

EAST LoTHIAN COUNCIL – LIVING LANDMARKS – PRESTONGRANGE



3.1 What is the need for your project and what will the outcomes and benefits be?

The population around the Prestongrange site are some of the most disadvantaged communities in East Lothian. They account for approximately 30% of East Lothian's total registered unemployed population. The East Lothian Community Plan Quality of Life Survey in 2000 shows (Prestonpans), 32% of residents in the area who gave their income had a gross household income of less than £10,400 per annum.

Prestongrange will provide these and other communities with a major resource for leisure, recreation and learning. Investment in Prestongrange will enhance a valuable community resource and support a broad range of outcomes. This will include an improved rural landscape, the provision of learning facilities and programmes, the creation of a European style industrial leisure park, all contributing to the development of social, economic, and individual well-being within the local communities. As well as achieving success as a community project, Prestongrange is well located to drive economic renewal for this deprived area of Eastern Scotland which has not to date benefited from the substantial tourism economy of nearby Edinburgh. The East Lothian coast has traditionally attracted large numbers of visitors for informal recreation; annually receiving over 2.5 million visitors. Successive visitor surveys have shown that people are attracted to East Lothian for its coast and countryside and the combination of historic environment and natural beauty. The development of Prestongrange will therefore build further upon the established East Lothian brand providing a focus for the historic environment/natural beauty theme but now pulling visitors to an area previously considered to be industrial.

Aim:

- To create a dynamic and living landscape that can be enjoyed by old and young alike through a wide range of activities focused on learning, the environment, creativity, community, participation and stewardship.

Objectives:

- In conjunction with the local community, provide a unique and visually stunning landscape that unites and inspires diverse local communities and visitors to the area
- To excite and inform through a range of stimuli including the dramatic and innovative appearance of the landscaped site, the heritage-environment-arts activities and events, the programme of the interpretation centre and the residential centre, the professional arts programme through the creative workshops and the volunteering and participatory activities
- To support the local community drive to explore, improve and develop the site through partnership working
- To establish a major learning resource with residential accommodation to support informal and formal groups from across Scotland to engage with the dynamic qualities and intrinsic landscape and heritage assets at Prestongrange
- To develop creative workshop facilities of a standard suitable for use by professional artists including those working in ceramics and glass
- To provide a visitor experience that is particularly attractive for people living within a 50 mile radius who will be keen to make repeat visits
- Also to provide the opportunity for tourists from the rest of UK and overseas to find a visit to Prestongrange engaging and inspiring

Outcomes

- Increased cohesion and connectivity of community groups
- Enhanced community identity and pride in the local area
- Increased confidence for individuals through programmes involving active participation and volunteering
- Economic renewal for the local area including an increase in the tourism economy
- Increased knowledge and awareness of the rich and varied industrial past of Scotland and the interplay of heritage-environment-arts
- Sustainable employment opportunities for artists
- Recognition of Prestongrange as a resource of national significance
- A range of responses from visitors of all types including delight, surprise, intrigue, inspiration.

Strategic Context

The aims and objectives of East Lothian Council (ELC), as expressed through the Community Plan, are focused on improving quality of life in relation to three key themes – social, economic and environmental. The community planning process is now focused on 'bottom up' approaches to planning for local areas and the community research and development phase for Prestongrange is exemplary in this respect. The project will achieve outcomes for both formal and informal education in line with the aims and objectives of the East Lothian Education Service Improvement Plan and the work

of the East Lothian Learning Partnership. The East Lothian Heritage Strategy 2001 – 2004 identified the development of Prestongrange as a priority project and the newly formed Heritage Forum was a key driver for the establishment of the community research and development phase of the project involving artists, natural heritage and transport heritage. East Lothian Council's Cultural Strategy and Museums Access Policy both recognise the significance of Prestongrange. The East Lothian Tourism Action Plan 2004-2007 identifies the potential to improve the visibility of the East Lothian brand and Prestongrange is well positioned to play a major role in progressing this marketing objective. The economic renewal that the Prestongrange project will achieve is in line with the objectives of the East Lothian Community Economic Development Delivery Plan and the Regeneration Outcome Agreement.

3.2 How does your project meet our themes and outcomes?

Community Learning and Creating Opportunity

Better life chances The leisure and learning opportunities at Prestongrange will enable the local communities to enjoy a better quality of life with the prospect of securing skills to enhance their economic prospects.

Better access to training and development

The Prestongrange site is familiar to the local community and is considered to be safe and full of potential. The project will build upon this identification to maximise its relevance for the local and wider communities. This will include building on the community research and development phase through the provision of additional on site facilities and extending the community outreach programme to link with other training and development schemes.

Promoting Community Safety and Cohesion

Stronger communities with more active citizens. More Active citizens. Working together.

The area within close proximity of the site experiences multiple deprivation and this results in fragmented communities. The opportunity to become involved in the development and operation of the site as a participant, volunteer or user provides new opportunities for cross-community and cross-generational activity as demonstrated by the success to date of on-site community projects.

Promoting Well-being

Improving rural and urban environments. The environment of Prestongrange is a rich historic site including the remains of physical infrastructure dating back centuries from archaeological remains to fine standing buildings. The proximity of this industrial site to coastal Sites of Special Scientific Interest and its location in the Firth of Forth Special Protection Area provides an ideal opportunity to improve the man-made environment in a way that is sensitive to the industry/nature interplay.

Quality of Life. The opportunity exists to create a great community asset to be enjoyed by all. The enjoyment will range from the simple pleasure of the parkland setting with access to the sea and exposure to the heritage on site, through to participation in learning programmes involving the heritage, arts and environment.

Communities access and enjoyment. The proposed creation of a parkland setting will result in the UK's first park formed from former industrial land. The park will provide a safe and accessible location for community events and activities.

Bringing about healthier and more active people and communities. As a location for leisure and recreation the park will promote physical well-being amongst the local and visiting communities. As a source of inspiration and learning the park will promote social and economic well-being.

3.3 How has the community been, and will continue to be, actively involved throughout the planning and development of your project? In what ways will your project inspire the general public and their communities?

Working with the energy and goodwill of local people towards the Prestongrange site, East Lothian Council has embarked on a journey of discovery with community partners to uncover the layers of history and re-think the role that Prestongrange can play in the future. The last three years have been a community research and development phase for the site and a range of community projects have allowed detailed feedback to be gathered from participants, volunteers, professionals and users which has informed the development of this Living Landmark application. Community consultation has been undertaken by the Council in a number of contexts, primarily through community projects helping local people to explore the site with support from professional skills in the arts, museums, archaeology and environment sector. Three main community projects have been undertaken to date:

- *Prestongrange craft artists residency programme*

Craft artist residencies have been funded by Scottish Arts Council since 2003. These awards have enabled 13 professional crafts artists to work on the Prestongrange site and to develop community arts activities with groups of children, young people, people with learning disabilities and adult learners. The most recent residency programme in 2004/05 resulted in an exhibition of work which was supported by a programme of workshops for school pupils in each of the 6 school clusters. The response of the artists to the site and their view on its further aesthetic as well as community potential has been an important factor in shaping the inspirational vision for Prestongrange. Scottish Arts Council funding has also been secured for a one year craft artist residency commencing 2006.

- *Prestongrange Community Archaeology project* (Heritage Lottery Fund: Our Heritage, 2003 – 2005).

A group of 20 volunteers have been working with a professional archaeological team at Prestongrange over a two year period commencing 2003. In addition to the site work to uncover the 17th century glassworks, the harbour wall and identification of other buildings on the site, the project has gathered oral history evidence concerning recent history of the site and a desk based research project to review all evidence about the history of Prestongrange. Volunteers have developed skills in fieldwork, research and post-excavation evaluation as well as learning more about the history of the Prestongrange site.

- *John Muir citizenship project*

This joint project has supported young people from various parts of East Lothian to develop a greater understanding about heritage and environmental issues using the arts as the main means of exploring and developing ideas. This innovative approach to the citizenship theme has been achieved through joint working of the Arts Service, John Muir Birthplace Trust, Museums Service and East Lothian Ranger Service. The position of Prestongrange as a key node on the coastal path network (named the John Muir Way in recognition of the work of the East Lothian born father of the environmental movement) provides the opportunity to further develop this work through community partnerships and voluntary organisations.

The momentum for the development of these three projects arose from the decision of the Council to undertake an incremental approach to the re-development of the Prestongrange site. This approach was designed to ensure that community responses to the site could be fully explored and recorded so that any decisions about how to develop the site will be taken on the basis of this knowledge and experience.

The community research and development phase has resulted in a focus on three themes: heritage-environment-arts. This vision was captured by ELC through the development of the project brief which then led to the appointment of the creative team for the project. It is proposed that a number of consultation tools will be employed to develop the project in relation to the widest range of community needs. This will include a citizen's panel, public consultation events, exhibitions, youth consultation, consultations with schools, artists, environmentalist, general questionnaires, etc.

3.4 Who are the main partners and stakeholders and in what ways do they support your project?

The Council has worked in partnership with existing community organisations such as the Prestonpans Historical Society, Prestonpans Community Council, Prestongrange Railway Society, the Prestongrange Arts Festival Society and the East Lothian Heritage Forum. Each of these organisations has a long-standing commitment to Prestongrange as a site of great historical importance requiring further investment to achieve its potential and all have contributed to the development of the project vision to date. In developing projects with these community groups, the Council has worked in partnership with a number of strategic agencies including:

- Scottish Arts Council
- Heritage Lottery Fund
- Scottish Museums Council

Prestongrange will build upon these relationships and involve other agencies as we progress the Living Landmarks scheme. Partners who have been involved in early discussions include:

Scottish Power	Scottish Enterprise Edinburgh & Lothians
Scottish Natural Heritage	VisitScotland
Historic Scotland	Royal Commission of the Ancient & Historical Monuments
East Lothian Learning Partnership	Scottish Industrial Heritage Society
John Muir Birthplace Trust	John Muir Award & John Muir Trust
East Lothian Young Archaeologists Club	Edinburgh College of Art



3.5 In what ways will your project be inspirational in planning and design?

The importance of this site in its present raw state underpins the essential character of our entire proposal, which will be inspirational in both a physical and intellectual way. In physical terms, it will have a contemporary feel, with modern elements and interventions inserted between existing features to form contrasting yet complementary layers in the landscape. The existing features will effectively provide a framework for the new layers, each of which will be sensitively introduced to the existing landscape to create a unique, single entity.

Elevated routes through the site will provide direct movement between main features, which can also be accessed by passive meandering paths at ground level. At key points the site's wider coastal and Edinburgh context will be dramatically revealed to orientate and contextualise the visitor's experience. Creative planting, screens and walling will work with the existing topography to create a range of distinctive environments; from large, open event-spaces to enclosed, tranquil sanctuaries. The night-time character will be defined by dramatic lighting opportunities, which coupled with areas of white-lighting will ensure a safe, twenty-four hour environment.

The visible industrial remnants also provide inspiration for the intellectual component of the project, with proposals for a residential learning centre, an interpretation centre and creative workshops. The remnants do this by making a link between creative energy and the industrial production of power, using the site as basic inspiration. This will take place via artistic, practical and educative activities: from changing land art installations, to the alchemic production of ceramics and glass, to residential courses about renewable energy production for groups of schoolchildren. This in turn will provide an audience for specific site interpretation, ensuring that everyone departs with a better understanding of their industrial and environmental heritage. Prestongrange will inspire people to learn about the site's history and its importance for the future through play and interpretative engagement with landscapes and collections.



3.6 How will your project transform and revitalise your community and its physical environment?

The learning provision envisaged will be an extension and enhancement of the workshops that have been successfully piloted on the site in recent years and involve a series of non-vocational short courses. These will boost confidence and skills in the disadvantaged communities. The learning

opportunities will provide a stepping stone to other learning and training opportunities in East Lothian and adjacent authorities.

In addition, the site will provide a major leisure and recreation resource for communities from East Lothian and wider afield. What is envisaged is the UK's first park formed from former industrial land similar to those operated successfully in mainland Europe. This form of leisure resource will utilise and interpret the history of the site, including all of the industrial processes that have been undertaken there. The remaining built heritage of the site will be integrated into the park. The park will be accessible to all and will act as a significant feature for the local and visiting communities.

The physical regeneration will ensure that the site remains in use as a community asset in the long term. The investment in the site will create high quality landscapes and buildings to act as a signal that the local area and community is benefiting from regeneration.



3.7 Explain how you have considered the range of options available to achieve your aims and objectives.

The Prestongrange coal mine was operational until 1962 and the site continued to be an industrial site until the brickworks were closed in the mid 1970s. Some of the industrial buildings were demolished in the early 1980s and it was later managed by the Scottish Mining Museum until 1993 when it was passed to the local Council.

- Option one - The 'do nothing' option was rejected as the remaining buildings on the Prestongrange site include listed structures and a scheduled ancient monument (the Cornish Beam Engine). The Council is obliged to maintain these structures and it was recognised that this investment would more appropriately be undertaken as part of a project to increase use of the site rather than merely to avoid deterioration of the structures.
- Option two – site disposal. Prestongrange is owned by ELC and the option of selling all or part of the site was considered. The site is within the Edinburgh greenbelt area and has authorised planning use rights for use as a museum, an exhibition hall and for the provision of education. Wholesale or partial disposal of the site would constitute a material change of use and would be unlikely to achieve planning permission. Site disposal could also put the remaining historic infrastructure of the site at risk of destruction.
- Option three – mixed use development. Consideration was given to a scenario whereby planning permission for some limited commercial development on the site might be achieved allowing the capital receipt to fund partial redevelopment of the remainder of the site. This option was rejected as it would undermine the intrinsic value of the site and significantly detract from the core aims and objectives of supporting community involvement in the heritage-environment-arts dynamic.

- Option four – visitor attraction development. This option was explored in detail through a 1995 Heritage Lottery Fund application. ELC learnt a great deal from the failure of this bid and would not now choose to create a tourist attraction with little community value.
- Option five – undertake the project on another site. The aims and objectives for this project are focused around three themes – heritage-environment-arts. In assessing the options for East Lothian in relation to the development of these themes for community benefit it has been recognised that no other site can provide a focus for all three in the dynamic and extraordinary way that Prestongrange can. The potential to develop in a national context whilst also bringing economic renewal to a deprived area could not be achieved at any other site in East Lothian.
- Option six – incremental approach. An incremental approach has been identified as the most appropriate strategy for redeveloping the site. The research and development phase has focused the community commitment to the site and empowered local people to shape the future of Prestongrange. This option links the rich layers of history and the unique character of the site to community ambition and vision for the future in an innovative and dynamic way.

3.8 How does your project promote sustainability, in particular through lasting improvements to the physical environment and quality of life?

As a new landscape park, the rejuvenation of Prestongrange will transform a derelict industrial site into a vibrant community park and stimulating new educative and creative centre, with significant environmental, cultural and economic benefits to the local community. The obvious aesthetic improvement to the site will in itself promote sustainability. The project will utilise best practice through all aspects of design and management. The team will explore the use of renewable, green energy sources to provide power. Materials will be salvaged and recycled for construction and a SUDS approach to drainage will be adopted. The existing coastal grassland (SSSI) and woodland habitats will be conserved and managed, and new habitats will be created through extensive planting, resulting in increased bio-diversity.

Communities surrounding Prestongrange have historic connections with the site. The proposed contemporary landscape park builds upon these associations and provides space for new ones to grow. With a proposed role for the site in community events, activities and everyday life, Prestongrange's physical rehabilitation will breathe life into the surrounding area, creating a real sense of ownership and restoring local pride.

Sustainability will be achieved by appealing to as broad a user base as possible. The site will be versatile, adapting to and accommodating the needs and desires of a variety of users without discrimination. People will be encouraged to use and enjoy the site features according to their own inclination and imagination. The learning opportunities will provide a means of educating users and changing behaviour in relation to the sustainable agenda.

The drama of the existing landscape lends itself to a new dynamic environment that will develop through time. This dynamism means that the landscape will be different on each visit as interactive elements, events and art installations will encourage visitors to return and experience something new each time; making the park an inexhaustible recreational and cultural resource for the community and exciting destination for visitors from further afield. The site will excite because of the flexibility and interactivity of its contrasting elements; old and new, constructed and raw, natural and industrial. The site will provide a unique addition to the East Lothian portfolio of local facilities and being an important node on the John Muir trail will be significant to the economic sustainability of the site.



3.9 What risks have you identified for your project and how will you manage them?

From our experience in projects comprising combinations of refurbishment and new build construction and base build and specialist fit out works, we consider the following to be the key challenges for the Prestongrange project.

Political Risk. The implementation of the project will take place post 2007 and under a different local authority administration which may have a different set of priorities. In mitigation the project team has secured a broad base of support from across the Council.

Personnel. The duration of the project development and implementation may result in changes in key project personnel. In mitigation the project has been lead by a Chief Officer and involves a wide range of professional support from a number of departments. The loss of a single member of the project team would not be insurmountable.

Financial. Insufficient funding is secured to enable the project to be completed as planned. The project would ensure that initial cost estimates are robust and are matched to a suitable funding strategy with an appropriate timescale.

Financial. As with all capital projects there is a risk that costs could overrun. The project team would ensure that: all project elements are appropriately specified and costed at pre-tender stage; all tender submissions are reviewed in detail; suitable progress reports identify potential and actual cost overruns at the earliest opportunities and are addressed.

Management. Consultants and contractors encounter unrelated financial difficulties. The provision of services from consultants and contractors may be impeded if they encounter difficulties, principally financial ones, on other projects that impact on their ability to service the Prestongrange project. A series of due diligence checks will be made at pre-tender and tender stage to ensure that any known risks are exposed prior to the contract being awarded. The consultants' and contractors' performance will also be monitored during the project.

Management. Sub-consultants and sub-contractors can through their non-performance impact adversely on the project in a manner disproportionate to the scale of their involvement. Consultants and contractors will be requested to submit to due diligence checks on their financial situation, resources and capacity of all sub-consultants and sub-contractors.

The successful delivery of the Project will only be achieved if structured, disciplined and clearly managed procedures are implemented for cost modelling and estimating, procurement analysis, cost and value management, risk identification and management and whole life cost analysis. Regular project risk reviews will be held to provide greater confidence in achieving the project objectives. Involvement from an appropriate range of stakeholders in risk workshops will help to identify all

potential risks to the project, to establish the possible impact of each risk and develop a risk register and action plan. Risk estimates will be prepared to identify the minimum likely, most likely, and maximum likely total costs that could accrue from each item. Risk management will include the following:

- Early confirmation of the Outline Design Proposals
- Maintaining Client group involvement
- Managing Client Change
- Ensuring equilibrium between Client's objectives, designer's aspirations and available budget
- Planned and co-ordinated decant strategy for both exhibits and staff
- Operating a robust change control procedure
- Identifying appropriate procurement routes
- Ensuring clear understanding by all parties of the total development budget
- Adequacy of design information at tender stage / contract

3.10 How will you take account of lessons learnt to ensure the success of your project?

The learning culture of East Lothian Council is one of its key strengths and a number of initiatives have been put into place in recent years to support ongoing self evaluation, bench marking and skills development. Recent examples include the commissioning of the East Lothian Community Planning Partnership health check (2004) and the IDEA peer review (2004). The learning culture approach is augmented by considerable experience of developing and implementing successful capital and revenue projects, many of which have been supported by lottery funding. Examples include Dunbar Townscape Heritage Initiative (HLF funded), Brunton Theatre (SAC funded), East Lothian paths network, Museums digital content projects (Millennium and NOF funding) and more than a dozen lottery funded community arts projects. Officers involved in the Prestongrange project have particular experience of developing cultural and environmental projects through partnership working with local trusts to support new projects such as the John Muir Birthplace (HLF funded) and the Scottish Seabird Centre (Millennium Fund). Experience includes development of project proposals, preparation of funding applications and project plans, successful delivery of projects and monitoring and evaluation of projects against agreed criteria. Involving communities and stakeholders at the development and implementation stage has been key to the success of the projects listed above and all have involved detailed monitoring and evaluation of outcomes. Partnership experience is extensive and includes working with key agencies in the public sector, private sector (e.g. recently completed PPP project for six secondary schools and two community facilities) and voluntary sector. ELC has extensive experience of continually consulting and involving communities in the shaping of local services and projects. Feedback from partners, stakeholders and local people is sought both formally and informally and the Council has a strong track record of listening and responding to feedback. With reference to the Prestongrange site itself, the rejection of the 1995 Heritage Lottery Fund application presented the Council with an opportunity to learn and rethink. The 1995 bid focused on processes and machines rather than people with a particular emphasis on coal mining. The totally revised approach to the development of Prestongrange demonstrates this ability to learn and move forward in positive and productive ways.