Visiting a visitor / heritage centre is the 9th most common activity (30%) and is not in the top ten for Scotland overall

3.2.5 Potential market penetration

In assessing the potential market penetration it is useful to consider the existing market (above) and the existing comparator attractions locally, as well as the potential for market growth.

Dean Castle Country Park (1,365,246 visitors per year) and Culzean Castle and Country Park (333,965 visitors per year) are the most popular free and paid entry attractions respectively in Ayrshire and Arran and demonstrate the scale of the visitor market and area appeal. However, they are not comparable attractions to the project proposed for Maybole Castle in terms of scale or draw. More comparable local attractions, as listed in the 2019 Visitor Attraction Monitor for Ayrshire and Arran, may be considered to be:

- Wellwood Burns Centre and Museum - 2,920 (free entry)
- Baird Institute Museum & Local History Centre - 2,082 (free entry)
- West Kilbride Museum - 1,069 (free entry)

It should also be noted that the above three attractions are all free entry and are generally of a much larger physical scale than the Maybole Castle proposals.

A 'heritage attraction' within Maybole Castle will vary in visitor numbers considerably based on the nature and scale of the attraction. The market suggests that there is potential for these to vary from around 900 to 3,000 visits per year depending upon quality, appeal, profile and admission charge.

	Base	Heritage focus	Revised base	Free - high	Free - medium	Free - low	Paid - high	Paid - medium	Paid - low
Tourist Visits ¹	742,000	27%	37,100	928	742	557	557	464	371
Day trip ²	5,900,000	5%	295,000	1,475	1,106	738	738	590	443
Local Resident Visits ³	9,907	50%	4,954	619	495	372	248	186	124
Total	6,651,907		337,054	3,022	2,344	1,666	1,542	1,240	937
Peak visitors on site				8	6	4	4	3	2
Peak visitor cars on site				3	2	2	2	1	1

¹ Tourist visits based on the annual 2017-19 average for Ayrshire and Arran (Domestic and overseas)

² Day trip visits based on the annual 2017-19 average for South Ayrshire

³ Based on North Carrick Communities Locality (2020). Note that a wider local population is present in Girvan (c.6,500) and Ayr (c.47,000), these will fall within the tourism day trip figures

The above analysis also estimates peak on site design capacity and car parking requirements and suggests that these could vary from as few as 2 to 8 visitors at peak times with visitor cars varying from 1 to 3 cars.

The later project proposals and outline business plan considers revised penetration rates that correspond to the refined concept project proposal. At this stage, the above penetration rates are simply an assessment of realistic potential and do not take into account access restrictions or building limitations.

3.3 Project opportunities

The project benefits from a number of opportunities and factors that support its development. These include:

- A dynamic and capable lead organisation (NCCBC) and building owner (Cassillis & Culzean Estates), both of which can demonstrate considerable experience in successful project development and delivery
- A strong fit within the wider strategic development context for both Maybole and North Carrick
- The area is currently the subject of a substantial funding focus and has excellent synergy with current national regeneration funding priorities
- The recently opened bypass has reduced through traffic and provides considerable opportunities for improved town centre public realm and general destination development
- The town and the Castle have strong heritage links, particularly with Clan Kennedy and Robert Burns and as the ancient capital of Carrick
- Maybole Castle has a strong external visual appeal and a dominance in the town, clearly visible on the High Street from both directions
- There is a strong sense of local identity (by Minniebolers) in Maybole, rooted in the heritage of the town
- The proposed business centre operation on the lower two floors potentially provides a reception service for any experience, reducing operating costs
- The stories of Maybole and Carrick (and its people) are not covered elsewhere, other than online on mostly outdated or 'history buff' websites, the Maybole Tackettie boot trail and the Carrick community heritage trail leaflet
- The Scotland Reaching Out national 'reverse ancestral tourism' initiative pilot study (2014), pioneered by Jim Wilson (McKenzie Wilson), demonstrates the potential for Carrick based reverse genealogy services on a nationwide scale
- There are opportunities for skills development through the project, initially including traditional skills training through restoration works but later through visitor engagement, genealogy and archive research
- The new area wide Carrick History Society launched in December 2021 provides an exciting future for community-based heritage in the area
- Although limited, space within the Castle for a heritage experience includes the small (business centre) reception area on the lower ground floor and the first and second floors rooms plus the Countess' Room, although all upper floors require spiral stair access. There is also (potentially) the drawing office in a separate building to the main Castle, and a large paddock to the north-west of the Castle and the gardens to the north

3.4 Project constraints

There are, however, a number of constraints that may provide challenges or limitations to a heritage hub or experience within Maybole Castle. These include:

- There is considerable high quality heritage competition locally, particularly regarding Robert Burns and major castles, including Kennedy Castles such as Culzean
- Car parking in Maybole is a challenge and any visitor attraction drawing additional visitors to the town will require additional car parking, unless this is addressed at a town wide level (e.g. using the Cairn Primary School site, less than 300m from the Castle)
- The reception area is only 29m² with around a quarter of the space likely to be used by the reception desk. This space has to work hard as the business centre reception for tenants and visitors. There is very limited space available in this room for a paid heritage experience beyond initiating the experience at this point (to then be experienced elsewhere in the building). It is too small for a heritage exhibition and retail of a scale to make impact
- The available space within the main castle is either shared with or accessed through the business centre and there is the potential for user conflict if not appropriately managed – in terms of visitors disturbing paying business users or the business centre ambiance being at odds with a 'heritage experience'
- Access to the vacant upper floors is both challenging and problematic with the first and second floors (and Countess' Room) only accessible by a single spiral staircase. Any public access will need to be in small numbers and accompanied
- The most appropriate space for a 'heritage hub' is the separate Drawing Office, accessed from the courtyard. At c.22mm² it is still small and will have only limited space for retail (postcards, books and branded merchandise)
- Although there are interesting stories (covered below in section 4) attached to the Castle, Maybole and Carrick, many of the stories or topics will primarily appeal to visitors to the area with an interest in heritage rather than attract new visitors to the area
- It may be a challenge to generate an income from a heritage experience at the Castle given the competition locally and the limitations on available space and access restrictions
- A Virtual / Augmented Reality (VR / AR) experience has been suggested by the client team. Although forward looking, these experiences tend not to attract or appeal to traditional heritage audiences and can fail if they are the only 'experience' on offer at a heritage attraction. There are questions surrounding the potential to charge for such an experience at the Castle and the need for 'real-time' virtual access to vacant upper floor rooms

3.5 Potential

There is undoubtedly considerable potential for a heritage offer at Maybole Castle, although this offer will be shaped by the access limitations to the upper floors, the lack of available dedicated space on the lower floors and the potential for use conflict with the business centre. However, this is balanced by the considerable interest and enthusiasm from the Carrick History Society (CHS), who are likely to be the operator of the 'heritage offer', and who's ambitions are well aligned with the potential that the Castle provides.

Taking these and the other opportunities and constraints into consideration, the heritage experience within the Castle is likely to be:

- Small scale, with low visitor numbers (at least initially)
- Including free and paid elements
- Quirky in nature but including a variety of traditional, virtual and in person media
- Most likely requiring revenue funding and volunteer involvement

Three broad options were discussed with NCCBC and CHS.

1. **Personalised paid experiences**

These would likely be small group guided tours to the upper floors of the Castle. They would be costumed volunteer led and themed to offer personalised experiences

2. **Small scale free heritage**

Using the available space within the reception area, this could include simple graphic panels and a touchscreen and a free webapp (simple AR) view from outside of the Castle and its stories

3. **Larger scale heritage centre / hub**

Using a more accessible and larger vacant shop on the High Street, or the soon-to-be-vacant Cairn Primary School, as a heritage centre to tell more in-depth stories and cover a broader Carrick wide area as well as include retail

In addition, the following could also be included in any of the options:

- Events / activities – using gardens, paddock and potentially some rooms in the Castle
- Genealogy service – The Carrick History Society operating a genealogy service in the drawing office
- The potential for a larger scale ambition (as a future project) in the paddock

The above options are not mutually exclusive and could also be regarded as stages of development. A discussion of the options led to a broad suggested project proposal which is presented overleaf.

3.6 Project proposal

The project proposals are suggested as being delivered over two phases. The first phase should progress immediately and can be operational as soon as the Castle is renovated and the business centre open, indeed some elements may even be operating before then. The second phase is a longer-term ambition and will require further feasibility research and market demand testing.

The details of the interpretation and the business model elements are presented in sections four and five respectively, however, the proposals are presented in summary below.

Phase One

The phase one proposals are recommended as:

1. Integrated interpretation within the business centre sharing key stories with business centre tenants and visitors
2. Carrick History Society operating a small 'heritage hub' located in the drawing office offering:
 - a. Interpretation – a small permanent introduction and changing content, including digital touchscreen
 - b. Paid guided tours – small group costumed volunteer led guided tours of the upper floors of the castle
 - c. Paid genealogy service – ancestral research service, initially focusing on the Kennedy clan and key Carrick families
 - d. Limited retail – a small heritage retail provision of cards, books and themed merchandise
 - e. Archive – a home for the Carrick History Society archive (paper and online)
3. Within the Castle, some very simple room dressing, i.e. single pieces of furniture or artefact props to help with tours / storytelling
4. A free to use simple AR webapp that allows visitors to explore the Castle from outside, see how it looked in the past and network with other key Kennedy / Carrick heritage sites
5. Events and activities using the gardens and the business centre meeting / function rooms

Phase Two – Future ambitions:

1. To relocate from the drawing office to a larger premises, suggested as a vacant High Street building or Cairn Primary, to provide a more accessible 'heritage hub' offering a wider range of services to more people
2. Paddock development in order to move the operation to a more financially sustainable model generating increased local economic impact. Suggested as a small 'medieval settlement' including recreated buildings to both visit and for overnight stays (note that the overnight accommodation element will be crucial to financial sustainability of this element and to help support the wider project proposals)

4. Interpretive proposals

4.1 Introduction and objectives

This section of the report presents the interpretive proposals for Maybole Castle. It is at an early 'high level' and is not a full interpretation plan or strategy, although it follows the same approach. Its objective is to ensure that the interpretative proposals for Maybole Castle follow a sound rationale.

Interpretation planning provides a framework for engaging and communicating with audiences. A full interpretation plan has a clear set of aims, a sound understanding of the needs and expectations of its target audiences and establishes the messages that are to be conveyed. This information can then be used to identify the most appropriate media for delivering these messages to the audiences.

The interpretive consideration here follows the same mantra of audience, message, media, albeit with a lighter touch. It is based on identifying what we know about who the audiences are, thinking about what we need and want to tell them and then how best to deliver this; the media to be used. It considers the interpretive media options for the various elements of the project proposal and provides indicative costs.

4.2 Significance

Maybole has a long and illustrious history. It originally formed part of the 11th to 12th Century Kingdom of Galloway and in 1186 was granted to Duncan, son of Gilbert of Galloway, who became the first Earl of Carrick. In 1292, the earldom passed to Robert the Bruce and the Earldom has continued to be strongly associated with the UK Crown, with the title 'Earl of Carrick' automatically passing to the first in line to the throne (currently Prince Charles).

In 1516 it was made a royal burgh, although under the control of the Kennedys / Earls of Cassillis and later the Marquesses of Ailsa, the most powerful family in Ayrshire.

Historically, Maybole was the capital of the district of Carrick and home to the family mansions of the barons of Carrick with a number of fine buildings including the town-hall, the Ashgrove and the Lumsden fresh-air fortnightly homes, and the Maybole combination poorhouse. At its heart was Maybole Castle, the winter residence of the Kennedys. It was a thriving and respected capital of Carrick.

Maybole has strong ties with Robert Burns, being only a short distance from his birthplace. It is also the hometown of Burns' mother, Agnes Brown, and the place where his mother and father met, courted and married – arguably without Maybole there would be no Robert Burns! Robert Burns continued to have close ties with the town for many years, as he frequently visited his life-long friend William Niven who lived in Maybole.

In the 19th Century, Maybole changed from a predominantly weaving town (mostly woollen blankets) to a centre of boot and shoe manufacturing and at its peak in 1890 had nine factories, employed over 1,600 people and exported over 1 million

pairs of boots and shoes worldwide every year. Today, six etched stainless-steel boots mark some of the locations of the 19th and 20th Century boot and shoe factories.

Maybole is also of note as the home of Margaret McMurray (d.1760) who was one of the last native speakers of a Lowland dialect of Scottish Gaelic, while other famous Minniebolers (residents of Maybole) include:

- Dwight Eisenhower – who considered Maybole "his Scottish hometown", and on 5th October 1946 was awarded the Freedom of the Burgh
- Norris D. McWhirter – founding editor of the Guinness Book of World Records was a descendant of the McWhirter's of Maybole.
- Tommy McQuater – jazz musician was born in Maybole in 1914
- William Dobbie – head of the National Union of Railwaymen, Lord Mayor of York and MP for Rotherham was born in Maybole in 1878
- Muriel Dobbin – obtained her Highers at Carrick Academy in 1949 and pursued a career in journalism in the USA where in 1963 at the Sun's Washington bureau was the first woman to cover the Kennedy assassination
- Ronald K McRae – born in 1926 and grew up in Maybole attending Carrick Academy. He went on to pioneer hip replacement surgery
- Professor Doctor Federico Kauffmann-Doig – the current Peruvian ambassador to Germany is a descendant of John Doig who was born in Maybole in 1792 and emigrated to Peru in 1820
- Alan Dent – broadcaster and film critic was educated at Maybole's Carrick Academy
- Robert MacBryde – renowned painter of the 'Modern' school of art and a theatre designer was born in Maybole in 1913
- Sir Gilbert Blane, who discovered in the 1700s that limes helped to prevent scurvy, lived in Maybole
- John Loudon McAdam, the famous road maker, was schooled in Maybole until 1770

Maybole was also the location for a famous three-day debate in 1562 between John Knox and the last Abbot of Crossraguel on the doctrine of the Mass. 'The Debate' centred on whether or not in the Mass, or Communion, the bread and wine used are actually changed into the body and blood of Christ. With forty supporters on each side the (wearisome) debate ended in disagreement, and the Minniebolers collected all the books brought by the Abbot for reference purposes and publicly burned them on the Ballgreen.

Maybole has considerable significance as the ancient capital of Carrick. As a result of its longevity and central role as Carrick's ancient capital, the town boasts an array of historical figures who have lived or spent time there as well as lesser-known personalities such as 'Johnnie Stuffle', the eccentric well water carrier. It has stories to tell across centuries, although perhaps its strongest associations are with the Kennedy Family (the Kings of Carrick) Robert Burns and Robert the Bruce.

4.3 Audiences

It is vital to understand, as a starting point, who the interpretation is for. As noted in the early market appraisal, all of the local, day visit and tourist visits are important, although the focus, to maximise economic impact is the overnight visit market, with domestic visitors as a priority.

Key aspects from the market appraisal in identifying audiences for interpretation include:

- Current and future turmoil and uncertainty within the Scottish (and global) tourism and little evidence to support future market behaviour
- A local population of almost 10,000 people, of which almost 1,000 are at school in Maybole. Although there are higher levels of unemployment and social deprivation in the area, there is a strong sense of identity and heritage. These may be considered the primary local market, although beyond them is a potential secondary local market of Girvan less than 15minutes away with a population of c.6,500 and indeed Ayr with a population of c.47,000
- A very strong day visitor market (mostly from Glasgow), although primarily driven by visits to the coast, to play golf and to eat and drink. Heritage is not a key motivator or major activity
- The overnight tourist market is much smaller and dominated by Scottish residents (particularly families) but has a much higher propensity to visit heritage sites

The target markets for the visitor experience at Maybole Castle will need to cater for as wide an audience as possible, therefore covering the local resident, day visit and overnight tourism markets but will also need to be realistic and focused in its targeting within these segments – it cannot and will not appeal to all.

The table below provides the suggested target markets, many of which overlap:

Segment	Subgroup	Profile	Characteristics
Local residents	<ul style="list-style-type: none"> • CHS members • Maybole residents • Wider Carrick residents 	<ul style="list-style-type: none"> • Inter-generational from children to retirees • Repeat visitors 	<ul style="list-style-type: none"> • Sense of identity, ownership and pride in facility and stories • Low spending
Learners	<ul style="list-style-type: none"> • Maybole school pupils • FE/HE Students • Researchers 	<ul style="list-style-type: none"> • Primary and secondary school curriculum visits • Higher education research projects or placements 	<ul style="list-style-type: none"> • Specific research or learning objectives to be satisfied through visit • Schools require cross-curriculum learning objectives and appropriate space
Heritage visitors	<ul style="list-style-type: none"> • General Scottish / local history interest • Ancestral / family history focus 	<ul style="list-style-type: none"> • Mix of domestic and overseas visitors • Often specific sites or purpose to visit • Mostly older couples 	<ul style="list-style-type: none"> • Visit throughout the year • Tend to be higher spenders • Looking for unique personal experiences • Can also be specialised small group tours

Segment	Subgroup	Profile	Characteristics
Staycation families	<ul style="list-style-type: none"> Mix of short break and week stays (same profile and character for each) 	<ul style="list-style-type: none"> Scottish / UK families Mostly self-catering or camping / caravan Often regular repeat stays to the area 	<ul style="list-style-type: none"> Seasonal / restricted to school holiday dates Interested in nature, the outdoors and history (learning through fun) Looking for new things to see and do
Domestic explorers	<ul style="list-style-type: none"> Engaged sightseers Curious travellers 	<ul style="list-style-type: none"> UK tourists staying overnight locally Attracted by landscape, heritage and specific destinations More likely to be first time visitors 	<ul style="list-style-type: none"> Looking for high quality and local distinctiveness Looking for the unusual, something new and unique Generally high spending and looking to shop / eat Includes those interested in the active outdoors
Overseas tourist visitors	<ul style="list-style-type: none"> Diaspora (esp. N. America) Wider / general overseas visitors 	<ul style="list-style-type: none"> Mostly first-time visitors Leisure holidays Often a strong connection to Scotland / certain areas 	<ul style="list-style-type: none"> Looking for key highlights, must visit places and photo opportunities Time pressured but willing to explore High spending
Business centre visitors	<ul style="list-style-type: none"> Tenants Visitors 	<ul style="list-style-type: none"> Mostly Maybole / Carrick residents Younger adults 	<ul style="list-style-type: none"> Strengthening meaning of place (castle and town) Sharing pride in place
Event goers	<ul style="list-style-type: none"> Heritage and cultural events Local seasonal events 	<ul style="list-style-type: none"> Attending for specific event or activity (not the story / interpretation) Mostly local and repeat 	<ul style="list-style-type: none"> Looking to strengthen local identity and pride Audience specific to event / activity type Like events / activities on doorstep / hometown

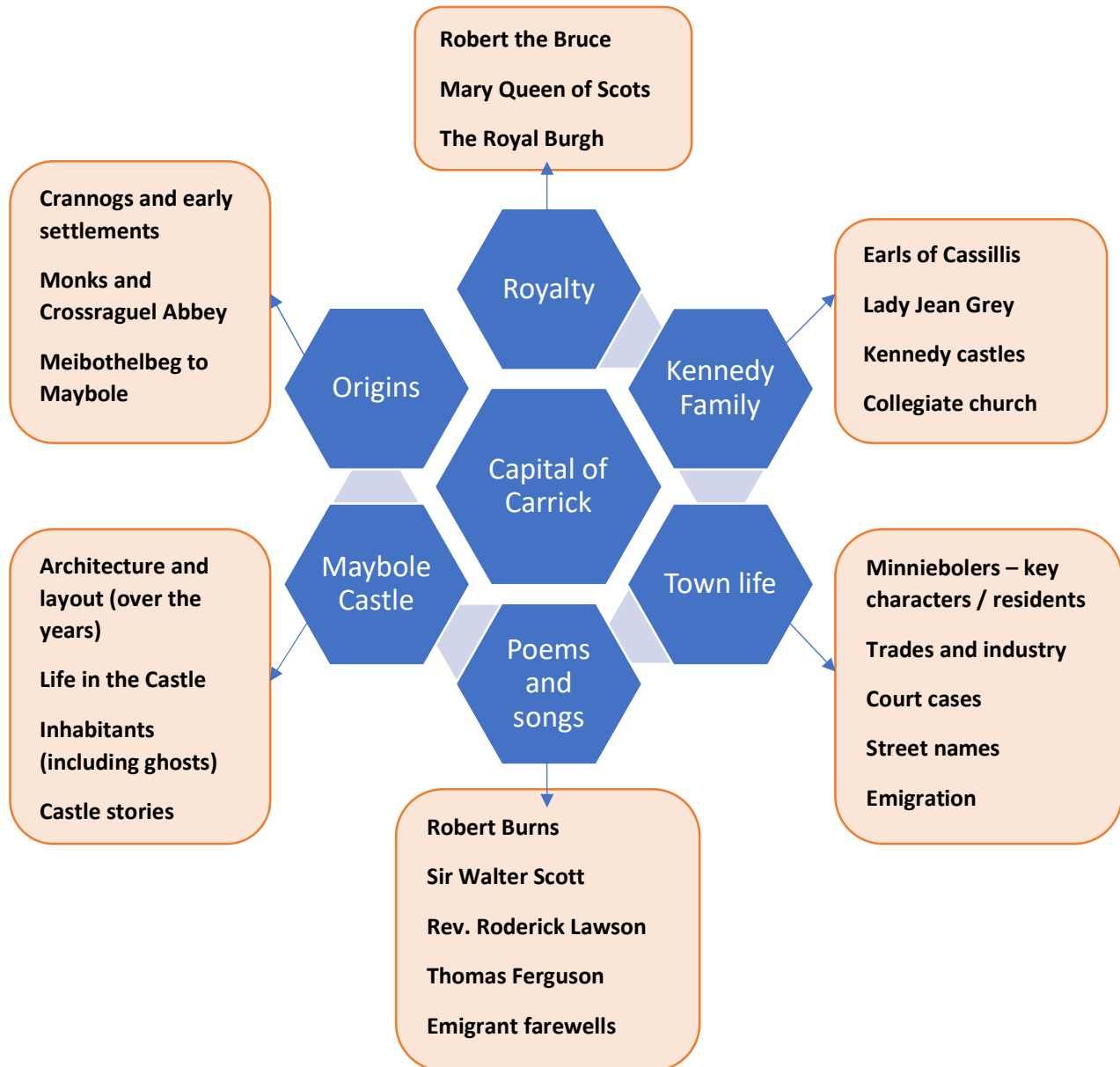
4.4 Messages

There are many stories to tell and there is enthusiasm to tell those relating to the Castle, to Maybole and to the wider Carrick area. However, the space within the Castle is limited and it will be better to tell a few stories well rather than attempt to cover everything. This section of the report attempts to brigade the key stories into themes and provide a focus for the messages and overall experience.

It should be noted that as this project moves forward a full interpretation plan will need to be developed. This should be professionally produced with the close cooperation of the Carrick History Society and will review the themes and messages, provide story detail and update the project media and costs. At this stage the interpretive messages and media are recommended costed suggestions to move the project forward.

As the starting point, it is recommended that the focus of the interpretation is on Maybole Castle as the centre of the Capital of Carrick and the wider stories of Maybole town and wider North Carrick are told through their associations with the Castle and the Kennedy family.

A mind map of the main story topics is presented below centred on the Capital of Carrick. It should be stressed that this mind map provides the main story topics but should not be seen as exhaustive and neither should it be regarded as necessary to tell every story identified.



The interpretive concept is that Maybole Castle, as the venue, is at the heart of the ancient Capital of Carrick. The stories told should be shared through the lens of the Castle in order to ground the wider history of the area in the specific fabric of the place that visitors are in.

Moving from potential stories to key messages is an important part of the interpretive planning process. These key messages are the main 'take-aways' that we would like visitors to gain from their experience. These are presented overleaf and include one

overall message (which all visitors will gain) and a suite of supporting messages, a variety of which will be shared with visitors depending on their experience and interests.

The overarching message is suggested as:

Maybole Castle is the heart of the ancient Capital of Carrick, home to the Earls of Cassillis, one of Scotland's most powerful families, connected to national icons and witness to the evolution of the area and its people.

The supporting messages are suggested as:

The ancient capital has a long history of habitation, from early Crannog dwellers through the monks of Crossraguel Abbey to the plentiful supply of freshwater wells that led to its appeal and growth.

Story topics	<ul style="list-style-type: none"> • Crannogs and early settlements • Monks and Crossraguel Abbey 	<ul style="list-style-type: none"> • Meibothebeg to Maybole
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The Kennedy family played an important role in Scottish history following the rise and fall of Scottish royalty through Robert the Bruce, Mary Queen of Scots, the Reformation and the Union

Story topics	<ul style="list-style-type: none"> • Earls of Cassillis • Covenanters 	<ul style="list-style-type: none"> • Kennedy castles • Collegiate church
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Minniebolers have a colourful, vibrant history. Over the centuries, the thriving community demonstrate a wealth of achievements and an international reach

Story topics	<ul style="list-style-type: none"> • Minniebolers – key characters / residents • Trades and industry 	<ul style="list-style-type: none"> • Court cases • Street names • Emigration
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There would be no Robert Burns without Maybole, a debt frequently repaid through the town featuring in verse and song

Story topics	<ul style="list-style-type: none"> • Robert Burns • Sir Walter Scott • Rev. Roderick Lawson 	<ul style="list-style-type: none"> • Thomas Ferguson (and others) • Emigrant farewells
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Maybole Castle is a typical, little altered and well-preserved tower house providing a fascinating glimpse into castle life for almost 500 years

Story topics	<ul style="list-style-type: none"> • Architecture and layout (over the years) • Life in the Castle 	<ul style="list-style-type: none"> • Inhabitants (including ghosts) • Castle stories (including Lady Jean Grey)
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As the project develops these should be further researched, reviewed and refined as part of a more detailed full interpretive plan.

4.5 Media and costs

Following good interpretive practice the media should be appropriate to the place, the audiences and the messages rather than act as a lead on the experience. This section outlines the recommended media to be used, along with a description and an indication of cost. The costs are based on experience and similar media used elsewhere and are realistic and indicative rather than specific quotes at this stage in the project – they assume full professional interpretive design agency production. It should also be noted that only the interpretation costs are provided here. The wider project costs, including interpretation, are presented in section six.

The media proposed for Maybole Castle is recommended as comprising:

Graphic panels, including illustrations, in business centre

A suite of large (c.A1) wall mounted indoor graphic panels, located in corridors and rooms throughout the lower and upper ground floors of the business centre. These will include some illustrations of what particular rooms will have looked like and how those rooms would have been used in the past. They will be intended for business centre users and visitors. A total of six panels are suggested at a total cost of £2,000 per panel for all interpretive research, copy, design, production and installation and including fees and a further cost of £4,000 for commissioned illustrations. **Cost: £16,000**

Graphic panels in heritage hub

Three large (c.A1) wall mounted graphic panels are to be located in the CHS heritage hub. These will provide a welcome and an introduction / overview to all key themes and messages within the interpretation plan. This light touch will encourage further (paid) exploration of Maybole Castle and its stories. The three panels are suggested at a total cost of £2,000 per panel for all interpretive research, copy, design, production and installation and including fees. **Cost: £6,000**

Touchscreens (and audio) in heritage hub

The touchscreen will allow for a more in-depth exploration of the Capital of Carrick and enable new content to be added over time. It is envisaged that this will include the interpretation from the panels in the business centre (not easily accessible to the public) and a more detailed drill down into the key themes and stories within the interpretation plan. It will include text, images, videos and audio and will enable the sharing of verse, songs and examples of the long-lost lowland Gaelic. Again it will be intended to whet the appetite for paid experiences and will provide a pre-tour 'holding area'.

Ideally, the digital content will be updated regularly (perhaps monthly or quarterly) and include temporary elements linked to key dates in the past (e.g. the Castle fire) and the present (black history month).

Two mounted / integrated 22-inch interactive tablet / touchscreen with two handheld headphones / handsets with Lightbox Lite software or similar (c.£3,000 each including installation). Content research, design and application (c.£6,000) including fees. **Cost: £12,000**

Research station

Although not strictly interpretation, the genealogy research station is an important part of the offer and the experience in the heritage hub. It is anticipated that the offer is the small-scale early stage of the 'Scotland Reaching Out' initiative. It will initially focus on the Kennedy Family and the most common Carrick surnames, although it is envisaged that it will roll out further, demand and space permitting.

This 'reverse genealogy' service will have the potential to draw in new and additional high spending tourists to the area. The research station would ideally utilise the records held in the Culzean and Cassillis Estate and once digitised accessed at the heritage centre. This would also be where advice and a 'hand-holding' service would be given to people on how to conduct their own research successfully.

This highly personal service will need to include a good quality PC, large monitor and space for, say, two clients and one researcher to be active as well as digitisation and photographic equipment (£6,000). It will also require a high-quality specialist platform website with database management system, ancestral research website subscriptions and professional content creation (£36,000). Based on similar schemes elsewhere, it is vital that support and maintenance is built into the design from the start to ensure long term system operation. Considerable volunteer training will also be required in ancestral research and system management (£6,000) **Cost: £48,000**

Further operating costs are addressed in the business plan in section five.

Guided tours in Castle

This would be the core paid offer of a visit to Maybole Castle, and indeed to the heritage of Maybole. A suite of themed guided tours would be developed and delivered by fully trained, costumed guides (some of which may be first person historic characters associated with the Castle / town). The tours would be for small groups only (6-8 people) and would last in the region of one hour. They would cover the first and second floors, the Countess' Room and the gardens.

More detailed interpretive planning will be required to finalise tour type selection and content, however, at this stage they are suggested as:

1. Maybole Castle tour – standard tour general interest visitors, mostly focusing on the Castle, what it was like to live there and its connections
2. School tour – specifically for primary and secondary school pupils linked to the national curriculum
3. Family tour – adding more humour and engagement suitable for families with children under 12
4. Kennedy tour – more bespoke tours for those interested in the Clan Kennedy and their history
5. Ghost tour – a scary night tour for those that dare!

The costs associated with guided tours will include script research and development (£3,000), training (£2,500), bespoke costumes, say, eight to start (£500 each) as well as selected items of room dressing furniture (such as a dresser, a bed, a chair, a bath

etc) as well as key props (specific to the script) to aid with storytelling and for handling (particularly with the family tours), for which a budget of £3,000 is suggested. **Cost: £12,500**

External AR mobile phone app

This would be a free to use webapp (or similar) that visitors will view on their own mobile phones. It is suggested as being triggered from four different vantage points (each side of Castle) with, ideally, each location view being directionally triggered so that a view of a particular window can reveal what was behind it at a particular time period and tell a specific story.

The contents would show what the Castle used to like when it was an L shaped tower stretching across the road and give close up views of particular features (e.g. carved heads) that can't be seen from ground level. Content would be static image (including room recreation illustration produced above) and short audio description / text, perhaps a total of four vantage points, two features of focus (e.g. windows) on each and one story for each feature, i.e. eight stories in total. A key function of this app will be network with other key visitor destinations in the area and act as a marketing tool. The costs for the app are covered in the separate North Carrick AR feasibility study project.

Heritage events and activities

Both the gardens and potentially the business centre meeting / function room on the first floor lend themselves well to events and activities. Wider events such as markets and fairs, music performances, film screenings, art events and seasonal celebrations are addressed in the business plan but heritage-based activities and events are summarised here.

Heritage based events and activities may include:

- Living history events – small scale re-enactments, either by professionals or the local schools / theatre companies re-enacting key moments in the area's history (e.g. Maybole 500)
- Traditional craft demonstrations – particularly related to the trades of the town and area with guest demonstrators contracted in to demonstrate crafts in the garden
- Annual great debate – outdoors in the garden. A recreation of the famous John Knox debate but with a more modern twist, and a lot shorter and more engaging!
- History mystery nights – in the meeting room (primarily) and other rooms of the Castle, medieval 'whodunit' nights
- Talks and seminars – in the meeting room on topics by Carrick History Society and guest speakers
- Garden days – specific garden days with tours of the garden, advice and showcasing and refreshments!

The above will require a revenue budget and some capital investment for facilities such as appropriate gazebos and temporary staging. Budgets for these are

suggested as £4,000 for heritage event infrastructure (capital), while the revenue budget is provided in the business plan. **Cost: £4,000**

Historical garden development

It is also suggested that a garden volunteer group is developed to help develop and manage the gardens. The garden should have a strong heritage ethos and ideally be true to its earlier formal layout. Planting may include medicinal plants, castle kitchen produce and heritage species. No interpretation is suggested for the garden as this may be best delivered through the 'garden day' events and the free to use app, both of which allow for ongoing updates as the gardens develop over time.

Other

Other non-interpretive elements, such as the small retail provision and the archive, are addressed in the wider project costs in section six.

5. Business model

5.1 Management and operation

The major aspects of management and operation are the division of areas of responsibility for the 'heritage hub' between NCCBC and the Carrick History Society (CHS), including the responsibilities for funding. It should also be noted that there is the intention to establish a new Development Trust which will be based in the Castle and manage the business centre.

At an overall Castle level, the building will be managed by North Carrick Community Benefit Company / new Development Trust. The 'heritage hub' in the Drawing Office and the heritage activity will, however, be managed and delivered by CHS, which is currently a simple constituted non-profit community organisation.

Following discussions with all parties, it was agreed to keep the governance structures and changes as simple as possible in the early stages. It is therefore intended that CHS will remain as a constituted group and 'rent' space from NCCBC / new Development Trust, at least in the beginning.

While the heritage element is not likely to generate significant income (or profit) it will, it is hoped, contribute to local economic impact through heritage tourism. The scale of the operation may grow over time as further opportunities are realised and markets tapped. If this is the case, the following may need to be investigated and considered in the future.

- SCIO structure – CHS may desire a more formal structure for leases, employing staff, limited trading and maximising the potential to attract capital and revenue funding. Legal advice should be sought, although a SCIO structure is generally preferred with the option of a one or two tier structure
- Trading company – although it is unlikely that trading will surpass the VAT threshold or be particularly complex, there may be some advantage in setting up a separate CHS trading company, depending on the level of sales. Again, professional advice should be sought in establishing the need as well as clarifying and agreeing what constitutes 'primary purpose' or 'ancillary trading'
- Bank account – a separate project bank account may be considered into which fundraising / grant drawdowns are banked and from which project professionals are paid. This should have internet banking / BACS facility. This keeps project funds and accounts separate from the day to day running of the heritage hub
- VAT – it is not anticipated that VAT registration by CHS will be required, although following specialist VAT advice it may be preferable to 'opt to tax' in order to reclaim VAT on any initial capital costs and revenue charges. At this stage it is assumed that VAT registration is not required, although it may be if the operation moves forwards with the delivery of later project phases and a larger 'commercial' operation

Although none are urgent, all of these elements may be checked and considered by a suitably qualified professional going forwards.

Developing the project

As the project sits within the wider Maybole and Maybole Castle regeneration works, there are already existing project development and delivery organisations in place. It is recommended that this project sits within these as much as possible rather than creating a new group.

For the development of the project it is suggested that CHS and NCCBC are partners, with CHS as the lead for the heritage hub within this plan. The project would be developed and delivered by a subgroup within CHS with representation of NCCBC (ultimately being replaced by the new Development Trust). NCCBC may be required to apply to certain funders on behalf of the project if CHS are excluded because of their governance structure.

5.2 Operating assumptions

In terms of operation, it is assumed (or suggested) that CHS will be a tenant of NCCBC / new Development Trust and responsible for the management and operation of the 'heritage hub' in the Drawing Office and all its heritage activity within the wider castle.

CHS will pay rent to NCCBC, which will also include / cover external building maintenance, building insurance and heat / light. All additional CHS expenditure is addressed below. Where there are costs / income to NCCBC this is also noted below.

This section of the report covers an explanation of the assumptions that underpin the business model and the income and expenditure figures in section 5.3. It should be noted that this is an initial early-stage business model and ideally a more detailed Business Plan should be produced as the project progresses and prior to opening. It should also be noted that the business model focuses on the first phase of the project, although it also presents the potential changes that may result from a later more ambitious phase two.

5.2.1 Staff and volunteers

Although the project may be developed and delivered using existing NCCBC staff and CHS volunteers, the operation of the centre will require paid staff dedicated to the 'heritage hub'. This will be a CHS contracted / freelance full time Heritage Hub Manager who will be responsible for managing the hub, preparing ongoing funding applications, organising the tours, providing ancestral research and organising / delivering events and activities. It is suggested that this is a full-time role on a freelance contract at £30,000pa.

This full-time post will manage and be supported by a team of volunteers made up of active members of CHS. These volunteers will assist with heritage hub staffing and research but be primarily required for delivering tours and helping with events and activities. It is difficult to estimate the required volunteer levels with accuracy at this stage but it is likely that somewhere in the region of 8-10 volunteers will be required

delivering on average perhaps two hours of volunteering per person per week to help operate the heritage hub and its associated activities and tours.

5.2.2 Income assumptions

Heritage hub

It is proposed that access to the heritage hub and the interpretation (panels and touchscreen / audio) are free and act as enticements, and a holding area, for paid elements, such as ancestral research and tours.

Although there will be no direct income from visits to the heritage hub, it is still useful to estimate visitor numbers as this will influence the number of users of the paid elements.

Given the small scale of the heritage centre, the visitor penetration rate is estimated at the free medium to low average for total free visitors to the heritage hub. This suggests a total of around 2,000 visitors per year and peak number of visitors on site at one time of 5 and a peak number of cars of 2 – however, in practice due to the nature of the tours and research these peaks are likely to be higher with, say, 8 visitors and 3 cars being more realistic, excluding events / specific activities.

	Base	Heritage focus	Revised base	Free – medium to low
Tourist Visits	742,000	27%	37,100	649
Day trip	5,900,000	5%	295,000	922
Local Resident Visits	9,907	50%	4,954	433
Total	6,651,907		337,054	2,005

Tours

Further research and market testing will be required to determine the most popular times of tours and the best way of operating them. However, it is suggested that all tours are pre-booked with the exception of the standard Castle tour which may be available on demand (volunteer or staff permitting), although visitors will also be encouraged to pre-book this tour too.

Tours are suggested as £5 per person with reduced rate school tours at £2 per pupil. The tour numbers assume good, high-quality marketing and well-reviewed feedback but also reflect the challenges of booking / tour availability. Tour penetration assumes the 'low' model, equivalent to just over 45% of all visitors

Tours	Numbers	Income
Tourist Visits	371	£1,855
Day trip	443	£2,212
Local Resident Visits	124	£433
Total	937	£4,500

Tour income is therefore estimated at £4,500 pa and assumes an average of 6 person tours (8 max) operated throughout the year, i.e. an average of just over 150 tours per year or 4 per week, although in practice there will be bias towards the April to October period. Note that the later sensitivity analysis reduces this figure to £3,600, equivalent to only 600 tours per year.

Ancestral research

The number of people paying for the heritage hub genealogy service is likely to be fairly small but high spending and are also most likely to be tourist visitors to the area and, most importantly, more likely to be attracted to Maybole and the area because of the service. The development and roll out of the 'reverse genealogy service' is likely to help considerably in terms of user levels and it is likely that a variety of services, packages and prices will be offered, including both in person and online services.

The user and income levels are difficult to estimate, and a testing period will enable more accurate figures, however at this stage the following indicative figures appear realistic:

- Online: 100 users pa at £50 per time (average of 3 hours each)
- In person courses (two day): 15 users pa at £160 per time
- In person assisted service: 120 users per year at £75 per time (average of 3 hours each)

This provides a total income of **£16,400pa**

Note that any documents required or copied would be at cost in addition to the above fees.

Retail

Due to space, the retail offer will be small, although this could be supported by an online shop. Retail would be focused on historical books, cards and branded CHS / Maybole Castle merchandise. As all visitors to the heritage hub will see and be encouraged to browse the retail area, and assuming the area is well presented with appealing products of a varied price range, an average per person spend rate of £2.50 or a basket rate of £10 with a 25% penetration rate is realistic, in line with national averages.

Based on a total of 2,005 potential shop visitors, this provides a total onsite retail spend of £5,012.50pa. A retail area of 2m² is recommended in order to achieve this, i.e. a retail income generation rate of around £2,500 per square metre. Note that this excludes online sales or any sales at other premises in Maybole. There are clear advantages to buying stock in bulk, selling through other outlets in the area and online. Although these sales are difficult to predict, a further 50% may be possible through online and offsite sales bringing the total to **£7,518.75pa**.

Events and activities

Events and activities are likely to fall into three categories:

1. Heritage education that are free to users
2. Heritage commercial that are paid to users
3. Non-heritage commercial that are paid to sellers / users

While the first two will be managed by CHS, the third may be operated by either CHS as fundraising activities or may be operated directly by NCCBC / new Development Trust.

1. Heritage education events / activities that are free to users, as noted in the interpretation section may include:
 - o Living history events
 - o Traditional craft demonstrations
 - o Annual great debate
 - o Garden days

These are all likely to be free to users and will help generate paid guided tours and tourist visits to the town. These will need to be grant funded.

2. Heritage commercial events / activities that are paid to users

Using the meeting / conference room in the business centre, these may comprise monthly evening events such as:

- o History mystery nights – small group medieval 'whodunit' nights with light refreshments in the meeting room (primarily) and spreading throughout the first / second floor rooms of the Castle – perhaps 4 per year at £40 per head for 8 people totalling £1,280
- o Talks and seminars – in the meeting room on key aspects of Maybole / Carrick history by both Carrick History Society and visiting guest speakers – perhaps 8 per year at £5 for 20 people each totalling £800

Together these may generate in the region of **£2,080pa**

3. Non-heritage commercial that are paid to users

These are most likely to be outdoor based events, using the gardens, and by visiting commercial (or other community) enterprises. They may include craft markets, seasonal fairs, farmers markets, music performances, outdoor film screenings, art events and seasonal celebrations such as Easter egg hunts and Halloween nights (the latter perhaps also using inside the Castle). There may also be the future potential for weddings using the Castle as the backdrop and a marquee in the paddock, although the ground, power and parking would all need to be investigated and addressed. They are not included at this stage but demonstrate the further potential for income generation.

For these, in general, it is most likely that a fee will be paid for the use of the gardens / terrace and Castle toilets. If power is required, this will need to be

agreed and covered by separate arrangement but a general fee of £100 per day may be achieved for the gardens for events. Assuming a total of 10 paying event days per year this would total £1,000pa.

Together these provide a total event / activity income of **£3,080pa**. Note that weddings, corporate functions, private hires are not considered at this stage.

Heritage funding

It is anticipated that the first three years of heritage activity and learning will be fully funded through the project delivery costs. This will cover the Heritage Hub Manager, heritage event and activity costs, volunteer training, advertising and promotion and volunteer costs. This amounts to just over **£150,000** (£152,581) of activity funding over the first three years of operation. From year four onwards, while it will be an ambition to become self-sufficient, it is likely that full revenue funding for the Manager will be required on a reoccurring annual basis. These are included in the business model, along with some free heritage event funding at £5,000pa totalling just over £40,000 revenue funding per year on average from years four to ten.

Other

Other income will be generated through CHS memberships, publications and ongoing fundraising. The income from these is not included in the business model, but neither are the costs associated with these – overall, however, they are expected to be income positive.

5.2.3 Expenditure assumptions

Management

As noted above, a full time Heritage Hub Manager is proposed on a freelance contract of **£30,000pa**. This is set at £30,000pa for the first three years and then rises with inflation at 5%pa beyond this time in line with the rest of the figures.

Although the heritage hub is not expected to be open to the public every day, it is likely that it will be open at least five afternoons per week to the public between April and October (with reduced winter opening) while further staff time will be required for ancestral research and CHS / hub operation in addition to these times.

Rent

The space is only 21m², although it is assumed that rent will also include building external maintenance, building insurance, heat and power. Using the figures within the Castle Centre for Enterprise and Creativity Business Case (2023-27), these indicate rates of £7.15 per square metre per month totalling £155.16 per month for

the 21.7m² Drawing Office, totalling £1,861.86pa. In addition, some storage and meeting room use will be required. The extent and frequency of these is not clear at this stage and therefore an allowance is made of 4m² of storage (£96pa) and 36 hours of meeting room use (£288pa), providing a total rental charge of **£2,245.86pa**.

Retail cost of sales

Cost of sales will vary depending upon the nature of items sold, generally with higher costs of sales for local craft products and art. The retail is expected to be limited to heritage related items, mostly books, cards and branded merchandise, and potentially some local art and crafts. At this stage a standard retail cost of sale rate of 50% is used.

Ancestral research costs **£300**

Some costs may be incurred through the genealogical research, for either searches requiring the Scotland's People credit system or research requiring paid membership search services. These are not likely to be significant and for any major costs these should be discussed and agreed with the client in advance and charged as additional, however, minor costs may be included in the standard fee. A nominal budget of £300pa is suggested to cover these.

Events and activity costs **£variable**

Event costs will apply to all three event/activity categories. They are suggested as:

1. Heritage education events / activities – full grant funded with annual budgets of £15,000 for years one and two, £10,000 for year three and an ongoing budget of £5,000 per year from year four onwards
2. Heritage commercial events / activities – with costs estimated at an average of 25% of income totalling £520 (not grant funded)
3. Non-heritage commercial – it is not anticipated that there are any additional costs attached to these that are not covered by the organisation delivering the event

Insurances **£1,000**

Rates, water and waste disposal are assumed to be included in the rent, as is building insurance and no licenses are identified as required. However, contents insurance will be required, as will Legal cover and Public Liability insurances. In total an allowance of £1,000 is budgeted for insurances.

Heat, Light & Power **£zero**

- o Heat and light – is included within the rental charge

Office, communications and admin

£2,500

- Communications – for land line and internet connection plus annual usage there is an allowance of £1,000 pa
- Office expenses – a budget of £750 for office expenses to cover stationery, postage, printing and office / computer equipment repairs and replacements and website fees
- Fees for bank charges and credit card sales are allocated an indicative £750pa, more detailed financial planning will be required to estimate these

Volunteer training

£1,200

- Training – volunteer training to include archive care, interpretation, marketing, social media, first aid and retail will be ongoing at an estimated rate of three professional training days at £400 each per year, with an initial three-year pump prime training budget of year one at £3,000, year two at £2,000, year three at £1,600. Budgets will cover trainer / facilitator and associated costs including travel. This assumes that local free training for charities and community groups are used where available and possible and that tour guide training is primarily provided in house by the manager.

Cleaning

£zero

- Cleaning – undertaken by staff / volunteers

Advertising and Promotion

£2,000

- Marketing – a marketing budget of £2,000 has been included, with an initial marketing 'pump prime' of £8,000 for year zero (including design work) and £4,000 for year one. Marketing will include leaflets, website, editorials, PR and VisitScotland membership.

Legal and Professional Fees

£2,000

- Fees – an annual budget of £2,000 is allocated primarily for audited accounting and legal matters, assuming CHS retain their current governance structure

Exhibition and equipment maintenance

£1,500

- Essential maintenance – a budget should be provided to ensure that the touchscreens are always working (at least one) and that the research station terminal (along with printer and scanner) are kept up to date and operational. A budget of £1,500 per annum has been allocated for the replacement, repair and maintenance of the any IT equipment for the exhibition and research station.

Volunteer costs

£1,000

- Volunteer costs – most volunteers will be local, however, some may use their own vehicles and claim a mileage allowance. In addition, volunteer social occasions and volunteer rewards should have budget as well as additional volunteer costumes (replacements and repairs). A budget of £1,000 pa is allocated for volunteer expenses per year (excluding training).

Other and contingency

£2,500

- Contingency – an annual contingency of £2,500 has been included in the business plan to cover any larger repairs or replacements or unforeseen costs.

5.3 Looking forwards beyond phase one

Beyond phase one, there are two potential major developments that may be considered: moving into larger premises; and a development in the Paddock.

Larger premises

The Drawing Office space is small at less than 22m² and it may become apparent that the space is limiting the heritage hub's potential. Moving to a larger premises in Maybole, either at the Primary School, if this is transferred into community ownership, or into a vacant shop on the High Street are both possibilities.

Larger premises would enable the development of a larger exhibition, a larger retail area and more space for the archive and ancestral research. It should, however, be noted that the market will still be a key limiting factor in terms of its operation. Indeed, the larger the centre becomes the more market dependent is the operation. The current market research suggests that a larger centre, unconstrained by access or size, may still only generate around 3,000 free entry visits per year, given the current market.

Larger premises (and indeed any site beyond the Castle business centre) will also lead to increased operational costs, particularly in relation to utilities and rents.

Moving to a larger premises is certainly an ambition to keep in mind but it will need to be market driven and the market will need to be developed from its current state (the heritage hub in the Drawing Office should do this) in order to generate sufficient numbers through the door to justify the move and contribute positively to finances. It will also be the case that an operation in a larger premises may likely require additional commercial elements to be financially self-sufficient, although the additional space may allow for this.

It is perhaps the market for ancestral research that will drive growth as this is arguably the most profitable element of the operation and that with the greatest potential for expansion. Expanding the Scotland Reaching Out service beyond Carrick and securing revenue funding for this is perhaps the most likely driver of moving to larger premises in the future.

Medieval Maybole

The large paddock adjacent to the Castle in the centre of Maybole also provides an opportunity for further income generation and visitor experience potential. The concept proposed by NCCBC is the recreation of a medieval village (i.e. 16th / 17th Century contemporaneous with the building of the current Castle) providing both a daytime visitor attraction and overnight tourist accommodation. The concept is similar to the Gearrannan Blackhouse Village on the Isle of Lewis (pictured right).



Locally in south-west Scotland, most of the period cottage properties that are open to the public relate to Robert Burns and range from the Ellisland Museum and Farm (1,910 visitors – paid entry), through Souter Johnnies Cottage (3,333 visitors – free entry) and Robert Burns House (14,402 visitors – free entry) to his birthplace cottage as part of the Robert Burns Birthplace Museum (261,283 visitors – paid entry). It is noticeable that visitors already have options locally in Ayrshire and Dumfriesshire.

Looking more widely across Scotland, relevant recreated period properties that may be comparable with the Maybole paddock concept, with 2019 visitor figures, are:

- | | |
|--------------------------------------|-----------------|
| • Highland Folk Museum | – 72,265 (free) |
| • Gearrannan Blackhouse Village | – 33,979 (paid) |
| • Scottish Crannog Centre | – 25,429 (paid) |
| • Blackhouse, Arnol | – 15,125 (paid) |
| • Bosta Iron Age House | – 5,013 (paid) |
| • Auchindrain Highland Farm Township | – 4,358 (paid) |
| • Moirlanich Longhouse | – 1,139 (paid) |



As can be seen above, their visitor numbers vary considerably and even popular tourist destinations such as Killin (Moirlanich Longhouse pictured left) only generate around 1,000 visitors (although it is only open two afternoons per week) and the iconic Scottish Crannog Centre has consistently been attracting around 25,000 visitors per year in Kenmore.

Based on the above figures and the Ayrshire visitor market, a recreated medieval settlement with volunteer costumed interpreters may be expected to attract between 5,000 and 10,000 paying visitors per year depending upon scale, marketing and quality of

experience. At an average £5 entry this would produce £25,000 to £50,000 admission income, although any business planning should work on £20,000 to £40,000 at 20% sensitivity. At this level, the daytime visitor experience will be heavily reliant on volunteers to be sustainable.

It is possible that to maximise profitability some form of self-guided AR experience may be required as the standard experience, thus reducing staff costs, which can be supplemented by costumed demonstrators on event days. This would 'front load' costs and although there will be ongoing AR maintenance costs, it may provide a more sustainable operation – although this requires further investigation.

The overnight accommodation element will need to achieve the delicate balance of being traditional and authentic and yet comfortable (an Airbnb example of this may be found on South Uist pictured right). As noted earlier, there are currently no tourist beds available in Maybole, other than eight listed Airbnb properties.



Assuming a high-quality self-catering offer, based on Gearrannan pricing and 2022 occupancy levels, the Maybole houses may generate £51,100 pa income, from which management, booking, advertising, cleaning, utility and maintenance charges would need to be deducted. This assumes three properties (two 4/5 person and one 2 person) at 40% occupancy and average nightly rates of £125 for the larger and £100 for smaller properties (in reality pricing would have high and low season charges). Occupancy levels are reduced from c.60% for Gearrannan to 40% as the properties at Gearrannan are in a stunning location with breath-taking views and in an area with an established tourist industry and appeal.

Medieval Maybole as a concept should be kept in mind as a potential future ambition but, as with the larger heritage hub, it will require further feasibility and market testing in order to be progressed as a phase two. Nevertheless, it suggests that there is potential for a heritage experience at Maybole Castle that is financially self-sustaining in the future.

5.4 Income and expenditure tables

This section of the business model applies the assumptions into income and expenditure tables. Two tables are presented; the first is the anticipated scenario (the projected targets) while the second is the sensitivity analysis scenario (applying a 20% reduction to income but keeping expenditure at 100%). It is this sensitivity model that should be used in business or forward planning and provides a more realistic worst-case option based on all elements working but under-performing.

It should be noted that the staff and some heritage activity costs will require ongoing revenue funding. The need for ongoing revenue funding should not be regarded as evidence of an unsustainable operation for a heritage-based offer.

Using the income and expenditure tables overleaf, the following assumptions (further to those already stated in Section 5.2) should be noted:

- Any bank / investor loan repayments or charges have not been accounted for and the ability to afford these should be taken from the bottom line of the income and expenditure tables (sensitivity model)
- Inflation is assumed at 5% pa and income growth at 2% above inflation (for years 2 to 6) as a result of compound marketing and profile raising and the increase in repeat visits adding to new users
- Target assumption figures are reached in the second year of operation for income and at year one for expenditure, with an initial growth of 2% plus inflation to year 2. All income and expenditure figures are at current 2022 values
- The figures exclude any depreciation on assets
- There is no consideration of VAT. It is assumed that all figures include the relevant VAT and that this will not be reclaimed. Given the projected turnover VAT registration is unlikely to be required

In all the tables, while the anticipated model is regarded as achievable and 'the target', it is the sensitivity model which should be regarded as the more realistic 'worst case' operation and should be used for business planning and testing viability. The real case scenario is most likely to lie somewhere between the two models.

The figures indicate a viable operation under the anticipated and sensitivity models, although also demonstrate the need for ongoing staff / heritage activity revenue funding.

On an annual basis, under the anticipated model, it is assumed that revenue funding will be required in all years. Following the initial three-year funded period, the amount of revenue funding required varies from around £36,500 in year four to almost £49,000 in year ten (as a result of inflation).

The anticipated model assumes that with this revenue funding the heritage hub and its operation will operate at an annual profit of almost £16,000pa and generate a cumulative profit of almost £160,000 after ten years.

Under the worst-case / sensitivity model revenue funding is required to the same extent as in the anticipated model but the annual operating profit is reduced to around £9,000pa on average and a cumulative profit to almost £90,000 after ten years.

The likely mid-point operation between these scenarios, with the same level of revenue funding, creates an annual operating profit of around £12,500pa and a cumulative profit of around £125,000 after ten years.

The only way to operate on a fully profitable basis, without any revenue funding, would be to remove the paid manager post. Without this post, and assuming that the same service could be provided to the same level and same income generated, the operation would operate at 'break-even' on average from years four to ten. This may be regarded as a worst case 'back-up' if continued revenue funding for staff posts cannot be found, although the ability of a fully volunteer workforce or a 0.4FTE manager to offer the same service and generate the same income is debateable.

Income and Expenditure – Anticipated Operation

Year	1	2	3	4	5	6	7	8	9	10
Income										
Tours	£4,185	£4,500	£4,815	£5,152	£5,513	£5,899	£6,194	£6,503	£6,828	£7,170
Ancestral research	£15,252	£16,400	£17,548	£18,776	£20,091	£21,497	£22,572	£23,701	£24,886	£26,130
Retail	£6,992	£7,519	£8,045	£8,608	£9,211	£9,856	£10,348	£10,866	£11,409	£11,979
Events / activities	£2,864	£3,080	£3,296	£3,526	£3,773	£4,037	£4,239	£4,451	£4,674	£4,907
Heritage funding	£54,500	£51,625	£46,456	£36,500	£38,325	£40,241	£42,253	£44,366	£46,584	£48,913
Total Income	£83,794	£83,124	£80,160	£72,563	£76,912	£81,530	£85,606	£89,886	£94,381	£99,100
Expenditure										
Heritage Hub Manager	£30,000	£30,000	£30,000	£31,500	£33,075	£34,729	£36,465	£38,288	£40,203	£42,213
Ancestral research costs	£300	£315	£331	£347	£365	£383	£402	£422	£443	£465
Retail cost of sales	£3,496	£3,759	£4,023	£4,304	£4,605	£4,928	£5,174	£5,433	£5,705	£5,990
Rent	£2,246	£2,358	£2,476	£2,600	£2,730	£2,866	£3,010	£3,160	£3,318	£3,484
Event/activity costs - funded	£15,000	£15,000	£10,000	£5,000	£5,250	£5,513	£5,788	£6,078	£6,381	£6,700
Event/activity costs - not funded	£494	£520	£546	£573	£602	£632	£664	£697	£732	£768
Insurances	£1,000	£1,050	£1,103	£1,158	£1,216	£1,276	£1,340	£1,407	£1,477	£1,551
Office, coms and admin	£2,500	£2,625	£2,756	£2,894	£3,039	£3,191	£3,350	£3,518	£3,694	£3,878
Volunteer training	£3,000	£2,000	£1,600	£1,200	£1,260	£1,323	£1,389	£1,459	£1,532	£1,608
Advertising and promotion	£4,000	£2,000	£2,100	£2,205	£2,315	£2,431	£2,553	£2,680	£2,814	£2,955
Legal and professional fees	£2,000	£2,100	£2,205	£2,315	£2,431	£2,553	£2,680	£2,814	£2,955	£3,103
Exhib / equipment maintenance	£1,500	£1,575	£1,654	£1,736	£1,823	£1,914	£2,010	£2,111	£2,216	£2,327
Volunteer costs	£1,000	£1,050	£1,103	£1,158	£1,216	£1,276	£1,340	£1,407	£1,477	£1,551
Other and contingency	£2,500	£2,625	£2,756	£2,894	£3,039	£3,191	£3,350	£3,518	£3,694	£3,878
Total expenditure	£69,036	£66,978	£62,652	£59,885	£62,965	£66,205	£69,516	£72,991	£76,641	£80,473
Annual operating surplus	£14,758	£16,146	£17,508	£12,678	£13,947	£15,324	£16,091	£16,895	£17,740	£18,627
Cumulative operating surplus	£14,758	£30,904	£48,412	£61,091	£75,038	£90,362	£106,453	£123,348	£141,088	£159,715

Income and Expenditure – Sensitivity Analysis

Year	1	2	3	4	5	6	7	8	9	10
Income										
Tours	£3,348	£3,600	£3,852	£4,122	£4,410	£4,719	£4,955	£5,203	£5,463	£5,736
Ancestral research	£12,202	£13,120	£14,038	£15,021	£16,073	£17,198	£18,058	£18,960	£19,908	£20,904
Retail	£5,594	£6,015	£6,436	£6,887	£7,369	£7,884	£8,279	£8,693	£9,127	£9,584
Events / activities	£2,292	£2,464	£2,636	£2,821	£3,019	£3,230	£3,391	£3,561	£3,739	£3,926
Heritage funding	£54,500	£51,625	£46,456	£36,500	£38,325	£40,241	£42,253	£44,366	£46,584	£48,913
Total Income	£77,935	£76,824	£73,419	£65,350	£69,195	£73,272	£76,936	£80,782	£84,821	£89,063
Expenditure										
Heritage Hub Manager	£30,000	£30,000	£30,000	£31,500	£33,075	£34,729	£36,465	£38,288	£40,203	£42,213
Ancestral research costs	£300	£315	£331	£347	£365	£383	£402	£422	£443	£465
Retail cost of sales	£2,797	£3,008	£3,218	£3,443	£3,684	£3,942	£4,139	£4,346	£4,564	£4,792
Rent	£2,246	£2,358	£2,476	£2,600	£2,730	£2,866	£3,010	£3,160	£3,318	£3,484
Event/activity costs - funded	£15,000	£15,000	£10,000	£5,000	£5,250	£5,513	£5,788	£6,078	£6,381	£6,700
Event/activity costs - not funded	£494	£520	£546	£573	£602	£632	£664	£697	£732	£768
Insurances	£1,000	£1,050	£1,103	£1,158	£1,216	£1,276	£1,340	£1,407	£1,477	£1,551
Office, coms and admin	£2,500	£2,625	£2,756	£2,894	£3,039	£3,191	£3,350	£3,518	£3,694	£3,878
Volunteer training	£3,000	£2,000	£1,600	£1,200	£1,260	£1,323	£1,389	£1,459	£1,532	£1,608
Advertising and promotion	£4,000	£2,000	£2,100	£2,205	£2,315	£2,431	£2,553	£2,680	£2,814	£2,955
Legal and professional fees	£2,000	£2,100	£2,205	£2,315	£2,431	£2,553	£2,680	£2,814	£2,955	£3,103
Exhib / equipment maintenance	£1,500	£1,575	£1,654	£1,736	£1,823	£1,914	£2,010	£2,111	£2,216	£2,327
Volunteer costs	£1,000	£1,050	£1,103	£1,158	£1,216	£1,276	£1,340	£1,407	£1,477	£1,551
Other and contingency	£2,500	£2,625	£2,756	£2,894	£3,039	£3,191	£3,350	£3,518	£3,694	£3,878
Total expenditure	£68,337	£66,226	£61,847	£59,024	£62,044	£65,220	£68,481	£71,905	£75,500	£79,275
Annual operating surplus	£9,598	£10,598	£11,572	£6,327	£7,151	£8,052	£8,455	£8,878	£9,322	£9,788
Cumulative operating surplus	£9,598	£20,197	£31,769	£38,095	£45,246	£53,298	£61,753	£70,631	£79,952	£89,740

6. Funding strategy

6.1 Project costs

The costs of the project are realistic but indicative at this stage. They are primarily based on known costs for similar or comparative project elements elsewhere. They can be regarded as project budgets rather than definitive costs, which will require tenders. It should also be noted that the costs provided below exclude inflation but include VAT (specialist VAT advice may be required as the project moves forwards).

It is not anticipated that there is a further costed development phase for this project. Following further NCCBC and CHS development by the inhouse team, the project will move straight to delivery where further planning (e.g. interpretation planning) will form the early part of the delivery phase. There is no costed development phase, all funding applications and further development will be undertaken by CHS / NCCBC.

The key project cost elements are identified as:

- Interpretation
- Heritage funding
- Marketing
- Digitisation
- Heritage hub fit-out
- Other

Interpretation

Total costs identified in section 4 amount to £98,500 (excluding AR)

This includes the development of a new website capable of online ancestral research, as well as taking tour bookings and payments.

The interpretation costs also include a sum of £20,000 for interpretation within the business centre which could potentially be re-allocated to the business centre element of the wider Maybole Castle project, although it is strongly recommended to keep it all within one interpretive package of works.

In addition to the above costs, a detailed interpretation plan is also recommended. This is likely to cost a further £12,000.

The total interpretation costs are therefore estimated at: **£110,500** (excluding AR)

Heritage funding

As noted in the business plan a substantial amount of 'heritage funding' is required for the first three years of operation. This will cover staff costs, heritage events and activities, volunteer costs and training and marketing for years one to three. This amounts to just over £150,000 (**£152,581**) of activity funding over the first three years of operation.

Marketing

Although marketing for operational years one to three is included in the heritage funding figure above, an initial marketing 'pump prime' of **£8,000** for year zero (including design work) is also recommended. This would most likely form part of the interpretive design package.

Digitisation

It will be necessary to digitise the archive collection of the Kennedy family and Cassillis Estate in order to fully utilise it through the heritage hub and ancestral research offer. This will require professional input and most likely the employment of a suitably experienced and qualified professional on a short-term contract.

The archive collection is large and split over several sites including the Cassillis Estate office, Culzean Castle and Edinburgh. In order to accurately establish what is required, it is recommended that an initial scoping and pilot study is undertaken in order to assess the archive, catalogue where necessary and begin to pilot test digitisation (on essential items). This will be able to place an accurate cost on full digitisation or assess the digitisation required and its cost.

This scoping and pilot project is estimated at **£10,000** including all costs and expenses. It is assumed that this is a freelance archivist role and that it will also include a training element for volunteers.

Heritage hub furniture / fit-out

There will also be further costs in terms of fit out within the heritage hub that are not covered within the interpretation and research station costs. For example, reception desk, chair, shelving and storage, an additional PC / pay point terminal, retail display unit etc. An indicative budget of **£6,000** is allocated to these in total.

Total

The total project costs amount to £287,081. In addition, a contingency of c.10% is recommended, bringing the total project costs to **£315,000**.

6.2 Sources of funding

Although this project is very much a NLHF fundable project, it is recommended to keep the NLHF funding ask to below the £250,000. This will mean a much simpler and quicker funding application process as well as a less competitive funding market.

Applying for a grant above £250,000 from NLHF will involve an Expression of Interest and a two-stage application process. This will be more competitive and will take approximately two years from initial contact to the permission to start on the delivery phase, although interim development funding will also be available. This approach is possible but is not recommended for a project of this scale.

The outline funding plan below assumes a multi-application funding campaign. Loans (e.g. Social Investment Scotland) and community share schemes are not included and not recommended as viable options for this project.

The funding plan 'over-provides' in terms of total funds in order to allow for some applications to fail or not reach their targets.

Project delivery funds

The funding plan below allows for a £35,000 'over-fund'.

Fund	Notes / detail	Target
National Lottery Heritage Fund (NLHF) mailto:scotlandcontact@heritagefund.org.uk	Grants for heritage (less than £250,000) for projects that connect people and communities to the national, regional and local heritage of the UK. Project enquiry form and single stage application process	£200,000 (63.5% intervention rate)
South Ayrshire Council	Using South Ayrshire Council as the conduit for Shared Prosperity / Investing in Communities funding or other South Ayrshire Council community funds	£50,000
Scottish Landfill Communities Fund	A variety of / multiple approved bodies can be contacted, including EB Scotland, FCC Communities Foundation, Landtrust, SUEZ Communities Trust, the Levensat Trust and Viridor Credits Environmental Company	£50,000 (two at £25,000 each)
Windfarm Fund	Administered by NCCBC funded by Scottish Power Renewables Dersalloch Windfarm. It has c.£300,000 to spend on improvements in North Carrick each year	£25,000
Supporting funds	Targeted at relevant Trusts, Charities and Foundations – to focus on: Robertson Trust, Hugh Fraser Foundation, Allen Lane Foundation (social cohesion programme), Foyle Foundation, Garfield Weston Foundation, Gordon and Ena Baxter Foundation, Weir Charitable Trust, Wolfson Foundation	£25,000
Total		£350,000

Plus non-cash contributions and volunteer time

6.3 Funding programme

Year	2022		2023			
	3	4	1	2	3	4
National Lottery Heritage Fund	Project Enquiry	Apply		£200,000		
South Ayrshire Council	Discuss	Apply		£50,000		
Scottish Landfill Communities Fund	Register	Apply	£25,000	£25,000		
Windfarm Fund			Apply	£25,000		
Supporting funds		Apply	Apply	Apply	£25,000	
Totals			£25,000	£300,000	£25,000	

7. Action Plan

7.1 Delivery vehicle

As noted earlier either CHS or NCCBC could deliver this project, either independently or in partnership. As NCCBC / the new Development Trust will be the landlord and CHS will be the body delivering the heritage activity, it is suggested that CHS lead, albeit with full NCCBC support.

However, to access certain funds CHS will be required to have an appropriate governance structure (most likely a SCIO). As the preference is keep the current CHS structure for simplicity, it will be necessary for NCCBC to apply on behalf of CHS / as a project partner for funds that require charitable status.

7.2 Next steps

The following steps are recommended in order to take the project forward to delivery and operation.

Funding phase

1. Adopt this development plan report
2. Agree to progress this project
3. Discuss and agree lead organisation
4. Develop a 'project group' led by CHS but including representation of NCCBC
5. Discuss South Ayrshire Council (Shared Prosperity / Investing in Communities) funding and establish timescales
6. Undertake public consultation to update residents and generate / register community support
7. Investigate and establish clear project relationship between CHS and NCCBC
8. Liaise with NLHF and submit Project Enquiry
9. Draft and submit relevant South Ayrshire Council (Shared Prosperity) applications
10. Draft and submit NLHF application
11. Draft and submit landfill, NCCBC and other funding applications
12. Undertake renovation works on Castle
13. Secure all remaining delivery phase funding

Delivery phase

14. Tender and launch digitisation scoping and pilot project
15. Set up interpretation sub-group to assist with and oversee interpretation development and sign off process
16. Prepare brief, tender and appoint interpretive design team – tender as one full package for all interpretation including website, heritage hub fit-out and marketing material
17. Produce updated in-house business plan for heritage hub operation
18. Produce interpretation plan, review and sign off
19. Develop detailed interpretive design concepts, review and sign off
20. Complete digitisation project (and plan future full phase)
21. Develop draft and final text / layouts for interpretation, review and sign off
22. Develop website including all functionality for ancestral research and online booking / payments
23. Interpretive production and heritage hub fit-out, including any signage
24. Advertise and appoint heritage hub manager
25. Produce all initial marketing information
26. Volunteer recruitment and initial training
27. Undertake project evaluation
28. Snagging and open to public / full launch event

It is anticipated that the project will be fully funded by mid-2023 and with a 9 to 12 month delivery phase. This allows only limited time for slippage and opening in early summer 2024 for a full first summer of operation (coinciding with the Bruce 750th anniversary).

7.3 Programme

Year	LEAD	2022		2023				2024			
Quarter		3	4	1	2	3	4	1	2	3	4
Funding phase											
1. Adopt this development plan report	BC										
2. Agree to progress this project	BC/CHS										
3. Discuss and agree lead organisation	BC/CHS										
4. Develop a 'project group' lead	BC/CHS										
5. Discuss SAC / Shared Prosperity	BC										
6. Undertake public consultation	BC										
7. Investigate and establish clear project relationship between CHS and NCCBC	BC/CHS										
8. Liaise with NLHF and submit Project Enquiry	PM										
9. Draft and submit SAC/Shared Prosperity	BC										
10. Draft and submit NLHF application	PM										
11. Draft and submit landfill and other funding applications	PM/BC										
12. Undertake renovation works on Castle	BC										
13. Secure all remaining delivery phase funding	PM/BC										
Delivery phase											
14. Tender and launch digitisation pilot	PM										
15. Set up interpretation sub-group	PM										
16. Prepare brief, tender and appoint interpretive design team	PM										
17. Produce updated in-house business plan	PM										
18. Produce interpretation plan	IDS										
19. Develop detailed interpretive design concepts	IDS										
20. Complete digitisation project	PM										
21. Develop draft and final text / layouts for interpretation	IDS										
22. Develop website	IDS										
23. Interpretive production and heritage hub fit-out	IDS										
24. Advertise and appoint heritage hub manager	PM										
25. Produce all initial marketing information	IDS										
26. Volunteer recruitment and initial training	PM/HHM										
27. Soft launch event	PM/HHM										
28. Undertake project evaluation	PM										
29. Snagging and open to public / full launch event	PM/HHM										

- BC – NCCBC
- CHS – Carrick History Society
- PM – Project Manager / Lead
- IDS – Interpretive Design Team
- HHM – Heritage Hub Manager