



Jurassic Coast World Heritage Site: Scoping Study on Interpretation Facilities

July 2003



Contents

1.0	Introduction.....	2
1.1	Context: a network of interpretation facilities and services.....	3
1.2	Interpretation and innovation	3
2.0	Executive summary	4
2.1	Vision for interpretation of the JCWHS.....	4
2.2	Guiding Principles	4
2.3	Science coverage and interpretation	5
2.4	Funding aspects.....	5
2.5	Audiences.....	5
2.6	Physical infrastructure and shape of provision	5
2.7	Branding	6
2.8	Skills resources	6
2.9	Working practices	6
2.10	Next steps	6
3.0	Summary and schedule of recommendations.....	7
4.0	Science themes and interpretation messages for the JCWHS.....	11
4.1	World Heritage submission Science Themes.....	12
4.2	Site-wide Science Themes and interpretation messages.....	12
5.0	Full Site-wide recommendations	17
6.0	Hierarchy and shape of provision.....	30
7.0	Next steps	33
8.0	Useful resources.....	35
9.0	Terms of reference, team, and methodology.	37
10.0	Acknowledgements.....	39



1.0 Introduction

'Few parts of the World present in a small compass so instructive a series of geological phenomena as those which are displayed in the vertical cliffs of the south coast of England.'

W Buckland and HT de la Beche, 1830.

The Natural History Museum was commissioned in December 2002 to undertake a Scoping Study of the Interpretation Provision currently in place with respect to the Jurassic Coast World Heritage Site (JCWHS) of Dorset and East Devon. This document comprises the final report fulfilling that brief.

The site visits revealed that a slight widening of scope was required; some recommendations listed below are additional to the original objectives. During this time, Areas of Outstanding Natural Beauty, Education and Marketing

strategies have been under development in parallel, by others. Work will be required to unify all three reports into a single action plan.

1.1 Context: a network of interpretation facilities and services

There is already a well-developed network of museums, visitor centres, guided walks, events and activities, together with a large array of publications. They are mostly small scale, with a strong local focus, and offer interesting and attractive interpretation for visitors to the coast. These facilities and services are provided by public agencies, voluntary groups and commercial operators and represent significant investment, commitment and enthusiasm for interpretation by stakeholders. They are a prime resource on which to build interpretation of the WHS. Our recommendations in this Scoping Study are directed to helping stakeholders play an effective role in delivering exemplar interpretation of the JCWHS.

The World Heritage Steering Group should continue to promote this vision, and coordinate support to stakeholders as necessary to deliver world-class interpretation of the JCWHS.

1.2 Interpretation and innovation

The World Heritage designation is a tremendous opportunity for Devon and Dorset, and for the Geological Sciences. Through continuous innovation of its interpretation, and application of best practice, the JCWHS can become a world leader in geological communication and education.



2.0 Executive summary

2.1 Vision for interpretation of the JCWHS

Our vision for interpretation is:

Interpretation of the Jurassic Coast World Heritage Site should allow intellectual, emotional and physical engagement with the landscape, science and history of the coastline, for people who live close by and those who visit for study and recreation.

The core message is:

The World Heritage Coast presents a unique 'Walk Through Time' of 185 million years of geological and biological change.

2.2 Guiding Principles

It is recommended that the WH Steering Group adopt the following definition and Guiding Principles in order to deliver Interpretation of the JCWHS.

Interpretation is a communication process that forges emotional and intellectual connections between the interests of the audience and the inherent meanings in the resource.

National Association for Interpretation, USA

- The Coast and specimens from it are the starting points for all communication – interpretation should refer visitors to the landscape as much as possible
- Interpretation must be appropriate to the needs of its audiences
- Interpretation should respond to local diversity
- Interpretation should allow for emotion and enjoyment as well as intellectual engagement

- Interpretation (activities and facilities) must be sustainable and responsive to the conservation needs of the site
- Site-wide and local interpretation must be complementary, not competitive

Developments over the foreseeable future should subscribe to these principles in order to deliver the vision. Periodic review (every five years is suggested) of these principles must be carried out to ensure they continue to be appropriate to delivery of the vision.

2.3 Science coverage and interpretation

While individual facilities tell their local stories well, they rarely place the local area within the context of the entire JCWHS. Also, the geology of the entire Site is rarely covered. It is recommended that the Coast is primarily interpreted using the Site-wide science themes listed in Section 4.0.

Each facility on the Coast should have three aspects to its subject coverage: the JCWHS as a whole; the geology at that site; and non-geological stories such as history and biodiversity. At some sites, geology is a secondary story. There are some major stories that are not adequately covered; this should be addressed. Stakeholders should work to display more specimens from the Site along the Coast.

- See Recommendations 1, 5, 9

2.4 Funding aspects

Existing aspirations, and the recommendations in this report, are dependent on obtaining secure funding streams. In order to adequately plan and deliver a consistent visitor offer, it is important that funds are available to plan over the long term.

- See Recommendation 2

2.5 Audiences

It is recommended that target audiences are formalised along the Coast, and centred primarily on non-specialist families. Interpretation should be aimed at these visitors, rather than at scientific peer groups. There is a need to harmonise target audiences with the Education and Marketing strategies, currently in parallel development.

A diversity of audiences should be encouraged through provision of a diverse and changing public offer.

Approaches to Access and Social Inclusion across the Coast need to be improved. Policies need to be developed and implemented. The World Heritage Site should aim beyond compliance, to Best Practice.

- See Recommendations 3–4

2.6 Physical infrastructure and shape of provision

No facilities currently have both the staff and gallery space needed to do justice to the WHS designation and the subject matter at specific sites along the Coast. Many venues need to be expanded. A linked issue is a lack of adequate facilities to store, curate and study specimen material. Sustainable approaches to conservation must be used.

A tiered hierarchy of provision based around the gateway towns is recommended. This is set out in section 6.0.

- Recommendations 6, 10; Section 6.0

2.7 Branding

The Coast must be consistently referred to by one name. Standard design elements are needed to reinforce the brand along the Coast and communicate Site-wide key messages.

However, part of the appeal of the Coast is in the diversity of the public offer, which should be celebrated and encouraged. There is a careful balance to be struck.

A single, branded website is needed to cover Site-wide themes and direct users to specific sites for further information.

- See Recommendations 7–8

2.8 Skills resources

There is an imbalance in the skill resources along the Coast. There is a lot of skill in community involvement and the management of volunteers. Areas lacking include curation, interpretation, evaluation and fundraising. A blend of recruitment, buying-in of consultants, training and mentoring is recommended to remedy this over the next 1–3 years.

- See Recommendations 11–13

2.9 Working practices

Opportunities are generally missed for facilities to support each other through pooling resources, sharing staff skills, etc. More cooperative working practices are vital to the long-term success of the Coast. A Site-wide extranet for sharing skills, standard documents and so on will benefit the Coast, as will the encouragement of informal links and better use of expertise already present in facilities along the Coast. The role of the WH Team needs to be strengthened to coordinate delivery of these strategies.

- See Recommendations 14–15

2.10 Next steps

It is recommended that the content of this report be harmonised with other Studies in progress and the Steering Group's Framework For Action. It is also recommended that the issue of a 'Single Centre' for the JCWHS be addressed in 2006, with work over the next two years phased and briefed to lead into that study.

- See Section 7.0



3.0 Summary and schedule of recommendations

The following summarises our recommendations, with priorities and suggested timescales. It is necessary for these to be considered in the context of other parallel reports in order to generate a single Framework For Action.

No	Recommendation	Priority	Timescale
1	Subject coverage		
1a	Adopt the 'Walk through time' as the flagship interpretation message along the Coast.	High	Ongoing
1b	Adopt the Site-wide interpretation messages set out in Section 4.0 across the site.	High	Ongoing
1c	Adopt the site-specific content set out in Appendix 1 at specific listed areas.	High	Ongoing
1d	Achieve balance at each venue/site along the Coast between core geology stories and other stories.	High	Ongoing
1e	Address gaps in coverage along the Coast.	Medium	1–3 yrs
2	Funding		
2a	Secure and maintain medium-term funding for enhancements of facilities (enlarge and/or create) along the Coast.	High	1–3 yrs

2b	Secure and maintain medium-term funding for recruiting and retaining key staff on the Coast.	High	Immediate
3	Audience		
3a	Define audiences. Define core audience as non-specialist, families with children aged 7–14.	High	6 months
3b	Target interpretation at this core audience, rather than peer groups.	High	6 months
4	Inclusion		
4a	A Social Inclusion policy must be developed and implemented.	Medium	1 yr
4b	An Access policy must be developed and implemented. The site should exceed DDA legislation and strive for best practice.	Medium	1 yr
5	Each venue must set itself in the context of the entire JCWHS	High	1–3 yrs
6	Infrastructure and diversity of offer		
6a	Maintain and enhance the diversity of offers along the Coast.	High	Ongoing
6b	Work with private sector interpretation providers.	Medium	1–3 yrs
6c	Provide interpretation from the Sea	Medium	1–3 yrs
7	Reinforce brand along the Coast		
7a	Consistently use a single name/phrase to refer to the Coast.	Medium	1–3 yrs
7b	Generate standard 'WH Introductory panel' for use at facilities.	High	1 yr
7c	Generate template for 'viewpoint panels'.	High	1 yr
7d	Apply design elements across web offer as well as physical infrastructure.	Medium	1–3 yrs
7e	Generate and use an editorial 'House style guide' for the Site.	Medium	1 yr
8	Develop a unified public website	High	1–3 yrs
9	Work towards displaying local specimens on the Coast	High	1–3 yrs
10	Conservation, sustainability and landscape	High	Ongoing

11	Maintain current exemplary levels of Community and Volunteer involvement along the Coast	Medium	Ongoing
12	Training is required		
12a	Interpretation skills: both facility- and activity-based (including audience considerations, design development and scripting).	Medium	1–3 yrs
12b	In evaluation for staff along the Coast.	Medium	1–3 yrs
12c	In Museological issues: collections management, archiving and so on for museum staff.	Medium	1–3 yrs
12d	Site-wide headline content messages and issues of local geology for staff, eg TIC teams.	High	1 yr
13	New staff / skills required to act across the Coast to support local teams		
13a	'Peripatetic curation'.	High	1 yr
13b	Interpretation skills.	Medium	1 yr
13c	Evaluation support.	Medium	1 yr
13d	Fundraising expertise.	High	6 months
14	Cooperation along the Coast		
14a	Make clear that working as 'One Team' is essential to the long term success of the JCWHS	High	Ongoing
14b	Enhance communication and cooperation between stakeholders along the Coast	Medium	Ongoing
14c	Facilitate and encourage skill sharing along the Coast.	Medium	Ongoing
14d	Create Site-wide quality control structure for Interpretation.	Medium	1yr
14e	Facilitate and encourage coherent marketing along the Coast.	Medium	Ongoing
14f	A 'Stakeholder Extranet' should be developed to aid cooperative working.	Low	3 yrs
15	Work to standardise methodologies		
15a	Develop standard policies – eg Health and Safety.	Medium	1–3 yrs
15c	Share standard document formats.	Low	3–5 yrs

15b	Share best practise in project procedures, fundraising and so on.	Low	3–5 yrs
16	Spreading visits throughout the season		
16a	Work to stagger off-season closing times.	Medium	1–3 yrs
16b	Work towards specific marketing for off-season visits.	Medium	1–3 yrs



4.0 Science Themes and interpretation messages for the JCWHS

There are three aspects to subject coverage on the JCWHS.

- Flagship science theme – the primary science theme to be interpreted for the lay audience.
- Site-wide science themes – subjects that should be covered across the JCWHS, ideally at every venue.
 - These are dealt with in this section
- Site-specific science themes – subjects best covered in specific places.
 - Appendix 1 forms a guideline for future developments of this at each venue.

It is recommended that the 'Walk Through Time' concept be adopted as the flagship science theme through the entire site. To draw an analogy, each venue along the coast is a pearl. The interpretation of the concept of geological time acts as the string that holds all these pearls together.

There are other potential Site-wide science themes that could be placed as the unifying theme. Also, the concept of geological time is difficult to understand, as is the immense timescales it represents. However, this is the most accessible of the Site-wide themes to lay audiences, and also the most important to be communicated. Without a sense of geological time, few aspects of the JCWHS are fully comprehensible.

Site-wide themes must not smother the individual science themes at sites along the coast. The local stories are vital to the richness, diversity and importance of each place on the JCWHS.

The site-specific themes and message in appendix 1 are not exhaustive, but intended to provide a starting point for each site to harmonise its work with the

whole. The long-term aim is a unified interpretation strategy that links the site-specific themes with the Site-wide themes.

Interpretation should not merely give factual information. It should also aim to:

- Assist visitors appreciate the Coast's beauty
- Ask open-ended questions of visitors
- Present debates and disagreements
- Refer to real people, historical and present
- Leave people thirsting for more information

4.1 World Heritage submission Science Themes

The NHM supports the five science themes included in the WH nomination submission: that the Site...

- ...shows a near-continuous, accessible sequence of rocks that documents almost 190 million years of the history of the Earth...
- ...includes a remarkable range of internationally important fossil localities, which have produced superbly preserved and diverse evidence of life during the Mesozoic era...
- ...represents ... exemplars of geomorphological features, landforms and processes.
- ...has been a crucible of earth science investigations for over 300 years...
- ...is exceptionally well-studied and documented, with continuing importance for many aspects of earth science research, and is a teaching and training resource of the highest quality.

4.2 Site-wide Science Themes and interpretation messages

Flagship science strategy:

Geological Time

- It is recommended that the Coast use the 'Walk through Time' as its flagship interpretation strategy. Use it to convey the enormity of geological time.

The JCWHS presents a unique opportunity in that 185 million years of Mesozoic time are exposed along the 95 miles of the site. The 'Walk Through Time' concept created by the WH Team works well.

This theme of geological time is the starting point for explaining many basic principles of geology, for example: plate tectonics, mountain building, structural geology, sea-level changes, the formation of sedimentary rocks, erosion, and unconformities.

Core Interpretation messages

- Every half-mile of the coast equals 'time travel' of approximately one million years
- You can 'walk through time' along the JCWHS
- As you move along the Coast, the rocks change. This gives each area its different character

- Geological change works over very long periods of time
- One day, the sea will wear away the cliff/beach on which you are standing

Site-wide Science Theme 1:

Fossils and past environments

- It is recommended that the abundant fossil resource is used to interpret the history of life.

The Jurassic Coast is particularly rich in fossils as all the strata exposed are sedimentary rocks. This theme presents a multitude of possibilities for interpretations based on the recognition of past environments and how they change through time, the introduction to ancient life, extinction, and evolution. Second only to the landscape itself, fossils are possibly the most awe-inspiring objects that the visitors will come into contact with. The fascination they hold for the public can be used to help interpret much more difficult and deeper questions such as evolution and extinction. For example, the fact that dinosaurs – from the beautiful almost complete and articulated specimens (eg, the Charmouth *Scelidosaurus*) through to footprints and trackways (eg, on the Isles of Purbeck and Portland) – can be found and seen along the coast presents a unique opportunity to present information on dinosaur palaeobiology.

Core Interpretation messages

- Fossils are evidence in rock of organisms living in the past
- The history of life is full of marvellous organisms
- Many organisms once alive are now extinct
- New forms of life have evolved many times in the Earth's history
- Fossils are widely found in most part of the JCWHS
- Different rocks are evidence of different habitats in the past

Site-wide Science Theme 2:

Coastal geomorphology

- It is recommended that the coastal landforms be used as the starting point for the presentation of information on geomorphological processes. Ensure that the audience is encouraged to view the coast at every opportunity.

Geomorphological processes, combined with the solid geology, are responsible for the natural beauty of the Jurassic Coast. The coastline can be a starting point for the interpretation of geomorphology and the landforms that visitors can see and explore. There are many obvious geomorphological gems within the coast such as Chesil Beach, the landslips of West Dorset, and Lulworth Cove. These areas will often inspire the visitor to ask questions about how and why these features formed – interpretation should focus on answering questions about what can be easily seen.

Core Interpretation messages

- Rocks are constantly eroded by forces in the environment
- This creates shapes in the landscape
- The sea is the major force acting on the JCWHS

- What do you think created the landscape in front of you?

Site-wide Science Theme 3:

The role of the Site in the history and future of geology

3a History of Geology

- It is recommended that interpretation place a greater focus on individuals within the history of geological science, expanding from the success of interpretation based upon Mary Anning.

The Dorset and East Devon coast made an immense contribution to the development of the science of geology. The West Dorset coast has long been recognised for its wealth of fossil material (eg, the Essex-based naturalist John Ray described the site in 1673). The earliest pioneers of geology in the late-eighteenth and early nineteenth centuries were drawn to the Site to undertake fieldwork in the embryonic science of geology.

While it is widely recognised that Lyme Regis was a focus of this early scientific interest, it was noted that most of this history is built around one individual – Mary Anning. The wealth of history of science in Dorset is much wider than this and should be better utilised to interpret the coast. The list of eighteenth and nineteenth-century geologists involved with this coast reads like a who's who of British science. All of these people led interesting and, in many cases, inspiring lives. It must be remembered that most people are more interested in hearing and learning about other people's lives than learning about objects, *per se*. By using the characters in the history of science, an excellent opportunity is provided to harness this interest to the service of geological education.

Core Interpretation messages

- Many famous scientists have researched the JCWHS over the last 200 years
- This coastline has had a huge impact on how we understand the planet
- Scientific theories change over time, as new evidence is found and old evidence looked at in different ways

3b Future of Geology

- It is recommended that more is made of the use of the Jurassic Coast in modern geological science. Keep the content up-to-date. Bring current researchers into contact with the audience using methods such as guided walks.

The Jurassic Coast will also play an important part in the future of geology. Nearly all UK geologists have visited the coast during their education. There is nowhere better in Western Europe to learn about Mesozoic geology and palaeontology.

Science is a process of constantly reviewing theories in the light of new and re-examined evidence. This makes a link between science today and in the past and future. The site is constantly being reinvestigated and studied scientifically: the specimens it yields are constantly throwing up new evidence to enable theories to be reviewed.

In addition, as new scientific techniques are developed the classic localities of the Jurassic Coast will be revisited and reinterpreted.

Core Interpretation messages

- The Site is being actively studied and explored
- Geology is an active, dynamic science
- New evidence is found every year, challenging current theories
- The JCWHS play a large role in training modern geologists

Site-wide Science Theme 4:

Conservation and sustainability

- It is recommended that sustainability issues are brought to the fore in interpretation, acting to encourage stewardship and 'responsible use' of the landscape.

Conservation and sustainability are key objectives for the Site. Yet this is not communicated well to visitors, nor does interpretation encourage ownership and stewardship of the landscape. Education is acknowledged as the best route to conservation; interpretation should highlight what the visitor can do to help.

Core Interpretation messages

- We must preserve the JCWHS for future generations to use and enjoy
- You can play a part in conservation
- 'Please help us preserve the cliff by keeping to the path'

Site-wide Theme 5:

Wildlife and history

- It is recommended that biological and historical stories are communicated alongside the geological stories.

The unique geology has led in turn to unique habitats and natural resources all along the JCWHS. It contains stunning wildlife, from offshore marine species to birds.

The geology has contributed to the region's historical legacy. The rocks are some of the best building stones in Europe, and a rich history of quarrying can be found along the Coast.

The landscape, with its sheltered bays, also contributed to the region's maritime history too, from fishing and smuggling to the D-Day embarkations from Portland Harbour.

These subjects are of equal interest to the audiences and must not be excluded from individual site interpretation. However, their adjacencies with WH interpretation must be carefully considered, and links made explicit for the visitor. In this way, conversion of interest to the JCWHS will be achieved.

Core Interpretation messages

- The geology of the JCWHS creates many unique habitats for wildlife to exploit
- There is rich biological diversity along the JCWHS and off the coast
- Some of the Coast's wildlife is very rare and endangered
- The rocks of the JCWHS are excellent for sculpture and building – they are found all over the UK
- The landscape has led to a rich history of human interaction with the sea



5.0 Full Site-wide recommendations

1 Subject coverage

Section 4.0, above, outlines recommendations for Coast-wide subject coverage. Appendix 1 lists topics for coverage at specific venues. Included are some major topics currently severely underrepresented on the JCWHS:

- The need to actively conserve the Site
- The role of the Site, past and present, in scientific discovery and debate and in ongoing research
- Biological diversity arising from the underlying geology

It is important that a balance is struck between coverage of core JCWHS geological science messages and 'non-geological' messages.

2 Funding

2a Enhancing facilities

2b Maintaining secure skills base

Capital funding needs to be secured to enlarge or create facilities, in accordance with local audience and subject needs, and to deliver other recommendations in this report. Just as important is the sourcing and maintenance of medium-term revenue funding arrangements that will allow facilities to recruit, train and retain members of staff to supplement existing staff and volunteers in the missing skill areas identified above.

Care must be taken during business planning to ensure long-term sustainability. Partnerships with commercial operations should be explored. There is a diverse range of funding streams that the Coast could explore. To maximise funding, dedicated, experienced input from an experienced fundraiser is essential.

3 Audiences

3a Audience ranking

A rank of target audiences must be generated in order to focus proposals for facilities, exhibitions and programmes and their associated delivery and marketing. We would suggest the following audience sets and ranking.

Harmonisation of audience priorities with the Education and Marketing strategies must be done prior to implementation.

People living locally are an important audience, and would fit into all the categories in this ranking. More important for this group, however, is the diversity of offer to encourage repeat visits. Reaching a local audience will have knock-on benefits in the experience of tourists: local people are the first points of contact for visitors to the Coast and positive word-of-mouth recommendations will be important.

Schools audiences are also crucial to the success of the JCWHS. While we expect these audiences to use the core interpretation offer, their visit should work in conjunction with educational activities and materials targeted at specific Key Stage levels.

International audiences, particularly school visits from outside the UK, are also important. Multiple language provision should be considered where appropriate and feasible.

Rank	Audience set	Notes
1.	Families with children aged 7–14. Non-specialist.	Core interpretation offer aimed at this audience. Reading age of 14 most appropriate to widest range of audience needs.
2.	Families with children aged under 7. Non-specialist.	Educational activities can extend core offer to these audiences.
3.	Adults without children. Non-specialist.	Potential shoulder season visitors.
4.	Specialists and amateur geologists ('degree level' knowledge).	Potential shoulder season visitors.
5.	Educational (A-level and higher) and industry training audiences.	eg undergraduates, oil industry employees. Potential shoulder season visitors.

3b Targeting to lay audience

Aim interpretation at lay audiences. Non-specialists have very different needs of interpretation to experts, and often the distinction is not appreciated in current interpretation on the Coast. Expert peer groups are very rarely the target audience of interpretation: their interpretation needs should always be secondary to the needs of non-specialists.

Three factors are key:

- Use appropriate vocabulary (avoid technical words)
- Use simple grammatical structures (sentences should never have more than one sub-clause; paragraphs should not have over 150 words)
- Do not assume visitors possess specialist knowledge. (Few visitors know that the Triassic precedes the Jurassic, yet panels assume this knowledge is present in the reader)

If in doubt, test text and imagery with a sample of target audience. If this audience do not understand what is being communicated, the interpretation is failing.

4 Inclusion

4a Social inclusion

4b Access

Interpretation should always be developed in reference to inclusion policies. Funding is often dependent upon having these policies in place. The JCWHS would benefit from developing a common strategy for these issues, to which each facility could reference.

When extending or creating facilities, the Disability Discrimination Act (DDA) is applicable – this comes fully into force in 2004. The JCWHS should strive to go beyond legislation to Best Practice: for example, exceeding legislative minimum door widths and ramp gradients within facilities, and providing interpretation resources for a variety of intellectual abilities.

Offering access to a landscape-based site to visitors with impaired mobility is a challenge, but should be encouraged wherever possible. For example, hard and soft landscaping enabling mobility-impaired visitors to reach key viewpoints (Orcombe Point, for instance) would be beneficial.

An approach to social and ethnic inclusion needs to be generated. Currently, few facilities treat this as an issue, but it is essential in order to produce a quality mixed offer and comply with Department of Culture, Media and Sport (DCMS) targets.

The site should generate an Access Policy and a Social and Ethnic Inclusion Policy to cover at issues such as these. This will enable specialist funding to be sought for relevant projects – particularly to allow a diverse programme of events and activities. Expertise to lead this work could be found within the South West Museums Libraries and Archives Council (SWMLAC).

5 Set each venue in the context of the entire JCWHS

Most venues along the Coast do not cover the entire Site as a subject of interpretation. It is essential that every venue gives some coverage to the Site's World Heritage status, and why the Coast is significant to them. Sites should then place their local subjects into this wider context. This can be done very simply (see recommendation 7) and does not need to distort local subject coverage or distinctiveness of approach and style.

Adoption of this approach will lead to increased visitor recognition of the brand, a wider understanding of the subject matter, and encourage people to spend more time at Coast facilities.

6 Infrastructure and diversity of offer

No facilities currently have both the staff and gallery space needed to do justice to the WH designation. Apart from the staff required to produce facilities and materials, the Coast as a whole is lacking appropriately trained staff to run walks and tours – a key part of a diverse offer.

It is essential that this situation be remedied over the medium term. Over the long term, all of the interpretation messages listed in Appendix 1 should be covered at the respective sites. Section 6.0, below, outlines a suggested hierarchy of provision.

Expansion of Interpretation facilities must create a diverse offer, and support a wide range of additional offers – meeting points for guided walks, for instance.

6a Maintain and enhance the diversity of offers along the Coast

During the site visits, the variety and distinctiveness of the interpretation offer along the Coast was striking. While there is a need for coherence to the brand (recommendation 7), the offer must remain diverse. This will lead to a diversity of audiences, and be refreshing for repeat visitors. As well as the ‘activity’ approach (eg Charmouth) and the ‘museological’ approach (eg the Philpot Museum, Lyme Regis), other opportunities have been identified by the NHM team and stakeholders along the Coast. Indeed, some of these are already in progress. They include:

- ‘Volunteering holidays’
- Fossil ‘roadshows’
- International swaps with other Geological World Heritage sites
- International swaps with other similar geological sites – eg the UNESCO European Geoparks Initiative
- Arts festivals – eg debate and theatre on the great geological/evolution debates
- Artist residencies: sculpture such as on Portland, but also poets, painters, etc.
- Expansion of walks, lectures, guides tours and boat trips
- Stewardship arrangements, with societies and schools (potentially local, national and international) taking a role in a section of the Coast

It should be noted that projects such as those above usually receive dedicated funding from sources distinct from facility-based funding.

6b Work with private sector interpretation providers

Private sector interpretation providers are a major tourist activity and present significant opportunities for interpretation. To achieve World Heritage-class interpretation offer, quality control procedures need to be formulated and

implemented. An incentive to participate could be offers of inclusion in marketing, and permission to use the Jurassic Coast brand as an endorsement of quality.

It is suggested that work be focused on building up a core of 'endorsed' small operators, with enhanced interpretation supported by existing facilities. Commercial factors should then encourage other operators to participate.

6c Provide interpretation from the sea

A major opportunity for interpretation is offered by the use of boats to view the Coast from the sea. Particularly, this allows better interpretation of the geomorphology than many other methods. It is also low impact on the landscape, and allows views of areas that many visitors would not ordinarily see, such as the landslips between Seaton and Lyme Regis. Opportunities should be explored with private operators, as suggested in 6b, above.

7 Reinforce branding along the Coast

7a Naming and branding the Coast

There has been extensive debate regarding the naming of the Coast, and the use of the term 'Jurassic Coast'. This is scientifically inaccurate when applied to a significant proportion of the Coast.

However, the key function of the name is to constitute a recognisable brand and drive visits to the Coast. The term 'Jurassic Coast' works better than any other as a phrase to engage the interest of non-specialists in geology.

It is also recognised that consultation has been done and the term is being implemented across the Coast. The Natural History Museum therefore endorses the use of the term 'Jurassic Coast' as the most suitable brand name for the World Heritage Site.

It is essential that this brand is now applied consistently to the Coast. The long-term success of the JCWHS depends upon it achieving worldwide recognition as a single entity and destination. The brand must be integrated with common design elements – see below.

7b, c Standard design templates

A level of standardisation to single panels is needed to harmonise the Coast as a single visitor attraction, enable coherent marketing and communicate over-arching WHS messages. This should reinforce a common brand and give a sense of 'arrival' for visitors. A set of standard design and content templates should be developed, and be harmonised with the website. Greater effort should be made to limit the stakeholder credits – these are irrelevant for the visitor and take up valuable design space on the panels. Two key ones are as follows. They could each be developed as exemplar projects:

7b WH Introductory Panel:

- Venue name
- Site map with 'you are here'
- Standard 100-word copy – to communicate that:
 - You are on a World Heritage Site

- The Site is of global significance
- This place in particular is important because ...
- Why not visit... (up to three nearby / key other venues)
- Promotion of website
- Clarity and consistency in use of logotypes

7c Standard panel for viewpoints:

- Place-name
- Site map with 'you are here'
- Standard 100-word copy – to communicate that:
 - You are on a World Heritage Site
 - The Site is of global significance
 - This place in particular is important because ...
 - Why not visit... (up to three nearby / key other venues)
- Standard illustrative / photographic and textual approach to interpreting what the viewer can see from where they are standing.
- Promotion of website
- Minimal logotypes

7d Harmonise design across web and physical offer

Design elements needs to be considered for use in websites as well as physical offer. See recommendation 8.

7e 'House Style' guide

An editorial House Style Guide, applicable Site-wide, should be developed and applied by each facility. For example, the Natural History Museum's style guide could be taken as a template for development by the WH team. This will assist in reinforcing consistency across the Coast. As an example, should education materials refer to 'Key Stage 1', or 'Key Stage One'?

8 Public website

The opportunity to offer resources via a unified approach to the web is considerable, and currently under-utilised. The JCWHS requires a unified Web Strategy that should encompass:

- Site-wide interpretation – including key stories, printable walking guides, etc.
- Logistical support for tourists – TIC information, directions, bus timetables, etc.
- Accommodation information and booking
- Links to sub-sites of venues and activities, both public and private
- Local, national and international marketing

A separate project should be set up to develop this Web Strategy for the JCWHS. This could be integrated with the development of a Stakeholder Extranet (recommendation 14f).

9 Display of local specimens on the Coast

This is an exceptionally difficult topic and it is fraught with a large number of complex issues, most of which are outside the scope of this study. It was raised a number of times during the site visits. It is regrettable that few visitors to the Site can see examples of the fossils that make the JCWHS so important. This issue must be resolved; it is essential for the long-term success of the Jurassic Coast that visitors can see specimens.

It is recommended that a working group be set up to examine the issues surrounding specimen acquisition and display. The terms of reference should begin with the existing *West Dorset Fossil Collecting Code of Conduct* and the ethics of acquisition as detailed in the *Museums Association Code of Ethics* (2002). It must also investigate stable, long-term funding for the purchase of specimens for study and display.

It is recommended that this should be addressed by deployment of peripatetic geological curation skills (Recommendation 13a).

10 Conservation, sustainability and landscape

All physical infrastructure, from large new-build projects to individual display panels, must be sympathetic to the needs of the landscape. The landscape can be 'quietly enjoyed' – this quality must be maintained and not spoiled with excessive 'interpretation furniture'.

New development and extensions to existing facilities must follow best practice for environmental sustainability – low energy use, constructed using only renewable materials, and so on.

11 Community and volunteer involvement

Most sites along the Jurassic Coast have exemplary levels of community involvement in their work. This should be celebrated and encouraged. It should also be noted that this resource could be invaluable in enhancing evaluation of facilities and projects across the Site. Generating a 'volunteer register' of expertise, interests and time commitments would enable their input to be coordinated and applied across the Coast.

It might be beneficial to explore the potential for wider networks of involvement – a 'Friends of the Jurassic Coast' scheme, for instance.

12 Training

While individuals and teams along the coast are committed and enthusiastic, there are some uneven skills bases. Training is required, in the three areas listed below, to address these weaknesses. It is recommended that one-day courses are offered to managers and staff involved in such work. Two-day courses should be offered to 'front line' staff over the next year. These staff should then be considered as playing a part in coaching others and spreading best practice.

This must be supported with job swaps, coaching and attending conferences. These methods have the added benefit of enhancing communication across the

Coast (recommendation 14). Stakeholders should also seek to learn from best practice in facilities beyond the JCWHS.

In addition to specific roles listed below, there is a general need to be more aspirational and entrepreneurial along the Coast. For instance, stakeholders should seek to generate new methods for interpreting earth sciences, so that venues worldwide are seeking to learn from the JCWHS.

12a Interpretation skills

Interpretation training will improve the skills of key staff members across the Site in areas such as:

- Audience awareness
- Using evaluation data to improve communication
- Design for communication
- Effective writing

12b Evaluation skills

Evaluation training will lead to long-term improvement of the visitor offer along the Coast. Training should focus on:

- How to design and carry out evaluation
- How to integrate evaluation into development of interpretation
- The similarities and differences between market research, marketing data and interpretational evaluation

12c Museological skills

The long-term needs of the Jurassic Coast require the level of collection management and remedial and preventative conservation to be improved.

Training should be instituted for museum staff and any other interpretation point where specimens are utilised. This may seem strange for those sites that utilise handling collections but efficient collections management and conservation allows the maximum interpretation potential to be realised from object-based displays.

This training should seek to raise awareness of collection management issues among all staff. Delivering this training and long-term support could be part of 'peripatetic geology curation' role recommended in 13a.

12d JCWHS subject themes

It is recommended that a short training course in the Site-wide science themes be offered to all staff working on the Coast. A half-day course should be sufficient. This is particularly important for staff in Tourist Information Centres. Greater understanding of the JCWHS by all people involved with running and promoting facilities will lead to a better service for visitors, and better communication of its importance to the national and international audiences.

13 New staff / skills required to act across the whole Coast

New roles are needed to support teams delivering interpretation along the Coast. There are different ways of obtaining these:

- A direct appointment
 - Strengths: high availability, focus on issues
 - Weaknesses: cost, potentially perceived as biased
 - Fixed term contract: the role should aim to make itself redundant as the skill and resource base across the Coast is enlarged
- Develop and use skills based on Museum hubs
 - Strengths: lower cost, already embedded in expert networks
 - Weaknesses: perhaps not available to the needed extent, potentially perceived as biased
- Buy in from consultants as needed
 - Strengths: lower direct cost, high level of expertise
 - Weaknesses: does not build skills locally, high cost to individual projects

A broad strategic view in these skill areas will be complementary to the local teams. The aim should be to build capacity and skills locally; these roles should be unnecessary within three years. The appropriate approach will need to be considered for each of the roles below.

13a Peripatetic Geology Curation

During the site visits, it was noted that the geological collections were consistently:

- Under-documented
- Poorly stored
- In need of both preventative and remedial conservation
- Under-interpreted

This has several causes, but is mainly due to the lack of a specialist geological curator within any museum along the coast in East Devon or Dorset (which in itself is due to a chronic lack of funding). Although relevant expertise is available at the major museums in the anchor towns, it would be unfeasible for these staff to rectify the problems along the whole coast.

We therefore recommended deployment of peripatetic geological curation skills as an immediate strategic measure. Within two person-years, by providing a range of practical 'hands-on' assistance, this could deliver:

- A systematic programme of preventative and remedial conservation
- A co-operative documentation scheme
- A joint collections management plan including implementing national standards and guidelines

- Leadership on establishment of specimen acquisition and display scheme (Recommendation 9)
- Material for a Jurassic Coast travelling exhibition

The appropriate qualifications will be needed: a minimum of degree level geological education, relevant postgraduate museum qualification (or equivalent experience), expertise in Mesozoic palaeontology, and experience of geological conservation and collection management. The relevant Museum Officers for Dorset and Devon, South West Museums, Libraries and Archives Council, etc should be involved from the initial planning stages.

13b Interpretation roles

To complement the existing earth science expertise, one or more full-time equivalents are required to:

- Develop (with local stakeholders) Site-wide interpretation and oversee implementation
- Contribute expertise to projects and programmes at facilities across the Coast
- Train and mentor staff and at facilities across the Coast
- Provide support as quality monitors

13c Evaluation roles

Evaluation expertise is needed to act across the Coast. It is recommended that the WH Team adopt SERVQUAL (SERVice QUALity) and ALVA (Association of Leading Visitor Attractions) methodologies as part of their evaluation approaches. SERVQUAL is a method of analysing service received by a customer against service expected. It provides a useful way for organisations to determine if they are providing the services the customer wants, rather than what the organisation *thinks* they want.

ALVA methodology uses staff acting as 'mystery shoppers' with standard questionnaires to evaluate one another's approach to customer service.

The Museum sector is generally strong in interpretation and educational evaluation. Expertise to support this work could be sought from South West Museums, Libraries and Archives Council.

13d Fundraising

The critical block on delivering most initiatives is the lack of funding. To address this, it is recommended that the WH Team obtain support from an experienced fundraiser. Experience of working with Regional Development Agencies and other non-governmental funding bodies, National and Local government and the Private sector will be essential. The South West Museums, Libraries and Archives Council should be involved.

14 Cooperation along the Coast

14a Working as 'One Team' is essential to the long-term success of the Site

There are a large number of missed opportunities for cooperation across different sites. The site is far greater than the sum of its parts; yet too often teams are focused on their site and exclude opportunities to share ideas, staff and resources.

Perceptions appeared common that sites are in strong competition with each other. This is true to a certain extent, but the benefits of cooperating further far outweigh the negative impacts of competition. Opportunities involve sharing and developing staff skills, fundraising and marketing.

This cooperation is occurring, and is growing. Support and encouragement is needed to ensure this continues, and that partners move closer together.

14b Enhance communication and cooperation along the Coast

Initiatives to enhance formal and informal communication should be explored. This will require support from venue Directors and funders to become a reality. It could include:

- Regular workshops
- Informal evening functions
- Encourage staff from other venues to comment on proposals, scripts and designs
- Bring together cross-venue teams to deliver specific projects and strategies – for example, an education officer from one venue and an interpretation officer from another to work together on a project for a third facility

14c Facilitate and encourage skill sharing along the Coast

Some areas are exemplary in specific skill areas. For example, during our site visits we were very impressed with the first-person interpretation at Beer Quarry Caves. Stakeholders along the Coast should be encouraged to learn from best practice such as this.

Job shares, mentoring and mutual brainstorming all contribute to getting the best from the Site, and embed best practice arising from specific training (see recommendation 12).

14d Create Site-wide quality control structure for Interpretation

It is understood that the organisational structure of the World Heritage groups are under review at the moment. The Natural History Museum would endorse the proposal to create an Interpretation Working Group, and suggest a remit of:

- Monitor and support interpretation proposals on the Jurassic Coast
- Oversee implementation of this report – particularly of the Science Theme recommendations
- Ensure harmonisation with the other committees – particularly the Science Advisory Network
- Oversee the work of the Interpretation and Evaluation roles recommended in 13b and 13c

It is important that this working group remain at an approval/oversight level. Interpretation is an individual, creative process, and cannot be delivered 'by committee'. This Group should involve the expertise present in the South West Museums, Libraries and Archives Council.

14e Facilitate and encourage coherent marketing along the Coast

During the Site visits, it was observed that venues and TICs were not always assisting in the marketing of the Jurassic Coast; rather, they were focusing on parochial needs. While every area needs to primarily look after its own needs, the lack of joined-up marketing is a missed opportunity.

With coherent marketing of the entire JCWHS, visitors spend more time on the Coast and their experience of the JCWHS will be enhanced. It is expected that the Marketing strategy under development will address these issues in more detail.

14f A 'Stakeholder extranet' should be developed to aid cooperative working

An extranet is a website that can only be accessed by specific users, usually controlled by passwords. An extranet for the JCWHS, accessible to venues, TICs, and so on, could enable everyone to have access to:

- Standard documents
- Contact details
- Proposals and projects
- Evaluation results

It is recommended that development of an extranet be considered, perhaps in conjunction with the public website development (recommendation 8).

15 Standardise methodologies

Currently, each facility has its own approach to project management, documentation and so on. This leads to each team 're-inventing the wheel', and to time delays for other teams commenting and inputting to them. It would be a beneficial long-term aim to harmonise certain key approaches.

15a Develop standard policies

It is recommended that the JCWHS develop standard policies on statutory issues such as Health and Safety.

15b Share standard document formats

Many policies and documents could be standardised. For example, documents on Health and Safety while on guided walks, or Exhibition Scripts, could have common formats throughout the Site.

15c Share best practise in project procedures, fundraising, etc.

Part of securing best quality and value for money in Interpretation is the application of common project management methodologies. These should include clear sign-offs, developmental market testing and evaluation, and so on. Some problems with accuracy and visitor-appropriateness of text panels lie with the lack of adequate approval procedures. Training in interpretation development (recommendation 12a) will help here.

16 Spreading visits through the seasons

16a Work to stagger off-season closing times

16b Work towards specific marketing for off-season visits

The issue of opening times arose repeatedly during the site visits. Off-season closing, though important to individual venues for saving money and carrying out refurbishments, is nevertheless a barrier both to visits and interpretation. Closing times could be staggered, and so maintaining a 'skeletal' off-season offer. This could be appropriate for specific sub-sets of the target audiences, and could have designated niche marketing.

For example, if a Museum were open at a key time for fossil collecting, but out of season, an audience of amateur collectors could be encouraged to visit on a 'museum lectures and fossil collecting' weekend. Advertising for this could be via relevant societies.



6.0 Hierarchy and shape of provision

Based on the site visits, the science themes identified above and in Appendix 1, it is recommended that the JCWHS aim for a hierarchy of provision over the long term. Some of these sites are already in existence, while others will need creating. Note that this list is not intended to exclude projects; rather, it indicates essential types of provision.

The naming of specific places is provisional, and is on the basis of relative significance to interpretation of the JCWHS. Other factors may lead to changes in this provisional classification, for example, a need to service a major formal education provision, or facilitate additional science research facilities.

Single WH Centre

Location to be investigated

- Telling major overarching WH stories, and forming a flagship for geological curation, education and outreach in the UK and worldwide
- Subject to a Feasibility Study as outlined above

Primary interpretation gateway

Provisional classification based on interpretation needs:

Exeter, Exmouth, Weymouth, Dorchester, Swanage, Bournemouth

- Good catchment of visitors and local people
- Communicate main Site-wide JCWHS messages
- Good point for overview exhibition and activities, dispersing visitors to other centres, places, activities
- Support smaller venues, for instance by loaning exhibits, cross-promoting events and so on

Secondary interpretation gateway

Provisional classification based on interpretation needs:

Budleigh Salterton, Sidmouth, Beer, Seaton, Lyme Regis, Charmouth, Bridport, Abbotsbury, Chesil Centre, Portland, Lulworth, Durlston Head

- Each has own character and particular focus
- Present a simple, concise overview of the JCWHS
- Interpret geological collections in context of local interpretation messages
- Interpret local coastline and encourage local exploration in all five streams above, proportionate to needs in Appendix 1
- Develop network locally and regionally
- Potential for 'geotourism' short breaks, working with smaller venues and local tourist infrastructure

Unique insight

Provisional classification based on interpretation needs:

Woodbury Common, Beer Quarry, Norman Lockyear Observatory, Eype Church, Portland Quarry, Kimmeridge

- Each offers a unique insight to a particular aspect of the WHS story
- Act to widen relevance of geology to lay public, and convert 'non-geology visitors' to take interest and perhaps explore further

Local outpost

Examples: Ladram Bay, NT car parks, Anchor Inn, Seatown, etc.

- Unmanned interpretation point / kiosk
- Consistent presentation
- Outpost for primary or secondary gateway venue, landowner, etc.
- Focus / meet point for guided walks etc.
- Support as necessary for 'cliff face' interpretation, visual aids etc.

WH viewpoint

Provisional classification based on interpretation needs:

Exmouth Geoneedle, Woodbury Common, Portland Bill, above Kimmeridge, Durlston Head view to Isle of Wight, etc.

- Allow experience of the landscape
- Exemplar interpretation on site as required

Coastal walks

As needed across the Coast

- Scheme for series of self-guided walks leaflets, in sections relating to key access / focal points and public transport / car parks

- With potential to expand into guided walks, based around gateway venues
- Leaflets to be purchased at gateway towns and locally (local Post Office, etc.)
- Including circular walks coast/valleys
- Needs careful planning regarding routes etc, links to partners/stakeholders



7.0 Next steps

To deliver the vision for the JCWHS, it is necessary to first review overlapping consultant's studies of the JCWHS.

Many studies have been progressing simultaneously during the period Jan–June 2003. Key are the Education, Marketing and AONB strategies. These need to be harmonised, prioritised and implemented together in a coherent manner, via a single Action Plan. The scope and timing of our study has not allowed us to do this.

It is recommended that the WH Team apply a Gap Analysis to find overlaps, conflicts and gaps, and draw actions together into the Steering Group's Framework For Action.

Addressing the issue of a 'New JCWHS Visitor Centre'

There is a great deal of interest in developing a single facility to act as a major hub for the JCWHS, and enable in-depth interpretation of the Site-wide science themes. However, a new centre is a significant financial risk: for every success like the Eden Project there are many failures.

The Natural History Museum recognises that a 'Single Centre' is a worthwhile long-term objective for the World Heritage Site, and a development of international interest and significance. The Natural History Museum recommends it should be pursued further. The long-term success of the Jurassic Coast is more important than the medium term, and therefore it is recommended that the WH Team follow a stepped approach.

It is suggested that a Feasibility Study on a 'New JCWHS Visitor Centre' be carried out in 2006. Work over the next two years should be focused on developing the current infrastructure as recommended above. This work should be phased and briefed in order to produce the necessary information for such a Study.

Additionally, this approach will:

- Build a secure base of expertise in the skills needed to deliver a major capital project
- Build audience demand
- Enhance existing interpretation
- Allow for lessons to be learnt via evaluation that will inform the development of such a Centre's Visitor Offer

Implementation summary

- Review the Areas of Outstanding Natural Beauty, Education and Marketing Strategies and this Scoping Study together
- Agree priorities for action
- Schedule into Framework for Action
- Plan the next three years' work in the context of the 'Single Centre' issue, as described above



8.0 Useful resources

Audiences, access and inclusion

- Nolan, G. 1997. *Designing Exhibitions to Include People With Disabilities*.
- Hooper-Greenhill, E. 1994. *Museums and their Visitors*, Routledge.
- www.disability.gov.uk

Science communication, writing and editing

- Shortland, M and Gregory, J. *Communicating Science: A Handbook*. Longman; ISBN: 0582057094.
- Butcher, J. 1992. *Copy-Editing: The Cambridge Handbook for Editors, Authors and Publishers*. Cambridge University Press. ISBN: 0521400740.

Interpretation

- <http://www.snh.org.uk/ww/Interpretation/default.html>
- Carter, J. 1997. *A Sense of Place: an interpretive planning handbook* Tourism and Environment Initiative, Inverness. www.scotinterpnet.org.uk/pdfs/sofp.pdf
- Ham, S. 1992. *Environmental Interpretation: A Practical Guide for People with Big Ideas and Small Budgets* North American Press, ISBN 1555919022.
- Hooper-Greenhill, E. 1999. *The Educational Role of the Museum*. Routledge.

Evaluation

- Centre for Environmental Interpretation. *Evaluating Interpretation. Environmental Interpretation 5(2)*. CEI, 1990.
- Centre for Environmental Interpretation Evaluation Bibliography. 1990. CEI.

Geological Curation

- Brunton, CHC, Besterman, TP & Cooper, JA (eds). 1985. *Guidelines for the Curation of Geological Materials*. Geological Society of London Miscellaneous Paper Number 17.
- Carter, D & Walker, AK. 1999. *The Care and Conservation of Natural History Collections*. Butterworth-Heinemann Ltd, Oxford. pp 226.
- Collins, C (ed). 1995. *The Care and Conservation of Palaeontological Material*. Butterworth-Heinemann Ltd, Oxford. pp 139.
- Howie, FM (ed). 1992. *The Care and Conservation of Geological Material*. Butterworth-Heinemann Ltd, Oxford. pp 138.
- Knell, SJ & Taylor, MA. 1989. *Geology and the Local Museum: Making the Most of your Geological Collection*. HMSO, London. pp 150.
- Museums & Galleries Commission. 1992. *Standards in the Museum Care of Biological Collections*. Museums & Galleries Commission, London. pp 55.
- Museums & Galleries Commission. 1993. *Standards in the Museum Care of Geological Collections*. Museums & Galleries Commission, London. pp 57.
- Museums Association. 2002. *Code of Ethics for Museums*. Museums Association, London. pp 23.
- Stansfield, G, Mathias, J & Reid, G (eds). 1992. *Manual of Natural History Curatorship*. HMSO, London. pp 306.



9.0 Terms of reference, team, and methodology.

Terms of reference

- To bring together partners from within the World Heritage Steering Group and beyond to share aspirations for existing and new facilities, to identify and agree the key issues, and identify the work required to address them;
- To define the interpretation needs of the WHS in relation to the whole site. This will provide a framework for future development of specific local stories by the stakeholders;
- To assess the present level of provision of interpretive facilities and the extent to which they are currently addressing interpretation of the WHS;
- To assess the options for developing existing provision to meet WHS needs, including how the work of visitor centres, museums and TICs could be better linked together;
- To identify the further studies required to assess the need, scope and purpose of new or enhanced facilities, including the possibility of a new Jurassic Coast Visitor Centre.

Team

- The core team carrying out the study were:
 - Paul Bowers, Communications and Development, the Natural History Museum
 - Dr Paul Davis, Dept. of Palaeontology, the Natural History Museum
 - Gill Binks, Interpretation Consultant

- Supported by:
 - Violet Mareck, Project Manager, the Natural History Museum
 - Dr John Whittaker, Dept. of Palaeontology, the Natural History Museum
 - Poppy Nairn, Communications and Development, the Natural History Museum

Methodology

1 Site visits

The team made approx. 30 visits to different interpretation venues, between 31 March and 10 April 2003. We met most of the key stakeholders from the Site and the local area, and discussed current facilities and future aspirations. It is acknowledged that due to time constraints, we did not visit every site or meet every stakeholder.

2 Workshops

Workshops were held 4–5 June 2003. These were carried out to get representative stakeholder input, and clarify draft conclusions. Stakeholder ideas and views are integrated into the above report. Full credit must be given to the constructive input received across these two days.

3 Report drafting

The core team generated this report, obtaining key input from other team members, the client (WH) team and senior staff from the Natural History Museum.



10.0 Acknowledgements

The Natural History Museum team would like to extend their thanks to all those staff and volunteers we met, who were universally keen, friendly and willing to share their views. The level of commitment to the conservation and interpretation of the unique coastline has been inspiring to all of us.