
NATIONAL RIVERS AUTHORITY



THAMES REGION



RIVER THAMES RECREATION STRATEGY



A
PROPOSAL
BY



L&R LEISURE PLC

Date : 10th November 1989
File : 96NRA.DOC

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ENVIRONMENT AGENCY



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SECTION 1 - FIRST IMPRESSIONS

101 Creation Of The National Rivers Authority Was Environmental Milestone

The Chairman, Lord Crickhowell described the creation of the NRA on September 1st 1989 as:

"a turning point in the history of environmental protection in England and Wales."

The authority describes itself as the strongest environmental protection agency in Europe and there is a common view that its main role is strict enforcement of water quality standards.

102 NRA Must Be More Than A "Pollution Policeman"

Important though this quality assurance role is, L&R believe that the NRA is more than simply a pollution policeman.

In the field of leisure and recreation its role must be outgoing, pro-active and positive. The River Thames is, arguably, the single largest leisure asset in the region. The NRA Thames Region has, therefore, the potential to become a major influence in the leisure industry through a market based approach to development of its Recreation Business Area.

103 NRA Working Towards Maximum Leisure Value From The Thames

Through its influence and contacts with the 6 County and over 20 District Councils along the River Thames and with the even larger number of private and voluntary sector organisations who use the river, the NRA Thames Region can work towards ensuring that a major recreational resource is used to maximum benefit in a way that complements rather than conflicts with safeguarding water quality.

104 NRA Thames Region Faces A Paradox

However, the authority faces a paradox in that it has responsibility for leisure and recreation but is not a direct leisure provider. For instance, the NRA Thames Region does not own the vast majority of land on the banks of the river. How then can it encourage the provision of, say, slipways or ensure that tow paths are kept clear?

Also, whilst it has a wide range of powers to stop practices which pollute, are unsafe or cause annoyance it has few, if any, positive powers to ensure that leisure services are provided.

In looking to define the NRA's role in leisure we are faced with the question of how it should act to achieve its objectives of improved leisure facilities and services on and by the river?

L&R Leisure believe that the key to unlocking this paradox lies in the Thames Region of the NRA playing a leadership role in developing leisure on the River. The NRA must have a clear vision of how the Thames can develop as a leisure resource and must act in a manner consistent with this vision.

105 A Leisure Vision Will Bring Major PR Benefits To The NRA

The application of this vision, indeed the very fact that the Authority is carrying out these consultations, will bring positive benefits to the public image of the NRA.

The NRA must be seen as having a positive role in encouraging use of water for leisure and not being solely confined to its policing role.

This proposal from L&R Leisure PLC is concerned with helping the NRA Thames Region develop this vision and realise its potential for leisure leadership.

Our phase I proposal is concerned with defining its strategic leisure aims and role and phase II with how these can be translated into practical action.

SECTION 2 - KEY ISSUES

201 NRA Thames Region Is Responsible For A Major Leisure Resource

The River Thames is used for leisure by many thousands of people for a variety of leisure pursuits ranging from fishing to pleasure cruises from competitive canoeing to informal strolling. It is, arguably, the largest single leisure asset in the region.

As the body responsible for recreational use of the river and adjacent land, the NRA Thames Region is a major player in outdoor leisure. How should it develop this role?

202 Pro-Active, Market Led Approach Required To Resolve The Authority's Leisure Paradox

In section 1 we referred to the need for a clear vision of the Thames as a leisure resource to resolve the NRA's paradoxical position. **The final output of this study will be a clear and detailed exposition of this vision and the practical steps required to bring it to fruition.**

This vision must be based not only on how the officers of the authority see the work of the NRA developing, but more importantly on the views of the river's "customers". In other words the authority must develop a market based approach to leisure.

203 Leadership Demands A Pro-Active Approach

L&R believe that a pro-active approach is required from the Authority to develop its leadership role. If the Authority cannot "order" things to be done it must "persuade and encourage" others to achieve the same ends. This it will do by acting in a co-ordinating and catalytic way using its influence, its expertise, its grant aid and by being seen as having a clear understanding of how the Thames could and should be used for recreation.

204 NRA's And Market's Visions Of Leisure On The River Must Be Consistent

In any organisation there are at least 2 versions of what it does in a particular field, the *internal* view of the staff and the *external* views of its customers. For the NRA Thames Region to be successful in its leisure activities it is essential that the two versions of the authority's role are closely matched in both principle and detail.

The aim of phase 1 of our proposed study is to ensure that the internal and market perceptions of the NRA's role in each of the various areas of leisure on the Thames are clear and consistent and that the nature of the relationships between the NRA and its public, private and voluntary sector partners is fully understood

205 Many Versions Initially Of This Vision

At the start of the study there will, no doubt, be many different and differing versions of this vision both within the Authority and in the eyes of its customers and partners.

The phase I study will, therefore, consist of 3 parts.

The first part of the study will be concerned with finding out the internal policies and views of NRA staff.

The second part, run in parallel with the first, will be concerned with examining the external, market expectations of the NRA's role in leisure on the Thames.

The third phase is then concerned with arriving at a consensus on the way forward for the NRA based on a synthesis of the market's views which is consistent with the statutory role of the NRA.

206 Phase II Concerned With The Practical Achievement Of The NRA's Vision

Having agreed with you this statement of intent, what might be termed a "Mission Statement", the second phase of L&R's proposed study will be concerned with the practical steps required to fulfil the NRA's vision of leisure on the Thames. Phase II will contain the specific recommendations on facilities, programmes and developments on the Thames, together with the market at which they are aimed, the most appropriate body to take the lead and a full consideration of the financial and management requirements.

207 Recommendations Will Be Made By Market Area

In phase II the L&R team will not be content to provide a simple shopping list of facilities which should be provided on or near the River Thames. All recommendations will be made within the context of services to a particular market segment. We will, therefore, group our recommendations under such headings as "Services To Anglers" or "Facilities For Families" rather than under resource headings such as slipways or towpaths.

SECTION 3 - THE STUDY

301 L&R Able To Call Upon Tried & Tested Methodology

L&R Leisure have undertaken many similar, detailed strategic studies for a wide range of public and private sector clients including The Sports Council, Aylesbury Vale District Council and Extel. We are, therefore, able to call upon a tried and tested methodology for tackling strategic studies which includes internal surveys and seminars, external questionnaires and focus groups. This section sets out the study methodology we propose for the NRA Thames Region project.

302 The Right Process Can Have Major Internal Communications Benefits

Our experience has shown that in such studies which involve internal consultations and involvement in policy setting the use of the right methods of consultation can itself produce benefits to an organisation. Through sensitive consultation recommendations can be seen to be internally generated rather than being imposed from outside and hence more easily accepted and owned.

For example, during our work for the Sports Council on their 6 National Sports Centres we conducted a great many of our consultations through round table seminars. For many staff this was the first time they had either been involved in policy discussions or met their counterparts in other centres. The consultation process was itself, therefore, a positive agent in organisational development.

L&R will, therefore, look to a sensitive programme of internal consultation looking to generate "ownership" amongst staff of the Authority's vision for the Thames which will facilitate future work on the river.

303 Internal Consultations Begin With Senior Managers' Seminar

The client brief prepared by the NRA Thames Region is admirably clear in its requirements for internal consultations in phase I of the study.

To enable the L&R team to efficiently meet your requirements and quickly learn how the current recreation duties and responsibilities are carried out, we propose to begin the study with a seminar for Thames Region senior managers.

The aims of this seminar would be:

to establish good working relationships between consultants and client and to establish a project team.

to enable L&R to learn at first hand of the authority's current practice in leisure and its dealings with its customers and partners.

to assemble a comprehensive list of internal and external consultees.

to compile a consultants' "need to know list" of policy documents, relevant legislation and so on.

to gain a first impression of the formal and informal priorities which influence the workings of the NRA Thames Region

To place the Authority's work in recreation in context, we strongly recommend that this seminar be attended by managers from all the Authority's business areas and by members of the Regional Management Team and, if possible, the Regional Board.

304 Continue With Individual Consultation By Structured Interview

Following the initial seminar, for which L&R would produce briefing and summary papers, we would carry out structured, follow-up consultations with NRA staff members. These would take the form of a questionnaire/aide memoire sent a week before the interview to give staff members adequate time to fully present their views at an interview of about 30 minutes.

These consultations are aimed at providing the consultant team with a full understanding of the staff's view of operational issues facing the authority and their view as to its role in leisure.

305 Backed Up By Desk Research

In concert with the consultation process L&R will carry out detailed desk research to arrive at a full picture of the legal and policy framework within which the Authority operates, its legacy of custom, practice and commitment from the Thames Water Authority and its contractual obligations to river users.

306 Meanwhile Outside Consultations Are Underway

Paragraphs 303 to 305 outline how the L&R team would arrive at a thorough understanding of the NRA Thames Region's view of its role in leisure. What might be called the **internal view**.

In parallel with this part of the study, L&R would be examining the **external view** through consultations with the authority's customers such as the Hire Cruiser Association, The River Thames Society and the various local authorities through which the Thames flows.

307 Initial Contact By Post To River Users

The initial briefing seminar would compile the full list of external consultees. They would then be initially contacted by post with an introduction to the study L&R were undertaking on the NRA's behalf and a questionnaire asking for comment on their perception of the NRA Thames Region's role in leisure.

308 Follow Up Through Interviews And Focus Groups

These postal questionnaires would then be followed up in one of 3 ways:

a face to face interview should the NRA or study team deem it important. These face to face interviews would include the Sports Council, Countryside Commission, River Thames Society, Hire Cruiser Association, Country Landowners Association, National Farmers Union and so on;

in the case of local authorities, the Chief Planning Officer and Chief Leisure Officer would be invited to one of 4 discussion forums we propose to hold in Cirencester, Reading, Oxford & London. Our experience has shown that these officers will have many concerns in common. This approach will avoid needless duplication of study time and have the additional benefit of bringing these parties together to create a common approach to the River Thames;

we intend to hold the local authority consultation forums in the afternoon. They would be followed in the evening by similar events aimed at a wider audience of those who have concerns or views about leisure on the Thames. These could be representatives of such bodies as the Ramblers Association, owners of riverside campsites, individual landowners and so on.

The aim of these consultations is to establish how these bodies perceive the role of NRA Thames Region and their working relationship with it

309 "Customers" Includes The Regional Rivers Advisory Committee

One special category of "customers" is the Regional Rivers Advisory Committee both as a body and as individuals. L&R would consult with them on an individual basis and take the advice of the Chairman as to the most appropriate method of meeting with the committee as a body.

310 Internal And External Views Reconciled At NRA Seminar

At the end of the consultation process L&R will be in a position to summarise both the internal and external views of the Authority's role in leisure. The final part of the phase I study will be concerned with the creation of the NRA's Vision of the River Thames from a synthesis of these two views.

The most appropriate forum for achieving this is a second internal seminar which will be led by L&R with the aim of producing a statement of intent which clearly sets out the Thames Region of the NRA's policies and priorities for leisure on the Thames.

311 Debate At This Seminar Will Be Concerned With Market Priorities

We have stressed several times in this proposal the need for a market based approach to leisure on the Thames. We would expect, therefore, that the debate at this final seminar would be concerned with market rather than resources priorities.

In other words, choices would be between concentration on particular market segments rather than individual projects, between "services to tourists" or "services to anglers" rather than between money for an interpretation centre as opposed to new moorings.

312 L&R And NRA Thames Region Then Produce Policy Statement

After this second internal seminar, L&R and the NRA's study team would bring phase I to a close by together producing a policy statement which contained the NRA's leisure vision.

313 Phase II Is Policy In Action

The phase II study will then be concerned with making specific recommendations to you on implementation of the agreed policy in the light of detailed market research findings.

Phase I will have highlighted in general terms areas of concern, deficiency and under provision. Phase II will be concerned with a more accurate measurement of these areas and the assembly of action plans to improve matters.

314 Study Will Begin With Market Research Into Levels Of Use And Future Trends

Any recommendations to you in phase II must be based upon sound information on current levels of recreational use. This part of the study will upgrade the information gathered in phase I through a variety of techniques including:

- the NRA's licensing records

- original market research

- data from published sources such as the Census and the General Household Survey

- data from the Sports Council and governing bodies of sport

- data from such bodies as the Countryside Commission

The aim will be to achieve a comprehensive picture of current leisure and recreation patterns on the Thames and to form a clear idea of how this will change future years.

315 A Market Based Approach Requires Detailed Market Information

This market data will not be an end in itself but rather used to ensure that future spending decisions are based on sound information. **This market information will be used as the basis on which to plan services to various market sectors emphasising the market based approach to service delivery.**

316 A Much Expanded L&R Team To Give Expert Advice On phase II

How then will the strategic role definition and market research be translated into recommendations to you?

Phase I of the study will be carried out by core L&R staff experienced in strategic organisational studies working closely with NRA Thames Region staff. For phase II the core team will be complemented by a team of specialists including landscape architects, interpretation specialists, experts in leisure transport and so on.

The exact make up of this team will depend on the outcome of phase I. At this stage, however, we anticipate the team including the following members with all of whom we have an excellent, long standing relationship:

- | | |
|-----------------------|-------------------------------|
| Gillespies | - Landscape Architects |
| First Interpreters | - Interpretation Specialists |
| Transport For Leisure | - Water transport specialists |

402 Phase I Can Be Completed In 4 Months

L&R's experience is that in strategic planning the most creative and incisive ideas and discussions take place in the very earliest phases of the study. After a very short period of time the pressures of day to day work reduce enthusiasm and commitment to a project that will not, by definition, bear fruit immediately.

It is our intention, therefore, to compress phase I into the minimum timescale compatible with a high quality of work and a full programme of consultation. We are confident that this can be achieved within no more than 4 months from commissioning.

403 Phase II Will Take No More Than 8 Months

By adopting a similar approach to the second phase of the project we are confident that work can be completed within a further 8 months. This gives a study timetable of 12 calendar months, considerably less than the 18 months anticipated in your brief.

The exact start dates for the study would be agreed with you before commencement. In our initial discussions with you the possibility of funding the study across 3 NRA financial years was raised. The L&R team would be happy to look at adjusting the study period across these financial years to ease the process of internal NRA budgeting.

404 Phase I Fee Proposal

As set out in the brief, L&R would be happy to work on a time fee arrangement based on a rate agreed at the time of appointment.

L&R's hourly charges are:

Director	£125
Senior Consultant	£80
Consultant	£55
Researcher	£40

Upon appointment, we would agree with you a binding contract price based upon a mutually agreed division and programme of work. Our first estimates is that phase I would requires a minimum staff time involvement equivalent to fees of £35,000 but that this sum should not exceed £40,000.

We are happy to enter into post submission negotiations with you on the time commitment, nature and value of work based on the above hourly charges.

405 Indicative Phase II Fee Proposal

Similarly, a firm contractual commitment on the individual work packages and associated fees within phase II work would be agreed before commencement.

In any event, as the exact nature of work would depend on the outcome of phase I, it is not possible at this stage to give more than an indication of likely fee levels.

Given the nature of the market research task and the possible range of architectural, interpretive, conservation and transport advice we believe that a budget of between £60,000 and £80,000 is required.

Again, we would be happy to enter into post submission negotiations with you on the time commitment, nature and value of work based on the above hourly charges so that work can be carried out within your budgetary constraints.

SECTION 5 - STUDY TEAM

501 L&R Team Director Led

All major L&R projects are Director led. The project leader for this study would be L&R's Director **John Mathisen** who heads the company's land use and countryside unit and is L&R's specialist in outdoor leisure. John led the Enterprise Development Study for the Countryside Commission's National Nature Reserves. John has particular sympathy with the aims of this study being a house owner with riparian rights on the River Wey

Project Manager responsible for all day to day client contact and for the smooth running of the project would be **Jim Lynch, a Senior Consultant** based in L&R's London HQ. Jim is a most appropriate choice, having led L&R's strategic leisure study for Fenland District Council, project managed a similar study for Aylesbury Vale District Council and played a major role in the examination of the role of the Sports Council's National Sports Centres.

The third senior member of the consultant team would be Consultant, **Trisha Jenkinson** who has considerable experience in strategic planning. She was the Fenland strategy team member with responsibility for water based recreation and has worked on leisure and tourism development strategies for areas as diverse as the London Borough of Hounslow and Fermanagh in Northern Ireland.

The senior members of the team will be supported by one or more graduate researchers.

CV's of all team members are appended to this proposal.

SECTION 6 - TRACK RECORD

601 Why The L&R Leisure Team?

In a competitive selection procedure why should the NRA Thames Region choose L&R over our competitors? The answer lies in the benefits you receive from employing Europe's largest firm of specialist leisure consultants.

- * Our unrivalled track record brings unrivalled experience in leisure and recreation record.
- * A large firm guarantees continuity and quality.
- * Our experience in strategic studies brings efficiency. As a result we will take you further.
- * We have an action oriented approach, bringing recommendations which are capable of practical implementation.
- * As operators and owners we use the same standards and discipline on behalf of our clients.
- * We are leaders in our field.
- * We are great people to work with.

Our track record is appended overleaf. Any of our past clients may be contacted directly for references.

L&R

TRACK RECORD



L&R LEISURE PLC

GROUP OVERVIEW

L&R LEISURE GROUP

THE L&R LEISURE GROUP

The Group was founded in 1970 by Chairman Michael Ryan. It is concerned with the development of leisure & tourism projects through, consultancy, management contracts and ventures. Its philosophy is to provide an exceptional service to each customer. The Group started by providing specialist consultancy services to the leisure industry, but has since developed to cover the three activities described further below.

FROM CONCEPT TO REALITY

At the heart of the Group is L&R Leisure PLC. It provides management consultancy services to clients in both the public and private sectors. The company's "vision" is based on nearly 20 years experience in the leisure & tourism industry.

L&R take visionary projects through from concept to reality. We provide a seamless service that includes business strategy and plans, financial consultancy, project management, development advice to the property industry and management training & quality service programmes.

L&R Leisure PLC employs over 30 professional staff in 3 offices and handles over 150 projects a year. The staff in our regional offices offer an understanding of market conditions that comes from direct working experience in the Midlands, Wales, the North, Scotland and Ireland. The London head office services clients world-wide. L&R Leisure PLC is Europe's largest leisure and tourism management consultancy.

MAKING IT HAPPEN

L&R has always had a very practical approach to business. Over the last 20 years the Group has invested in and managed companies operating restaurants, pubs, discotheques and other international tourism operations. The experience amassed through direct "hands-on" management is available via management contracts. Our aim is to provide exceptional service to our clients and the customers they serve, through the quality management of high profile day-visitor and leisure shopping schemes.

Past projects include the 1986 National Garden Festival at Stoke-on-Trent and Cavern Walks, a speciality shopping centre in Liverpool. These projects were operated by the management contracting arm of the Group, L&R Leisure Management Ltd.

VISION INTO ACTION

"The Royal Scotsman" is a luxury hotel-train which treats passengers to an exclusive holiday tour through Scotland. "The Royal Scotsman" was conceived and funded as an L&R venture and is operated by The Great Scottish & Western Railway Company Ltd, a member of the L&R Leisure Group. The Group's ethos of exceptional service is encapsulated in this project. "The Royal Scotsman" provides the highest quality of service found on any train in the world. In 1988 the company was the recipient of a Queen's Award For Export Achievement in recognition of its foreign currency earnings, over \$10 million since 1985.

GROUP OVERVIEW

L&R LEISURE GROUP

L&R Leisure PLC is now actively seeking venture opportunities in UK visitor attractions and related accommodation projects.

20/20 VISION IN TOURISM AND LEISURE

CLIENT

**HUDDERSFIELD CANAL SOCIETY
BRITISH WATERWAYS BOARD**

**SHROPSHIRE COUNTY COUNCIL
POWYS COUNTY COUNCIL**

**LANCASHIRE COUNTY COUNCIL
LANCASHIRE ENTERPRISES
BRITISH WATERWAYS**

CHESHIRE COUNTY COUNCIL

BRITISH WATERWAYS

INLAND WATERWAYS

HUDDERSFIELD NARROW CANAL

A study of the economic benefits of restoring the 20 mile canal through the Pennines from East Manchester to Huddersfield. The case for restoration has been accepted following L&R advocacy and a £3m development programme is in progress. L&R is continuing to advise the Society on marketing, grant advocacy and tourism development in the canal corridor. Grant approvals have been achieved in line with our recommendations.

Under a separate appointment, L&R is also developing plans for the restoration of the historic Standedge Tunnel and the creation of a heritage trip boat ride.

LLANYMYNECH HERITAGE AREA

An appraisal of the potential for heritage and waterside development adjacent to the partially restored Montgomery Canal, at the Welsh border. Three development options were presented together with an assessment of demand for a marina, trip boat and day boat facilities. A stage one development is now being progressed.

LEEDS & LIVERPOOL CANAL CORRIDOR

As part of a strategic ERDF funded appraisal of the canal corridor, L&R reviewed the market and development potential of the Lancashire half of this scenic, but greatly underused canal. A number of canal related pilot projects are now proceeding under the auspices of an ETB Strategic Development Initiative.

CHESHIRE HERITAGE INVESTMENT STRATEGY

This innovative piece of work, to provide a raft of arguments for heritage ERDF projects included a market, development and thematic marketing strategy for Cheshire's extensive inland waterways. The strategy is now being implemented.

CRINAN CANAL

L&R carried out market research for the improvement of the Crinan Canal as a transit route and yachting destination for British Waterways. The work has resulted in a master plan for development and proposals for improved facilities and co-ordinated marketing.

CLIENT**INLAND WATERWAYS****NORTHUMBRIAN WATER****LEISURE POTENTIAL AT KIELDER RESERVOIR**

At the request of Price Waterhouse, L&R carried out a strategy appraisal of the long term leisure potential of Kielder Reservoir in Northumberland.

L&R recommended a quality holiday village by the waterside and a re-oriented management structure to release development potential. Our proposals are now in the Northumbrian Waters commercial portfolio pending privatisation.

**CHESHIRE COUNTY COUNCIL
MANCHESTER SHIP CANAL
COMPANY****LEISURE USE OF THE MANCHESTER SHIP CANAL**

As part of its advocacy for ERDF support, the consortium seeking to secure the retention of the Upper Reaches asked L&R to review earlier forecasts and establish the likely level of usage and economic impact arising. An ERDF application based on our advocacy has now been lodged.

BRITISH WATERWAYS BOARD**ANDERTON LIFT - A BRITISH CANAL "WONDER"**

An investment appraisal for a major refurbishment of one of the UK's major canal heritage wonders "located" in Cheshire.

The project involved conceiving a package of day visitor attractions and financially realistic services and the preparation of a financial and market appraisal for key funding decisions to be made. Restoration has now been secured and a trust set up in line with L&R's recommendations. Phase One of the scheme, at a cost of £1m, is currently in progress.

THE MERSEY BARRAGE COMPANY**THE MERSEY BARRAGE**

The Mersey Barrage is now the most far advanced barrage project in the UK. L&R researched the impact of the barrage on recreational and leisure demand and developed a strategy to maximise use of the impounded water zone for water sports and sea going craft. Further government funding has now been secured to undertake more detailed research.

**WOLVERHAMPTON MBC
BRITISH WATERWAYS BOARD
BLACK COUNTRY DEVELOPMENT
CORPORATION****WEST MIDLANDS CANALS NETWORK**

L&R have undertaken a variety of studies which have included appraisals of canal potential. These include the Wolverhampton Heritage Area, Galton Valley, Sandwell and UDC areas. Our proposals are now the basis of agreed plans for implementation.

CLIENT

INLAND WATERWAYS

BRITISH WATERWAYS

UK WATERWAY HOLIDAYS

UK Waterway Holidays is a company jointly owned by BW and the Association of Pleasure Craft Operators (APCO) to attract visitors from abroad to take holidays on Britain's canals and rivers.

Faced with an overall decline in inland waterways holidays the company was seeking new market opportunities both in the UK and abroad. L&R was commissioned to evaluate a number of proposals and options whilst at the same time reviewing the company's overall strategic performance.

L&R made a number of recommendations regarding the long term operation of the company and its relationship with BW and APCO. We were also able to point to some immediate market opportunities.

CLIENT**LAND USE AND THE COUNTRYSIDE****NATURE CONSERVANCY COUNCIL
RURAL DEVELOPMENT
COMMISSION****ENTERPRISE DEVELOPMENT AT NATIONAL
NATURE RESERVES**

An assessment and evaluation of the potential for job creation and income generation at five identified National Nature Reserves. An assessment matrix with specific criteria was used to identify 5 sites out of the 214 National Nature Reserves suitable for greater access and/or commercial exploitation. A comprehensive research project was undertaken which examined the majority of developments that other agencies and bodies were undertaking in the countryside, to understand the range of initiatives within the UK and areas of available financial support.

L&R made recommendations for the implementation of specific enterprise opportunities, with respect to the marketing, management and the capital and revenue implications. NCC and DC are currently reviewing our recommendations.

**WEST MIDLANDS COUNTY
COUNCIL****CHASEWATER REGIONAL PARK**

A strategy for the redevelopment of eight hundred acres of parkland from derelict state. Seven schemes costing a total of £2.6 million were recommended, ranging from a caravan/country park and canal marina to a wildfowl sanctuary and budget hotel. Discussions with potential developers are proceeding.

MERSEYSIDE RESIDUARY BODY**CROXTETH HALL AND COUNTRY PARK**

A management assessment of the park which had a £1 million revenue deficit. L&R assessed the opportunities for increasing admissions and income, reducing operating costs and developing the role of the private sector in operations, management and new ventures. L&R proposed a new independent trust and a five year plan to reduce the annual deficit to under £300,000. The trust has now completed its initial tasks and management of the Hall and Park have been vested in Liverpool City Council with a substantial capital injection from the DOE.

KENT COUNTY COUNCIL**SHORNE WOODS COUNTRY PARK**

A study to advise on the most appropriate development options for a country park in Kent. L&R identified the different types of development possible and evaluated their viability when operational. Estimates of the capital costs and likely revenues from the ventures were researched and advice was given as to their best means of establishing each development option.

CLIENT**LAND USE AND THE COUNTRYSIDE****THE BRITISH FOREST HERITAGE TRUST****THE FOREST HERITAGE CENTRE, WEST WOODS**

A marketing appraisal for a National Forestry Heritage Centre at West Woods, Marlborough.

STOCKPORT METROPOLITAN BOROUGH COUNCIL**LYME HALL AND PARK**

The development of a revised concept, new products and interpretive and marketing plans. Following implementation of our proposals, visitor numbers are up, the deficit reduced, staff remotivated and new development committed.

CHORLEY BOROUGH COUNCIL**BIRKACRE VALLEY PARK**

The feasibility study to examine the desirability, nature and scale of the heritage and leisure potential of the Birkacre Valley in Chorley. L&R recommended a farm/agricultural experience as part of the country park. MSC programme and other grant aid sources were identified as possible resources. A substantial Derelict Land Grant has now been obtained and development is underway.

SCOTTISH DEVELOPMENT AGENCY**THIRLESTANE CASTLE**

A feasibility study of this important heritage asset, including financial and marketing appraisal. A new concept was proposed and a business plan developed to create a marketable theme. The private owner is proceeding with our plan.

SCOTTISH DEVELOPMENT AGENCY**FORDEL ESTATE, PERTSHIRE**

A viability study of a proposal for the development of a country club on a privately owned 1,500 acre estate. The proposal to be assessed included the re-establishment of the 9-hole Aucherlonie golf course, a shooting range and fly fishing, together with a club house and restaurant. L&R revealed that management, markets, financial implications and compatibility with local farmers had not been considered. Having indicated that the proposal was not viable in its original form, L&R proposed a new strategy.

DELYN BOROUGH COUNCIL**GREENFIELD VALLEY HERITAGE PARK**

Following earlier work for Delyn Borough Council, L&R was invited to update our strategy proposals for the Greenfield Valley Heritage Park and develop new plans for a woollen textile mill, with associated commercial retail activity. Our recommendations for the valley now form the basis of a new management plan and discussions with the mill owner are proceeding.

CLIENT**LAND USE AND THE COUNTRYSIDE****NORTH WEST WATER****STRATEGIC LEISURE APPRAISAL**

As part of the preparation for its privatisation, North West Water commissioned L&R to assess the most important assets with strategic leisure potential. L&R reviewed sites, developed a commercial assessment methodology and helped North West Water to select the sites with greatest potential. A development portfolio is now being assembled.

WORCESTER CITY COUNCIL**WORCESTER RIVERSIDE PLAN**

Working as part of a multi-disciplinary team, L&R have helped to develop a recreational strategy for Worcester's riverside ranging from sports interests to commercial facility potential. The strategy has been adopted by the Council, following extensive discussions with water users and Severn Trent Water.

CLIENT**SPORT & LEISURE****AYLESBURY VALE DISTRICT COUNCIL****AYLESBURY VALE RECREATION STRATEGY**

L&R were appointed by Aylesbury Vale District Council to undertake a comprehensive recreation and leisure strategy for the District. It encompassed all aspects of leisure from physical recreation through to the arts and addresses such issues as partnerships between the public and private sectors and how best to meet the needs of the 109 widely diverse parishes within the District. L&R are continuing to give advice on strategy implementation.

FENLAND DISTRICT COUNCIL**FENLAND LEISURE STRATEGY**

L&R have been appointed by Fenland District Council to undertake a comprehensive District wide leisure strategy. Similar to the Aylesbury study it comprises an appraisal of all aspects of leisure needs and will establish leisure policies and identify the most appropriate leisure role for the Council to adopt in the light of the introduction of Compulsory Competitive Tendering.

WORLD STUDENT GAMES SECRETARIAT**SHEFFIELD ARENA - WORLD STUDENT GAMES**

L&R were commissioned during the run up to the bid by Sheffield to stage the 1992 World Student Games. L&R advised the Secretariat during an appraisal of development bids for the main event hall and prepared a detailed market appraisal for the potential arena. The figures were used to support the bid and analyse development proposals. Spectacor Inc have now been appointed to develop and operate the arena.

DOVER DISTRICT COUNCIL**DOVER SPORTS CENTRE**

A management and financial evaluation of the centre to draw up a performance improvement plan, based on research with 500 users and non-users. An aquaflume has been developed following our recommendations to increase participation by tourists to the area, and to improve financial performance.

THE SPORTS COUNCIL**NATIONAL SPORTS CENTRE REVIEW**

L&R were commissioned to carry out an in depth review of the management, marketing and financial systems of the six National Sports Centres, as the final part of an internal Sports Council three year study.

The key recommendation was the radical development of the overall strategy for National Sports Centres. This was that each of the Centres should have a clear focus on either mass participation or excellence training, not both.

CLIENT**SPORT & LEISURE****EASTLEIGH BOROUGH COUNCIL****FLEMING PARK LEISURE CENTRE**

L&R Leisure were appointed in association with Oscar Faber Consulting Engineers to undertake a technical and market appraisal of wet and dry facilities at Fleming Park Leisure Centre. The recommended refurbishment programme included the introduction of fun elements to the traditional pool, the introduction of a health and fitness suite and the development of exhibition space.

**GLOBE TOWN NEIGHBOURHOOD,
TOWER HAMLETS****YORK HALL LEISURE CENTRE, BETHNAL GREEN**

York Hall Leisure Centre in the London Borough of Tower Hamlets has an annual deficit of £600,000 per year despite good quality facilities. The Centre suffers from poor operational management. L&R have been commissioned to help realise York Hall's full potential and to advise on making day to day improvements in the venue's management. We are compiling a full programme of staff recruitment and training and a full review of operational practice.

**PADGATE HIGH SCHOOL
WARRINGTON & RUNCORN
DEVELOPMENT CORPORATION****PADGATE RECREATION CENTRE**

A management and financial evaluation of the joint-use recreation centre to effect a qualitative comparison of the centre's activities with a more conventional municipal leisure centre. Future changes were outlined in the facilities and a revised staffing structure and operational management system proposed.

MEREBROOK PROPERTIES PLC**GOLDEN FORD LEISURE PARK**

Merebrook Properties approached L&R to look at the provision of leisure in the Guildford area. They are developing a 127 acre site primarily residential and business site and wish to include some leisure provision.

L&R have recommended that Merebrook and Guildford Borough Council combine resources and work together to provide a regional sports and leisure complex. Negotiations are currently underway relating to this and L&R are continuing to give advice on this project.

SEDGWICK PROPERTIES**SEDGWICK'S HEALTH AND FITNESS CLUB**

A feasibility study of a proposed health and fitness club in an unoccupied shop unit of 2,000 square feet. The business market was identified as the most profitable target market with fitness testing recommended as a unique selling point. A financial model proved the club to be marginal and high risk, because of the small area and low capacity for people. Sedgwicks are now not going ahead with the club, on the basis of our recommendation.

CLIENT**SPORT & LEISURE****RUNNYMEDE BOROUGH COUNCIL**

Specific recommendations were then made for each centre and plans of action are now being carried out, including a reorganisation of how the National Sports Centres are managed at Head Office. Training courses for staff and management, with an accent on customer care have now been commissioned from L&R.

LEISURE POTENTIAL APPRAISAL, CHERTSEY

L&R were commissioned to advise Runnymede Borough Council on the leisure potential of 14 acres of land in central Chertsey. L&R's study identified a number of significant physical constraints on the provision of many activities, in addition to the planning restrictions. A pure leisure solution was unlikely to meet the Council's objectives and therefore L&R recommended a high quality development package which would both enable the site to achieve its full potential and satisfy a number of wider Council objectives.

DELYN BOROUGH COUNCIL**HOLYWELL LEISURE CENTRE**

A validation study of the new Holywell Leisure Centre as an integral part of an economic regeneration strategy for Holywell. L&R recommended that the centre would play an essential role in attracting visitors and that the design, management and promotion should reflect the central policy of generating new tourism business for Holywell. Our report was used to support an ERDF capital grant aid bid to the Welsh Office and EEC. A successful outcome was obtained with a £1m approval. The centre is now open and trading comfortably above trading projections.

SEVENOAKS DISTRICT COUNCIL**EDENBRIDGE SWIMMING POOL**

A feasibility study of the development of Edenbridge Leisure Centre, a dry centre owned and operated, at a profit, by Edenbridge Town Council. Local residents have expressed a demand for a swimming pool to be added to the Leisure Centre which the Town Council are now considering as a joint venture with Sevenoaks District Council. L&R undertook a demand analysis and recommended the addition of a 25 metre by 10.5 metre pool at a capital cost of approximately £700,000 and proposed an operating style which would produce an operational deficit of as low as £35,000.

NEWBURY DISTRICT COUNCIL**BURGHFIELD RECREATION PROJECT**

A strategy development to improve Newbury's delivery of recreation services to its predominantly rural area. L&R brought together several parish councils, as well as the District and County Councils to agree on a phased development centred around Burghfield High School and involving an outreach management approach.

CLIENT**SPORT & LEISURE****CARDIFF CITY COUNCIL****CARDIFF COMMONWEALTH GAMES BID 1994**

L&R formed part of a team which recently consulted on a long term tourism strategy for Cardiff. L&R's task was to examine the role of sport in the strategy with particular relevance to the city's bid for the 1994 Commonwealth Games. We undertook a review of all the facilities proposed, looked at the likely costs and economic benefits and helped prepare the city's bid for European funds.

HULL CITY COUNCIL**HULL ICE RINK**

An evaluation of four bids to develop the ice rink by private developers and operators, and a financial and market evaluation of two options for the ice rink development. A 56m x 26m was recommended, then four bids by private developers and operators were analysed. Since none were found to be worthwhile, an alternative package was proposed and promoted for ERDF assistance. This has now been built and is trading well.

LEICESTERSHIRE COUNTY COUNCIL**SNIBSTON COLLIERY**

A development study to aid in the economic regeneration of Coalville. L&R's brief was to attract private sector leisure developers and operators to the site for the proposed museum and leisure development. It quickly became apparent that the museum and recreation requirements could only be met if the site could be profitably developed for retail, housing and other commercial uses which would create sufficient value for the scheme as a whole to proceed.

L&R, working in partnership with Leicestershire County Council, British Coal and City institutions, put together a financial and development package involving the formation of a charitable trust and joint venture company which will allow the Snibston development to proceed.

CASTLE POINT DISTRICT COUNCIL**CASTLE POINT ATHLETICS TRACK**

Castle Point District Council have the provision of a synthetic athletics track as part of their long term capital programme. L&R were commissioned to assess the likely level of demand for a quality athletic track and to recommend the optimum site within the District should one be built.

By assessing the likely level of demand and translating this into a trading performance L&R concluded that as neighbouring authorities made good provision, any new synthetic track in Castle Point did not represent good value for money.

CLIENT**SPORT & LEISURE****JOHN LELLIOTT DEVELOPMENTS LTD****BEXHILL ON SEA - LEISURE POOL**

John Lelliott Development had been granted planning permission of 160,000 sq feet of retail warehouse subject to their providing the local council with a leisure pool to be built and operated by the private sector. L&R's role was to act as liaison between the Council and developer to achieve a design which met local needs whilst at the same time being affordable in development terms.

L&R prepared the eventual design brief and advised the client on the level of local authority subsidy required to achieve its development.

**LONDON BOROUGH OF CROYDON/
UBS PHILLIPS & DREW****CROYDON WATERWORLD**

Croydon wished to grant planning permission for the construction of Waterworld, an indoor water based attraction on the outskirts of London.

L&R were commissioned by the Council's financial advisors, Phillips & Drew, to appraise the financial and throughput projections and to advise on the nature of the financial partnership between the Council and the developer.

**LONDON BOROUGH OF BARKING
& DAGENHAM****MAYESBROOK SPORTS PARK**

Mayesbrook Park is centrally situated in a densely populated affluent area of East London. L&R were commissioned by the London Borough of Barking & Dagenham to carry out a financial and marketing appraisal of their proposals for a sports park development. This included a regional size sports hall and large leisure pool for which L&R compiled the design brief and trading profile.

The project is now at detailed design stage.

**SOUTH SOMERSET DISTRICT
COUNCIL****YEOVIL LEISURE POOL**

South Somerset District Council wished to build a leisure pool to serve the needs of local people and as an attraction in their tourism expansion programme.

L&R's brief was to examine the market in both sectors, prepare a corresponding design brief, build a business plan and prepare the case for English Tourist Board grant.

CLIENT**SPORT & LEISURE****BILLING AQUADROME LIMITED****BILLING AQUADROME DEVELOPMENT PLAN**

Billing Aquadrome, Northampton comprises some 275 acres and is the largest caravan park in the country, with a range of attractions designed to appeal to day visitors. However, it had not developed to meet the rising expectations of modern day customers and with profitability declining L&R were brought in. The objective of the study was to appraise the operations of the Aquadrome and formulate a business plan for its future development. L&R's study began with a market assessment and then a business development plan was formulated which matched the products and management to meet most effectively and profitably the needs of identified target markets. The first phase of our recommendations are presently being implemented.

ALLIED DUNBAR**EMPLOYEE RECREATION FACILITY**

Allied Dunbar's current employee leisure facilities needed replacing. L&R were commissioned to look at a proposed new development for Allied Dunbar, providing a strategic overview, operational concept, facility mix and initial costings for the proposed facility.

L&R recommended a leisure development alongside Allied Dunbar's proposed Residential Training College, and outlined a facility mix and site plan. This is currently being finalised with continuing L&R input.

CROUDACE HOMES LTD**MARLE PLACE, BURGESS HILL - PLANNING INQUIRY**

Croudace Homes planning application for a residential scheme in Burgess Hill was refused on a number of reasons relating to open space provision. L&R advised on introducing childrens play areas into the proposed scheme and gave evidence as an expert witness at the inquiry. This involved an appraisal of both present and potential leisure resources and market needs, at a local and district perspective.

**WATES BUILT HOMES
CROUDACE HOMES
COUNTRYSIDE****BRENT HALL PARK, HARLOW**

A consortium of Countryside, Croudace and Wates have recently been granted planning permission for a 3,500 residential development on a green field site adjacent to the Mill at Harlow, Essex. L&R were commissioned to advise on the leisure content of the masterplan, in particular the siting of the commercial leisure elements and the construction of a community sports and fitness facility. Our advice has now been incorporated into the masterplan.

CLIENT**SPORT & LEISURE****SCOTTISH DEVELOPMENT AGENCY****COMMERCIAL SOCCER CENTRES**

A market assessment to quantify the demand, develop an appropriate pricing structure and prepare a conceptual plan and programme for the development of soccer centres. Extensive interviews were carried out with managers of over one hundred leisure centres and user research via Indoor League organisations in Scotland.

THE MANCHESTER SHIP CANAL COMPANY**TRAFFORD ARENA**

L&R were commissioned to appraise the opportunity for leisure development at the Trafford Centre. A feasibility study indicated the opportunity for an Events Arena. L&R were subsequently required to give evidence supporting this at the planning inquiry.

**MILTON KEYNES DEVELOPMENT CORPORATION
SHELL PENSION FUND****THE WINTER GARDEN, MILTON KEYNES**

L&R undertook a strategic and marketing assessment of the concept of the Winter Garden and a business evaluation of potential tenant operations. The concept has now been implemented incorporating a night-club, pub-diner, cafe-bar, cocktail bar and luxury health club.

**J. MOWLEM PLC
SPECTACOR INC. OF USA****MILTON KEYNES ARENA**

A market and investment appraisal for a £30 million investment in the largest covered spectator venue in the UK. The study involved arena programming, a business plan and evaluation of sport, entertainment and exhibition market sectors and considerable original consumer research. The project is currently seeking funding and L&R are acting as specialist advisors for both Mowlem and the financial backers.

WEMBLEY PLC**WEMBLEY ARENA**

L&R were commissioned to review the standard of customer care on the 76 acre complex. We developed and have now implemented a twelve month action programme to raise the standard of customer care. This included carrying out a staff attitude survey, reviewing recruitment procedures and the use of sub-contractors for event staff, designing induction material and literature, introducing a system of job descriptions, establishing and introducing standards for staff and procedures, and training both management and front line staff.

CLIENT**SPORT & LEISURE****HURSTWOOD DEVELOPMENTS****LEISURE DEVELOPMENT, NEW HALL HEY, ROSSENDALE**

An appraisal of commercial leisure opportunities at a site in Rawten-stall adjacent to the terminus of the East Lancashire Steam Railway. A number of project options was put forward and tested in the market. The preferred use mix is now being marketed by the developer, with retail cross-funding sought.

ALFRED McALPINE HOMES**LEISURE DEVELOPMENT, NORTHWICH**

Preliminary work to assess the best leisure facility to be offered as part of planning negotiations to secure residential consent.

**SCOTTISH DEVELOPMENT AGENCY
CITY OF ABERDEEN DISTRICT
COUNCIL****ABERDEEN LEISURE ICE & INDOOR SKI CENTRE**

The clients wished to promote a unique sports and leisure destination in Aberdeen in order to further promote the City as a tourist destination and replace an existing ice rink in the City which had been sold off for re-development. The study was to formulate an appropriate mix of products for the Centre and produce a document that was to be used both as a designer's brief and for funding advocacy purposes. L&R recommended that the indoor ski option was a high risk option for Aberdeen and that it was only likely to be commercially viable in much larger urban conurbations. L&R concentrated efforts on securing an ice rink led option. We concluded that the most suitable and feasible type of provision was a leisure ice rink costing around £4 million. Whilst this facility would not have provided a major tourist attraction it was more likely to appeal to tourists than either a traditional ice rink in isolation or a traditional rink with associated leisure facilities. Against L&R's advice the District Council have bowed to marketing pressure from a skating lobby group who were campaigning for a traditional rink suitable for sporting purposes.

**GLENROTHES DEVELOPMENT
CORPORATION****CRYSTALS ICE ARENA, GLENROTHES**

The Development Corporation had been experiencing ongoing difficulties with their tenant of the Crystals Arena. L&R were asked to undertake a short market and financial appraisal of the Centre to suggest reasons for these difficulties and to offer an opinion as to whether the poor trading position of the Arena could be reversed. L&R's conclusion was that with better quality management the Centre could be profitable shortly after our study was concluded. The Centre was closed and, on the basis of the conclusions of our report, acquired by another company.

CLIENT**WATERFRONT DEVELOPMENT****SCOTTISH DEVELOPMENT AGENCY****GLASGOW GARDEN FESTIVAL SITE 1988**

After the success of the Glasgow Garden Festival, the SDA asked L&R to prepare a strategy and concept plan for leisure use of a prime waterfront section of the festival site. L&R continues to advise on the development.

**CLWYD COUNTY COUNCIL
ALYN & DEESIDE DISTRICT
COUNCIL****DEESIDE WATERFRONT**

The Shotton Steel works site at Deeside is to be developed by a private sector/public sector consortium. L&R are retained as the consultants covering leisure strategy and implementation. L&R's proposals called for a radical approach to the scheme which puts leisure at the forefront of the development and aims to achieve an enviable position in the market place for Deeside in the 10 year term.

Following major planning policy revisions, a new developer is being sought to progress the project.

**TARMAC CONSTRUCTION
CLYDE PORT AUTHORITY****BRAEHEAD RIVERSIDE, GLASGOW**

L&R advised the clients on the leisure components of a major shopping location proposed for Braehead adjacent to the River Clyde. L&R recommended that the facility needed to be seen as both a major sporting and tourist destination in order for it to receive planning permission. L&R proposed a three rink ice centre on a scale larger than anything currently available in the United Kingdom. This facility was to incorporate an olympic size skating rink, a leisure rink and 8 sheet curling rink. This was to be complemented by a Maritime Centre telling the story of the relationship of the Clyde with the shipbuilding industry. L&R located an operator for the ice centre and appeared as expert witnesses at the subsequent planning enquiry.

**SCOTTISH DEVELOPMENT AGENCY
LOTHIAN REGIONAL COUNCIL****PORT EDGAR WATERFRONT DEVELOPMENT**

L&R carried out a series of major studies to identify the potential for redevelopment of a marina on the Firth of Forth. The scheme comprised a development package for 95 acres of land and water and included retail and leisure provision, re-matching of the existing marina operation and substantial residential development. The package recommended a tax and operationally efficient corporate structure for the development vehicle, funding and implementation mechanisms as well as detailed planning of the proposed development.

CLIENT**WATERFRONT DEVELOPMENT****CARDIFF BAY DEVELOPMENT
CORPORATION****CARDIFF BAY INNER HARBOUR**

Following the completion of the Corporation's land use master plan, L&R has recently been appointed to develop a vision for a centrepiece waterside development and tourist attraction. The work is ongoing.

**PRICE WATERHOUSE
DEPARTMENT OF THE
ENVIRONMENT****TYNE & WEAR UDC DESIGNATION STRATEGY**

As part of the pre-establishment designation study, L&R provided Price Waterhouse with strategic advice on leisure development within Tyne & Wear leading to the identification of the Flagship Projects endorsed for subsequent action. This work included a commentary on waterfront development initiatives. Over £100m has subsequently been committed to riverside regeneration schemes on both rivers.

**BRIDLINGTON HARBOUR
COMMISSIONERS
EAST YORKSHIRE BOROUGH
COUNCIL****BRIDLINGTON HARBOUR**

As part of a development study for the Harbour area, L&R put forward plans for an enhanced maritime museum with moored vessels and improved interpretation. The overall scheme included new waterside housing and tourist-related retailing. Our proposals have been accepted and implementation is proceeding.

WELSH DEVELOPMENT AGENCY**PEMBROKE WATERFRONT**

A market assessment and tourism strategy for Pembroke town with Pembroke Castle as the focal point. The attractiveness of the town will be greatly improved by a new flood barrage and locks that will impound a large area of water around the castle and improve access to Pembroke from Milford Haven waterway by yacht.

L&R undertook market research which showed that Pembroke could be a tourist destination for yachtsmen and that Pembroke River would be attractive for second/retired/holiday homes with exclusive berths. The WDA are now seeking funding from Urban Programme and are implementing the tourist strategy based on our proposals.

**TOBACCO DOCK DEVELOPMENTS
LIMITED
HARRY NEAL PLC****TOBACCO DOCK, WAPPING**

L&R carried out an assessment of the feasibility and profitability of converting a disused warehouse with Grade I listing into a major 140,000 square feet leisure shopping complex and tourist centre in London Docklands. As a result of this work, L&R were able to secure over £3m of grants for the project which opened in Spring 1989.

CLIENT**WATERFRONT DEVELOPMENT****HULL CITY COUNCIL****HULL DOCKS**

The conceiving of a vision for dockland redevelopment for 50 acres of redundant land close to the City Centre. Our strategy integrated the Council's existing marina development with previously isolated hotel, housing and commercial proposals within an imaginative water-related concept. A £32m retail and leisure scheme is now proceeding with maritime and transport heritage developments also underway drawing on ERDF funding and a partnership with ABP.

**LONDON BOROUGH OF
TOWER HAMLETS****LIMEHOUSE BASIN**

An assessment of the leisure and recreation potential of Limehouse Basin and the land immediately surrounding it. The study proved that the waterspace would be viable for a watersports and leisure development. The surrounding area was found to be appropriate for a maritime museum and retail centre.

SCOTTISH DEVELOPMENT AGENCY**OBAN WATERFRONT AREA**

A feasibility study into the regeneration in Oban with particular reference to the possible leisure and tourism use of the waterfront. A concept and products appropriate to the potential market were identified and the development costs of each proposal were estimated. A management system showed how the proposals should be implemented.

**NORTHERN IRELAND
TOURIST BOARD****BELFAST TOURISM STRATEGY:
WATERFRONT DEVELOPMENT**

As part of a team developing a new tourism strategy for Greater Belfast, L&R conceived waterfront visions for Bangor Seafront and Carrickfergus Seafront and Marina. The strategy has been accepted and is now under implementation.

WORCESTER CITY COUNCIL**WORCESTER RIVERSIDE STRATEGY**

As part of a team looking at the potential of Worcester's riverside, L&R conceived a strategy for development and a new image for the City based on its historic links with the Severn. The potential for water recreation and heritage development were explored. The strategy has been accepted by the City Council.

CLIENT**WATERFRONT DEVELOPMENT**

**SCOTTISH DEVELOPMENT AGENCY
LOTHIAN REGIONAL COUNCIL**

PORT EDGAR HARBOUR

L&R have been appointed as project coordinators following an assessment and evaluation of a development scheme for 95 acres of land and harbour. The formulated package included retail and leisure provision, re-modelling of the existing marina operation and substantial residential development. L&R lead a consortium with Price Waterhouse providing specialist support and are now providing project implementation advice.

MAJOR PLC COMPANY

SOUTH COAST RESORT

L&R are project co-ordinators for a full feasibility exercise comprising 330 acres on the South Coast. The concept proposed includes residential, retail, catering, industrial, business and leisure accommodation, all set in a waterside environment of lakes and canals.

SALFORD CITY COUNCIL

SALFORD QUAYS

Following overall design work and early commercial development, L&R were called in to assess the leisure potential of the disused docks on the Manchester Ship Canal. Three alternative strategies were suggested which, following consultation, were brought together into one preferred scheme for commercial, tourism and leisure activities. Central to the scheme was a leisure-orientated retailing development, providing cross-funding for heritage projects. AMEC Properties and the Manchester Ship Canal Company are now together proceeding with developments totalling over £70 million.

L&R was subsequently invited to prepare a plan for integrated site management, proposals for visitor services provision and advise on the most appropriate legal structure for heritage development.

**THE SCOTTISH DEVELOPMENT
AGENCY
DUNDEE DISTRICT COUNCIL**

THE ROYAL RESEARCH SHIP 'DISCOVERY'

Dundee was identified by the SDA as a priority area for economic regeneration. The core project was to revive the derelict waterfront. L&R's study proposed the relocation from London of Captain Scott's ship RRS "Discovery", originally built in Dundee, to form the centrepiece of a Dundee heritage centre. This is to be the focal point of a £30m shopping, office and housing scheme by the GA Group. Following discussions with the ship's owners, the Maritime Trust, the Discovery moved to Dundee in 1986 and is being refitted. Work on the full scheme is proceeding, and Dundee is now using "City of Discovery" as its promotional image to tourists and businesses alike.

CLIENT

CORPORATE BUSINESS STRATEGIES

THE JOCKEY CLUB

AINTREE RACECOURSE BUSINESS PLAN

The development of a plan and business strategy featuring increased profitability from the Grand National Race, new leisure development, business hospitality facilities and motor racing. This was all based on the new marketing concept of "horse-power". The event-led strategy proposed has been successfully implemented with utilisation of the Racecourse increased from three to two hundred days per year and greatly enhanced financial performance.

MERSEYSIDE COUNTY COUNCIL

DIVERSIFICATION STRATEGY

An investigation into the leisure industry for an appropriate market sector for the Sports Services Division of Extel Group to invest in. Eight companies were recommended as worthy of further consideration. A corporate strategy was developed and the client is now proceeding to explore market opportunities in line with L&R's strategic game plan.

EXTEL GROUP PLC THE SPORTS COUNCIL

NATIONAL SPORTS CENTRE REVIEW

L&R were commissioned to carry out an in depth review of the management, marketing and financial systems of the six National Sports Centres, as the final part of an internal Sports Council three year study.

The key recommendation was the radical development of the overall strategy for National Sports Centres. This was that each of the Centres should have a clear focus on either mass participation or excellence training, not both.

Specific recommendations were then made for each centre and plans of action are now being carried out, including a reorganisation of how the National Sports Centres are managed at Head Office. Training courses for staff with an accent on Customer have subsequently been commissioned from L&R.

MERSEYSIDE PTE

THE MERSEY FERRIES

After an initial appraisal of the potential leisure future for the historic Mersey Ferries, a loss making utility transport operation, L&R is now preparing a detailed business plan to transform the business into a high quality leisure experience.

CLIENT**CORPORATE BUSINESS STRATEGIES****ENGLISH TOURIST BOARD****SETTLE-CARLISLE RAILWAY BUSINESS PLAN**

L&R, working with economists PIEDA, were commissioned to review the future prospects for this famous but threatened line. The study concluded that the line could be kept open with a combination of public sector support and commercial participation.

The prospects for tourism-led regeneration of the enveloping corridor were also assessed and development opportunities identified.

Immediate closure plans by BR have been disallowed by the Secretary of State whilst discussions with private sector partners continue.

CLIENT

TOURISM MARKETING STRATEGY

SCOTTISH TOURIST BOARD

L&R's area marketing and tourism strategy experience is unrivalled. Our expertise covers the spectrum of regional, County and District, marketing strategies and tourism development plans.

AREA TOURISM STUDIES AND MARKETING PLANS

A marketing review for the STB which had set up 34 new Area Tourist Boards that needed specific guidance in marketing, with particular reference to the "image" each should promote. The key message in the marketing plans concerned organisation and the need for adequate revenue budgets. These plans form the basis for the current marketing of tourism in Scotland.

HUMBERSIDE COUNTY COUNCIL

HUMBERSIDE TOURISM

A marketing development plan for Humberside as part of an EEC Submission and overall Tourism Strategy; L&R conceived a marketing and promotional plan featuring Hull Docks, ferry companies and Northern Europe tour packages. An organisational structure was recommended and an internal marketing plan prepared, to form the basis for ERDF Fisheries Measure bids. This was successfully achieved and "Designation Humberside" resourced at £100k pa in its first year. It has subsequently grown into a substantial promotional operation with joint public/private funding.

LANCASHIRE COUNTY COUNCIL SIX DISTRICT COUNCILS BRITISH WATERWAYS BOARD

LEEDS AND LIVERPOOL CANAL CORRIDOR

A development strategy as part of a major EEC study, to create a programme of integrated tourism investment across a substantial part of Lancashire. A group of innovative pilot projects were undertaken to demonstrate the potential of the entire corridor. The strategy and projects are now being progressed via a full time project team. Substantial private sector interest in key sites has been stimulated following marketing seminars and further business appraisals in which L&R has participated.

GREATER MANCHESTER TOURISM AND LEISURE ASSOCIATION

GREATER MANCHESTER TOURISM STRATEGY

The preparation of a strategy and organisational vehicle to market Greater Manchester, integrating the activities of 10 local authorities, regional agencies, private sector consortia and trade operators and attractions. L&R's proposals have been accepted and organisation and marketing plans are being implemented. A private sector secondee is now in place and a united campaign, under the slogan "Manchester Unlimited" put into effect.

CLIENT

ETB AND TDAP PARTNERS

SWANSEA CITY COUNCIL

NORTHERN IRELAND TOURIST BOARD

WYRE BOROUGH COUNCIL LANCASHIRE COUNTY COUNCIL LANCASHIRE ENTERPRISES

TOURISM MARKETING STRATEGY

CARLISLE MARKETING STRATEGY

A detailed marketing plan for Carlisle has been prepared with more than 50 recommendations for the marketing of the City and its hinterland to key target markets. This follows the designation of Carlisle as a TDAP under the ETB's rolling programme.

L&R, working with Glasgow Associates, undertook focus group research, structured interviews and extensive creative development before presenting findings. These now form the basis of the TDAP's marketing programme.

SWANSEA NATIONAL GARDEN FESTIVAL 1992

The development of Swansea's strategy to tender for the 1992 Garden Festival in Wales. L&R undertook a market evaluation, financial appraisal and concept development and gave management advice, whilst preparing Swansea's bid in association with the Council officers.

Although Swansea was recommended by the Welsh Offices' consultants as the best site for the Festival, Ebbw Vale was awarded the contract. L&R were appointed to lead the consortium to develop the Ebbw Vale Garden Festival.

GREATER BELFAST TOURISM

The development of a tourism strategy for Greater Belfast. Having considered the tourist potential against a background of civil unrest and unfavourable image, the resultant action programme proposes the implementation of five priority proposals. These are the Ulster Folk and Transport Museum, Bangor Seafront, Carrick Fergus Seafront and Marina, Belfast Zoo and a visitor Gateway Centre at Lagan Bank. This recommended programme has the potential to create an estimated 600 new jobs.

L&R has subsequently advised on a number of the project initiatives highlighted in this strategy.

TOURISM IN FLEETWOOD AND WYRE

Fleetwood's economy has suffered with the slump in the fishing industry. L&R were asked to produce a Tourism Strategy for Wyre Borough and to identify specific projects in the area covered by the ERDF Fisheries Measure. Key initiatives included the retheming and extension of the tramway in Fleetwood, linking to Blackpool. The strategy has been adopted by the sponsors and is now the basis for investment and development plans.

CLIENT

TOURISM MARKETING STRATEGY

MUSEUM TRUST

The Borough Council has appointed two new officers in line with our recommendations and subsequently L&R has undertaken further work to take specific initiatives forward.

MUSEUM OF ARMY TRANSPORT, BEVERLEY

Following L&R's Humberside Tourism Strategy, which included an appraisal of Beverley, we were commissioned to prepare a detailed marketing strategy and plan for this unusual museum. Extensive market research - both in Humberside and European ports serviced from Hull - was conducted and travel trade and user interviews carried out.

The plan has been accepted by the Museum Trust and a substantially enhanced budget is being deployed against L&R's recommendations.

CHESHIRE COUNTY COUNCIL DEVELOPMENT COMMISSION

SOUTH CHESHIRE RURAL DEVELOPMENT AREA

L&R were commissioned to assess the potential contribution of tourism to the Rural Development Programme for South Cheshire. This involved a thorough review of existing tourism and leisure and an appraisal of available markets.

A variety of initiatives were recommended with required actions, phasing, agencies for implementation and possible sources of funding. The programme of recommendations has now been approved and many are being implemented.

BARROW-IN-FURNESS BOROUGH COUNCIL SOUTH LAKELAND DISTRICT COUNCIL CUMBRIA TOURIST BOARD DEVELOPMENT COMMISSION

FURNESS AND CARTMEL - ACTION IN TOURISM

L&R evaluated the potential of a variety of tourism and leisure schemes in the study area. L&R provided the client body with a comprehensive strategy for tourism development with detailed project and marketing proposals. A package of supporting and general initiatives were also developed. These included Countryside and rural enterprise requirements, events and recreational transport linkages. The entire strategy has been endorsed and all of our recommendations are being taken forward.

ARMAGH DISTRICT COUNCIL/ NORTHERN IRELAND TOURIST BOARD

ARMAGH TOURISM DEVELOPMENT PLAN

The Tourism Development Plan has set in motion a long term programme of incremental regeneration and tourism product enhancement and development as a means of changing the overall perception of Armagh. The key first development is a major urban renewal project in the centre of Armagh - 'St. Patrick's Triam'.

CLIENT

**CUMBRIA TOURIST BOARD
CUMBRIA COUNTY COUNCIL**

**TYNE & WEAR DEVELOPMENT
CORPORATION**

**LOTHIAN REGIONAL COUNCIL
WEST LOTHIAN DISTRICT
COUNCIL
LIVINGSTON DEVELOPMENT
CORPORATION**

TOURISM MARKETING STRATEGY

L&R's aim in creating a Plan for Armagh has been to create benefits for the District by broadening its economic base, attracting private sector investment, providing permanent employment opportunities and enhancing facilities for both visitors and the local community.

The Plan has been widely welcomed and the recommendations are being advocated to key agencies for action and implementation.

CUMBRIA HERITAGE STRATEGY

L&R developed a new methodology to assess themes, markets and resources of heritage and tourism relevance throughout Cumbria, in conjunction with First Interpreters, interpretive specialists. The Heritage Strategy that resulted has made significant strategic advances in developmental thinking and helped public and private sector projects to focus on themes of market relevance. The strategy has been adopted by both the County Council and the Tourist Board.

SOUTH TYNESIDE TOURISM STUDY

The client required four planning studies of the Tyne & Wear Area. L&R were subcontracted by the Barton Willmore Planning Partnership on the South Tyneside Planning Study.

Our task was to undertake a review of the opportunities for tourism and leisure development in the South Tyneside area. This area has suffered from the effects of deindustrialisation and economic decline in recent years and it was our task to assess the current tourism product and look at the potential demand. We carried out a strategic site assessment and provided an appraisal of opportunities for development along the Corporation's extensive waterfront designated area.

Our proposals have been incorporated into the Corporation's area planning framework and a number of projects are being packaged for infrastructure funding and marketing to the private sector.

WEST LOTHIAN TOURISM STRATEGY

L&R were commissioned to investigate the potential role of tourism in the economic development of the Assisted Area of West Lothian. L&R made a number of practical recommendations on how best to develop the product in the area and to measure the benefit based on a sound understanding of the market base and trends. L&R's recommendations have been included in the National Programme of Community Interest for West Lothian and the East Central Scotland component of the UK Regional Development Programme submitted to the European Commission. This submission has been successful in raising £26.7M of ERDF aid for West Lothian.

CLIENT**COMMERCIAL MARKETING STRATEGIES****IMAX SYSTEMS CORPORATION****EUROPEAN MARKETING STRATEGY**

A Europe-wide market assessment of opportunities for the development of IMAX/OMNIMAX theatres, prioritising strategic locations and sites in seventeen countries. Drawing upon L&R's network of European associates, this four month research study involved a thorough examination of the leisure markets in the UK, France, West Germany, Spain and Italy.

CADBURY LTD**CADBURY WORLD**

A marketing plan for the Cadbury World visitor attraction, targeted to generate 400,000 admissions. The plan includes marketing proposals and specific promotional tactics to reach key market segments. A marketing manager is being appointed based on L&R recommendations.

**J. MOWLEM PLC
SPECTACOR INC. OF USA****MILTON KEYNES ARENA**

A market and investment appraisal for a £30 million investment in the largest covered spectator venue in the UK. The study involved arena programming, a business plan and evaluation of sport, entertainment and exhibition market sectors and considerable original consumer research. The project is currently seeking funding and L&R are acting as specialist advisors for both Mowlem and the financial backers.

SNOWDONIA LEISURE PLC**CLOGAU GOLD MINE, WALES**

A marketing plan for a new visitor attraction under development in Snowdonia. Heavy emphasis is being laid on merchandising as a marketing tool and in advance of site works, Clogau Gold souvenirs are being marketed in line with L&R recommendations.

ANGLESEY SEA ZOO LTD**ANGLESEY SEA ZOO**

An action-oriented plan for marketing a new visitor attraction proposed in Caernarvon together with specific proposals to enhance off season marketing at the successful Sea Zoo on Anglesey. L&R is now retained to prepare a business plan.

MIMAFAB LTD & ROCKFORME LTD**LEISURE RIDE MANUFACTURER**

Mimafab and Rockforme are companies specialising in the manufacture of equipment for leisure rides and high grade artificial rock. With the expansion of the theme park and commercial leisure market, L&R's task was to prepare a marketing strategy to exploit the companies technical advantage.

CLIENT

COMMERCIAL MARKETING STRATEGIES

SCOTTISH DEVELOPMENT AGENCY

KING FISHER SPORTS - SHOOTING AND FISHING IN SCOTLAND

L&R's assignment was to assess the market potential, to devise a marketing strategy and consider how it could be best realised in overseas markets, particularly in the USA.

Application of L&R's market research and tourism expertise revealed that an awareness of Scotland's sporting product as a whole would first be required. Secondly, that King Fisher needed local representatives in overseas markets; and in the USA specialist sporting holiday agents. Thirdly, King Fisher had to clearly define the product offer. Finally, King Fisher had to secure reliable rights over well known estates so that they could offer a quality product.

UNICON HOLDINGS LTD

DELAMERE STEAM LAUNCH

The "Delamere" is a steam launch currently owned by Dorothea Restorations, a company specialising in heritage restoration. They, together with Unicorn Holdings proposed to refurbish and operate the Delamere as a new attraction for business and leisure hire.

L&R were commissioned to prepare a Marketing Strategy for the Delamere which clarified the concept of the Launch and reviewed the options of pleasure trips and business charter hire.

We concluded that the Delamere has an appealing concept (ie. that of a themed luxury environment) but that the capacity and catering constraints would be limiting factors.

The client is now considering alternative restoration options.

WESTSTAR LTD

MULLION HOLIDAY PARK

The Mullion Holiday Park is a high quality caravan park in Cornwall. The new owner required a marketing strategy to position the business to attract a discerning type of customer. L&R found that the existing marketing effort was yielding excellent results with a high degree of management awareness of marketing methods and the need to project a quality image.

L&R made a number of strategic and tactical recommendations, building on the current plan, to strengthen marketing activity in key segments. We also provided a product development commentary.

John Mathisen

Director - L&R Leisure PLC

A director of the company since its formation in 1970, he has two particular areas of expertise - financial analysis and rural development. His experience as a lecturer at the Cranfield Business School provides a rigorous background to computer based investment appraisal, financial modelling, sensitivity analysis and simulation. He also has considerable experience of financial control, management reporting systems and statutory accounting in Britain and France.

He lives adjacent to a Site of Special Scientific Interest (SSSI) and his interest in the social and economic problems of rural areas has led to several assignments from clients such as the Nature Conservancy Council and Shire counties.

Consultancy Assignments Include:

Staffordshire County Council & West Midlands County Council	: Chasewater Development Study
Kent County Council, Forestry Commission, English Tourist Board and Countryside Commission	: Country Park Appraisal
Wandsworth Borough Council	: National Forestry Museum Study
Cwmbran Development Corporation	: Leisure Pool Study
Blue Circle Industries:	: Leisure & Ice Rink Study
Matthews Holdings:	: Aldermaston Court Study
Robin Hood Centre Ltd	: Pub Appraisal
Huddersfield Canal Society & Others	: Development of Marketing Plan
Welsh Development Agency & Others	: Economic Benefits of Restoration
1992 National Garden Festival Co. Ltd	: Craft Village Appraisal
	: Marketing Plan for Festival & Enduse of Site
Tarmac Properties Ltd	: Development Study BREL Swindon
Trafalgar Brookmount Ltd	: Leisure Development, Brooklands
Delyn Borough Council, Welsh Tourist Board & Welsh Development Agency	: Tourism Strategy Validation Study
British Waterways Board:	: Heritage Visitor Appraisal
Nature Conservancy Council & Development Commission	: Commercial Development of National Nature Reserves
Private Client	: Indoor Tennis Centre
Private Client	: Tourist Hotel Feasibility Study

John Mathisen - Continued

Sports Council	:	National Centres Study
Private Client	:	Malibu Grand Prix Appraisal
Herbert Baggaley Construction	:	Golf and Hotel Complex
Carnon Holdings	:	Major leisure development study for Wheal Jane Mine, Cornwall

Leisure Management Assignments include:

Finance Director Hotel Barge Operating Company (based in France)
Director Pub Chain
Director Fast Food Restaurant Chain

Previous Experience:

With an honours degree in engineering from Cambridge, he joined Rolls Royce for 5 years working in design, organisation and methods. In 1968, he took an MBA at the Cranfield Institute of Technology.

He is a keen sportsman and regular tennis player. He rowed for his Cambridge College for three years and for Derby Rowing Club winning many trophies.

Jim Lynch

Business Strategy - Senior Consultant L&R Leisure PLC

Originally joining the L&R Leisure Group as Operations Manager at Liverpool Festival Gardens, Jim Lynch later transferred to L&R Leisure Consultants bringing eleven years practical experience in the management of leisure facilities in both public and private sectors. This experience is of great benefit to L&R clients, assuring them of practically based consultancy advice.

His particular strengths lie in the field of local authority leisure operations, particularly swimming pools, the relationship between retail and leisure, and in the generation of computerised financial models often required to obtain financial aid for leisure ventures.

Consultancy Assignments Include:

Tobacco Dock Developments Ltd.	:	Urban Development Grant Aid
Cadbury's	:	Heritage Project Feasibility
Rhondda Valley	:	Heritage Park Development
Edenbridge Council	:	Swimming Pool Feasibility
Leicestershire County Council	:	Leisure and Retail Development
The Sports Council	:	National Centres Marketing and Management
Wates Building Group	:	Garden Park Leisure Development
John Lelliott Developments	:	Leisure and Retail Development
Kettering Borough Council	:	Swimming Strategy
London & Metropolitan Develop.	:	Whiteleys Leisure
Sedgwick Group	:	Fitness Centre Appraisal
Jones Lang Wooton	:	Tourism Development at The Royal Mint
Swansea City Council	:	National Garden Festival Bid
South Somerset District Council	:	Swimming pool market appraisal
Mowlem Ltd/Spectacor Inc.	:	Indoor Arena Study
Ideal Trading Company	:	Tennis Centre Appraisal
Tarmac Properties plc	:	Development of British Rail Engineering Site, Swindon
London Borough of Croydon/Phillips & Drew	:	Leisure Pool Feasibility Study

Jim Lynch - Continued

Unicorn Heritage plc	:	ETB Grant Application & Marketing Planning
Allied Dunbar plc	:	Employee Leisure Appraisal
Hounslow Borough Council	:	Tourism Study
Globe Town Neighbourhood (Tower Hamlets)	:	Leisure Development
Coventry City Council	:	Tourism Development Strategy
Aylesbury Vale District Council	:	Leisure Strategy
Fenland District Council	:	District Strategy for Leisure
London Borough of Merton	:	Performance appraisal of swimming pool

Previous Experience:

Immediately before joining L&R Jim was Chief Administration Officer for Gillingham Borough Council's Leisure Services Department, uniquely combining the roles of financial controller for a million pound department with responsibility for publicity and major events. Prior to that he was manager of the Keynsham Leisure Centre having served his local authority apprenticeship with Halton Borough Council. Private sector experience was gained with companies as diverse as West Nally and British Nuclear Fuels.

Trisha Jenkinson

Business Strategy - Consultant L&R Leisure PLC

Since joining the company in 1987, Trisha has undertaken a wide range of leisure and tourism feasibility studies throughout the U.K. She has particular expertise in market appraisal, creative concept development and assessing the economic impact of tourism developments.

Consultancy Assignments Include:

London Borough of Barking & Dagenham	:	Feasibility Study for Leisure Development
Rawlings (Bros) S.E. Ltd	:	Business Plan for Leisure Element of Property Development
Merebrook Properties Plc	:	Redevelopment of Leisure in a Green Belt Site
Grosvenor Square Properties Ltd	:	EX Colliery Retail and Leisure Development
Norwich Tourism Development Action Programme	:	Visitor Attraction Proposals
Coventry City Council	:	Tourism Development Strategy
Armagh District Council	:	Tourist Development Plan
Legal & General Property Ltd	:	Church Development, Ipswich
Carnon Holdings	:	Major Leisure Development Study for Wheal Jane Mine, Cornwall
London Borough Of Wandsworth	:	Tourism Potential Study
Fermanagh District Council	:	Tourism Action Plan
Ards Borough Council	:	Visitor Attraction Feasibility Study
Nottingham City Council	:	Nottingham Castle Feasibility Study
Young's & Co. Brewery	:	Industrial Tourism Feasibility Study

Previous Experience:

Immediately before joining The L&R Leisure Group, Trisha managed a community leisure scheme in Derbyshire. She attained a Master of Science degree in Recreation Management at Loughborough University in 1986. Prior to Loughborough, she worked within the travel industry as a tour manager in the U.K., Europe and New Zealand.



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