



Countryside Jobs Service

Focus on Visitor Management & Engagement

In affiliation with the Association for Heritage Interpretation



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Interpreting Our Outdoor Heritage

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Visit almost any countryside property or heritage site and you will have come across some way of telling that place's story to visitors and local communities. Interpretation panels, welcome leaflets and self-guided trails are now common in today's British countryside.

Heritage interpretation is the way property managers explain the nature, origin and use of their natural, cultural or historical sites and objects. Interpretation goes beyond the dry communication of information,



Outdoor Interpretation Panel © Athene Reiss

using creative techniques borrowed from journalism and communications theory to engage people about the place they are visiting or the object they are looking at.

Freeman Tilden, of the US National Park Service, published the first principles of heritage interpretation in the 1950s. He summed up interpretation as 'Through interpretation, understanding; through understanding, appreciation; through appreciation, protection,' *Interpreting Our Heritage*, 1957. He outlined six principles on which much of today's interpretation is still based. You can read them on Wikipedia¹.

Planning Interpretation

The best interpretation is produced based on a good interpretive plan, which outlines aims and objectives (intellectual, behavioural and emotional), key messages, target audiences and appropriate media. It is important to get all four elements right to give a good, clear focus to why you are creating interpretation and to avoid trying to either tell everything you know about a site or just end up with a list of rules.

Good interpretation welcomes people to a site, evokes a sense of place, and encourages visitors to actively explore the property.

Ways of Interpreting

There are many ways to interpret a place. Each has its own benefits and may appeal to different audiences, making the choice of media an important decision. While we might first think of words as being the prime communication tool, people, images, sculptures, audio and video are also important and may reach certain audiences more effectively. Interpretation can be semi-permanent, with a potential life of 10 years or temporary, to tie in with an event or change with the seasons.

Face-to-face live and participatory interpretation can have the most lasting impact on visitors. Nothing beats the experience of an enthusiastic and knowledgeable ranger, warden or volunteer showing you around. We also remember more information by



Guide tour of Tower of London by a Yeoman Guard from Wikimedia Commons

doing an activity, such as hands-on craft, over any other form of experience.

As not every organisation can have live interpreters on site 24/7, the interpretation panel is here to stay for a long time. A well-located and thought-out panel can welcome visitors to your site and inspire them to understand it better. The key is to get the right balance between numbers of panels, their positions, size and materials so that they reach visitors while not distracting from the landscape. Art can be a good alternative in places where the traditional panel is not suitable.



You can combine panels and leaflets together © Bill Bevan

providing interpretation in different media to help break away from the traditional printed text and image combination. You can harness the equipment people often carry around with them, from mp3 players to smartphones and satnavs, to deliver such things as audio tours and apps, the latter with rich and interactive content. Geocaching is a popular activity that works well when the caches are sensitively located – you probably have at least one on your site already. Some uses of digital media require the visitor to plan in advance, others can deliver content on-site if there is network availability via QR codes and near-field-communication tags or where you can install and power a wi-fi transmitter. Before going down a digital route, it is worth finding out from your visitors whether they would use their smartphone during a visit or prefer to leave them in their pocket. The readability of screens in sunlight is another issue needing to be overcome to make digital visual interpretation workable outdoors.

Whatever you do should be accessible to a wide range of people so that your interpretation meets guidelines under the Equality Act 2010. Panel height and location, size of text, audio, tactile areas and braille can all be employed to widen accessibility.

Who is an interpreter?

Anyone with a good knowledge of a site and communication skills is a heritage interpreter. Outdoor interpretation practitioners range from wardens, rangers, naturalists and archaeologists to crafts people, heritage interpretation specialists, educators and visitor centre staff. The more staff are trained in interpretation skills, especially face-to-face live interpretation, then the better an organisation can communicate the intrinsic values of a site. It is worth having a heritage interpreter to guide or help with interpretation, perhaps with major new projects, as this should make sure what you produce has a greater chance of reaching your visitors creatively and effectively.

Guides to Interpretation

There are a number of publications and online resources to help guide interpretation. Freeman Tilden's 1957 *Interpreting our Heritage* is still relevant and a great place to begin. Sam Ham's *Environmental Interpretation: A Practical Guide for People with Big Ideas and Small Budgets* from 1992 introduces sound interpretive concepts anyone can produce. James Carter's *A Sense of Place*² is a concise and insightful guidebook which balances visitor needs, conservation and the desires of those who produce it.

You can also find a range of useful resources on the website of the Association for Heritage Interpretation (www.ahi.org.uk). Most are available solely to AHI members, which is a great incentive for any organisation or individual involved in interpretation to join. The AHI is the UK's professional body for heritage interpretation so offers support and professional development for interpreters. It organises a vibrant annual

Leaflets may be the first piece of communication a visitor, or potential visitor, comes across; can be widely distributed beyond the site and can form handy self-guided trails. Trails are a great way to encourage people to visit different parts of a site and look for some of its more hidden aspects. They encourage an active engagement with a place and can help give structure to a visit for those people who need it. They can also encourage families to explore together and interact with each other. As well as leaflets, you can produce them as waymarkers, downloadable PDFs, audio tours and geocaches – or a whole range of formats once you have the content.

Digital media – new opportunities

Audio and geocaching brings us on to digital media. This offers a whole range of new possibilities for



Site guides and maps can be interpretive too © Lisa Keys

conference, a range of training and other events, a bi-annual journal, a regular e-bulletin and hosts a lively LinkedIn discussion group open to non-AHI members, which is a great source of ideas and information³. The forthcoming issue of the Interpretation Journal is on the subject of the Philosophy of Interpretation so will have a range of articles by experienced interpreters on the why and how of interpretation. If you would like to find out more about joining the AHI visit <http://www.ahi.org.uk/www/join>.

References

- 1 <http://bit.ly/17jngP7>
- 2 <http://bit.ly/11c7a2b>
- 3 <http://linkd.in/1alq3OK>

JVA provides international services in interpretive planning, training interpreters, interpretive coaching and evaluation. We also publish InterpNEWS, the free heritage interpretation e-magazine. jvainterp@aol.com
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A Different View is an international consulting firm serving the cultural sector and specialises in creating compelling visitor experiences. They support organisations in everything from visioning through to planning the visitor experience. Their broad portfolio covers a diverse range of attractions including the National Trust and the RSPB.
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I am a copywriter and interpretation consultant with over 20 years experience in the countryside and heritage world. I can help you with the text for interpretation panels, self-guided trails, exhibitions, audio trails and apps, and particularly specialise in writing for children and families. Find out more on www.cathy-lewis.com or email me on cathy@cathy-lewis.com

Concerned that your customer journey doesn't include a digital dimension? Digital destination marketing; planning, training and campaigns for countryside and tourism destinations. Increase and improve your social media presence. Define your online audiences and emotional content that will move them.
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The Importance of Visitor Research

Lyndsey Clark, the Visitor Studies Group, www.visitors.org.uk



For anybody working or managing a visitor attraction or any site or facility that attracts visits from members of the public or organised groups, there are many arguments, from the financial to the ethical, for undertaking good quality audience research.

Since our founding in 1998, the Visitor Studies Group has been the only skill sharing network in the UK for organisations undertaking audience research, whether they employ in-house specialists, buy-in consultants, or train staff from across the organisation. Our members come from a wide range of institutions: museums, science centres, zoos, national parks and botanic gardens to name a few. But we all have the same thing in common: a desire to engage with our visitors to improve the experiences we create with and for them.



VSG Members' Networking at the 2012 AGM. © the Visitor Studies Group

We believe passionately in excellent visitor experiences, and we believe in the power of audience research to help us deliver those experiences. We celebrate our collective insight, we work to influence leaders and funders, and we are committed to working in partnership with others.

Why should you engage in audience research?

Audience research can increase visitor numbers, repeat visits and visitor satisfaction by ensuring relevancy of experience. Whether publicly or privately funded, a charitable or commercial organisation, visitors pay towards our site through taxation, charitable donation or ticket sales. Those visitors deserve a level of experience we can only deliver if we understand their varied motivations and

needs. We are part of our communities and by talking with all our visitors and potential visitors we engage with our communities and create experiences that are valued by all.

Similarly, we regularly promise our funders that we'll deliver certain experiences, emotions and responses in our visitors. Audience research is the tool we use to provide evidence of our achievements.

During the lifetime of the Visitor Studies Group we have seen a dramatic change in attitude to visitors. Once upon a time visitors were problematic and there was little sense that visitors could contribute meaningfully to the development of sites of informal learning. Yet we find ourselves in the current position where engagement is an everyday phrase. We take part in discussions around engaged museums, engaged services, community engagement; but how this looks in practice is diverse.

However we interpret 'engagement' audience research plays an important contribution. Asking visitors about their experiences to report to funders or boards of trustees can be a form of engagement. Working closely with members of a community to inform the development of a visit experience is certainly engagement. The benefits engagement brings are numerous; staff and organisation learn from their publics, are challenged and develop deeper insight into what makes their visitors value the site. The communities involved develop ownership of the site and become advocates for it, ensuring security into the uncertain future. The skills needed for engagement, for any end, involve asking the right questions, listening carefully and acting sensitively.

As we look to the future, audience research can only become more important. The need to truly engage is not going to diminish. With that comes a need for those skills to become embedded across institutions, and for insight to be valued at all levels and stages in project delivery.

Case study: The Pembrokeshire Coast National Park Authority

Rebecca Evans, Interpretation Officer

Who comes to Pembrokeshire Coast National Park? Why do they come? What do they do when they get here? What do they like? What really bugs them? Will they come back again? And more importantly, who are the 'non-visitors', and what can



Participants on a guided walk on Skomer Island. © Pembrokeshire Coast NPA

we do to entice them? To help us go about finding answers to these questions we've joined the Visitor Studies Group.

Pembrokeshire Coast National Park covers an area of 612 square kilometres, and includes iconic seaside resorts such as Tenby, one of Britain's smallest cities, St Davids, the rugged Preseli mountains, and the 186 mile Pembrokeshire Coast Path. In addition to the natural landscape we manage three visitor centres, an art gallery and the two historic sites of Carew Castle and Castell Henllys. It is this complex mix of free outdoor sites, indoor centres and historic sites that provide us with the challenge of knowing our visitors.

To some extent quantitative data is easy to capture – how many visitors come into the visitor centres? How many buy tickets to the historic sites? How many pay to use the pay and display car parks? How many hits are there on the website? Facebook? Twitter? But that is only superficial. We need and want to know more. It is fair to say that part of our motivation is financial. We run a comprehensive programme of activities and events throughout the park. We need to know more about visitor motivations and expectations so we can target our events at these visitors, and thus run more efficiently. If we can understand visitor behaviour we are much more likely to be able to influence it positively through interpretation. A challenge for us is the co-ordination of visitor studies within our organisation, as there are a number of people and roles across different teams and departments, all with a vested interest in visitors.



People taking part in a crab catching activity at Carew Tidal Mill. © Pembrokeshire Coast NPA

To date we have carried out annual visitor surveys of participants on our activities and events, and visitors to our historic sites and visitor centres. While this is a step in the right direction it is important that we are aware of the shortcomings and know how best to use the results to our advantage as an organisation to become more efficient and, ultimately deliver a better visitor experience. In the near future we hope to carry out much more targeted visitor studies, which will have been fully informed by research. For this we definitely need to tap into the experience, resources and networks available through the Visitor Studies Group.

If you want to keep up-to-date with the latest practices and principles in evaluation and visitor research, then join the Visitor Studies Group. We offer a network of like-minded colleagues, partnership opportunities, a programme of training and events, and a wide range of visitor studies resources. www.visitors.org.uk

Footprint Ecology specialise in managing the needs of nature and people. We carry out visitor surveys to the highest standards, as well as analysing the data and producing management and mitigation plans. We also run a range of courses, including this year one on counting the numbers of visitors to nature reserves, and another on the impacts of new housing and recreation. For more information please see our website <http://bit.ly/18IR7OG>, or email us at training@footprint-ecology.co.uk, or ring Fenella on 01929 552444.

If you're in retail, tourism, transport, entertainment, leisure or any service that receives people on-site then you'll benefit from access to accurate people counting data. Read more at www.peoplecounting.co.uk or call us on 0115 8757508 or email sales@peoplecounting.co.uk



How the MENE survey can help inform your work

For anyone working in the countryside sector and wanting a perspective on how people are engaging with nature, the *Monitor of Engagement with the Natural Environment* (MENE) survey could be a useful tool to help you understand who's already enjoying the great outdoors and who isn't. Published quarterly by Natural England, it collects a range of data on adult visits to green spaces, including: destination and duration of visit; distance travelled; expenditure; main activities and motivations for the visit. It also collects data on people who don't visit green spaces and some of the reasons for this.

Recent analysis of the 2009-2012 MENE reports studied five different demographic groups¹. A key finding was that they all visit the natural environment far less often than the rest of the adult English population (who average 65 visits per person per year):

- Black & Asian Minority Ethnic groups (BAME): 27 visits
- Urban deprived: 40
- DE socio-economic group: 50
- People aged 65+: 55
- People with a disability or long term illness: 56

Another key finding was that both BAME and urban deprived groups' visits tend to be nearer to home, in urban locations.

Separate analysis of the 2009-2012 MENE reports studied the visits taken by adults accompanied by children². Broadly, there are two types of trips taken with children:

- frequent visits to local parks/playgrounds, likely to be close to home
- infrequent visits to sites likely to be further away, likely to be visited at weekends/during holidays

These two MENE projects are providing new insight into how important local green space is; what prevents/motivates people to use green spaces; and how people engage in other ways – such as watching wildlife or being conservation volunteers.

More detailed analysis on these two topics will be published in July. For quarterly MENE statistics, follow Twitter: @NaturalEngland #MENE

<http://www.naturalengland.org.uk/ourwork/research/mene.aspx>

References

1 <http://bit.ly/17jooCj>

2 <http://bit.ly/19CRN9O>

Sledging debris is snow joke for locals, landowners and livestock

The Pembrokeshire Coast National Park's diverse landscape throws up a range of challenges in terms of recreation management, with one of the latest hot topics relating to snow.

Snow may not be synonymous with the Pembrokeshire Coast National Park, however, attempting to limit damage to the landscape when people run for the Preseli Hills to go sledging is an issue the Park Authority is actively seeking to address.

The Authority already has well established links with its partners to provide and manage opportunities for sustainable recreation and to ensure that the enjoyment of the Park is not to the detriment of the natural landscape, wildlife or economic livelihoods of those who live and work here.

The Authority has decided to develop more formalised arrangements to support more a strategic and sensitive approach to managing recreation on the Preseli Hills during periods of snow as concerns regarding the impact of the recent snow increase.

The revised approach will enable people to enjoy the snow whilst mitigating the detrimental impact upon landscape, nature and economy.

This will compliment the 'Enjoying the Pembrokeshire Coast National Park' Action Plan, which is ever-evolving and includes one-off projects and on-going approaches to recreation in popular areas such as water sports, walking and outreach.

While repairing the landscape damage inflicted by the latest harsh winter across rural Pembrokeshire, National Park staff came across debris, some of which had been left by people leaving behind items used to play in the snow.

National Park Authority Health and Tourism Policy Officer Hannah Buck said: "Our staff recently hauled out a skip-full of items used for sledging left behind on farmers' fields in the Preseli Hills, including parts of surfboards, car body parts and broken parts of plastic sledges.



Broken pieces of plastic sledges left in fields are chewed by animals. © Pembrokeshire Coast NPA

"We do want people to get out and enjoy the National Park, but at the same time, in farming areas activities such as sledging can cause harm to animals, damage fencing and cause access problems for local people. "It's clear that sheep and horses have been chewing on the often sharp-edged bits of plastic found amongst some of the litter, which can cause serious damage or death to an animal if ingested."



National Park Authority staff recently cleared sledging litter from fields in the Preseli Hills, including pieces of car bodies and a surfboard.
© Pembrokeshire Coast NPA

The Countryside Code emphasises that litter and leftover food doesn't just spoil the beauty of the countryside, it can be dangerous to wildlife and farm animals and can spread disease.

The Code also highlights taking care not to damage fencing, gates and walls and being mindful when parking as blocking access to fields can obstruct farmers feeding and looking after livestock, as well as local residents.

National Park Head of Delivery, Charles Mathieson added: "The snow issue has become more of a priority this year because so much private enclosed land was used. Most of the recreation in the park occurs in the narrow unimproved strip between the farmland and the clifftop or the waterline. This is also often in private ownership and the Park Authority needs to work with all parties involved to ensure that the developing range of activities do not cause significant impacts on the special qualities of the park – the landscape, ecology, historic features or to the interests of the local community and other users.

We can find a place for most activities and try to take a very positive approach but we can only make the system work if those arranging events or taking part in activities are willing to accept limitations to ensure a balance is maintained."

National Park Rangers work with staff from the National Trust, Natural Resources Wales, Pembrokeshire County Council and with a unique group, the Pembrokeshire Coastal Forum, to ensure that the Park can be protected for future generations while providing enjoyment, health benefits and income for today's generation.

To learn more about the Pembrokeshire Coast National Park Authority's Recreation Plan visit www.pembrokeshirecoast.org.uk and search 'Recreation Plan.'

For further information on recreation on the Pembrokeshire Coast visit www.pembrokeshireoutdoors.org.uk or <http://enjoy.pcnpa.org.uk>.

The Countryside Code

Respect other people

- Consider the local community and other people enjoying the outdoors
- Leave gates and property as you find them and follow paths unless wider access is available

Protect the natural environment

- Leave no trace of your visit and take your litter home
- Keep dogs under effective control

Enjoy the outdoors

- Plan ahead and be prepared
- Follow advice and local signs

www.naturalengland.org.uk/countrysidecode



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Sharing Good practice (SGP) is a unique programme of events - run by Scottish Natural Heritage in partnership with others - for people from a wide variety of sectors associated with the natural environment. View the list of events - many of which are free or discounted - at <http://bit.ly/ZGVhGy> or contact sgp@snh.gov.uk and request a pdf of the programme.

Woodland Visitor Survey

I am trying to collect data regarding UK woodland visitors and their view on woodlands within the UK via an online survey @ <http://bit.ly/YoMToS> Data is being collected for a 2nd Year Degree Project.

Countryside Mobility provides easy access to the South West's countryside for anyone who has difficulty walking. 'Tramper' all-terrain mobility scooters and wheelchair accessible 'Wheelyboats' provide access for all to over 30 outdoor visitor attractions across the region. See www.countrysidemobility.org for more details.

Rogue Motorcycling - Irresponsible, antisocial and illegal motorcycling over bridleways, footpaths and open land causes damage, distress and danger. This national problem is a menace and a disgrace and must be stopped. You can help to stop it. Find out how at www.camarm.info

The first Peak District Cycling Festival – a nine-day celebration of life on two wheels – with over 60 rides and bike-related activities - takes place September 7 to 15. One of the highlights is the Bike Fest at Thornbridge Outdoors, near Bakewell – a weekend with workshops, activities, rides and evening entertainment. www.visitpeakdistrict.com/pdcf

It's all a Question of Balance in Malham

By Cat Kilner, Yorkshire Dales National Park Authority Area Ranger for Malhamdale



YORKSHIRE DALES
National Park Authority

One of the most spectacular and well-known villages in the Yorkshire Dales National Park is Malham. Although the village itself is only small, with approximately 150 permanent residents, the dramatic limestone scenery in which it is set means that Malham has few equals anywhere in the UK.

Just a short walk from the village, with its busy National Park Centre, cafés, Youth Hostel and outdoor and souvenir shops, is what the area is most famous for – Malham Cove. There are also other impressive features close to the village, including Gordale Scar, Janet's Foss and Malham Tarn. All are relatively easily accessed by public rights of way and this means that Malham is a very popular destination for visitors – an estimated 250,000 of them, according to a 2012 survey.



Entrance to busy Malham ©Yorkshire Dales NPA

On a busy bank holiday weekend, or on Malham show day, when the car parks are full and the roads are congested, it is easy to wonder how the businesses cope with the hordes of visitors. Malham has limited public transport, which means that most people come to the area by car or coach and, even with temporary car park arrangements, at busy times it can feel stretched to capacity.

The Yorkshire Dales National Park Authority (YDNPA) and the local community, including a pro-active Parish Council, have taken steps over the years to alleviate some

of the effects of visitor pressure in the area. Some of these have been quite radical and inventive. On arrival at Malham, the issue of car parking will be one of the first impressions visitors will receive. Money raised in the YDNPA car park goes back into the budget to help maintain the Yorkshire Dales. However there are other parking options and people who park in the village itself will see notices asking them for a voluntary donation as part of a scheme run by the Parish Council where the money goes directly back into maintaining the village and local amenities.

Litter is a constant problem and, in addition to looking unsightly, it is also a danger to livestock and wildlife. If an area has lots of litter people seem to be less concerned about dropping their own and the problem escalates. A number of years ago a decision was taken to remove litter bins from the YDNPA car park and the village. This was combined with a messages to visitors asking them to take their litter home. The result of this experiment was interesting. The accumulation of litter was reduced and it seemed that visitors took more responsibility for their litter, taking it home with them rather than dropping it. However, not everyone agrees with this policy and this approach is not without its problems. There have been occasions when bags of litter have been thrown at National Park Authority staff! One litter bin and recycling facilities have now been added by the Parish Council in the centre of the village near the shops and are carefully managed by the residents.

Several years ago, as a result of reductions to budget, the District Council threatened to close the public toilets in the centre of the village but the residents felt that they were an important facility for visitors, in

in addition to the toilets in the YDNPA car park. The Parish Council agreed to take them on, keep them open and manage them. Money raised through the voluntary parking donations in the village and the Malhamdale Safari week pay for these toilets and also pays for a local resident to do small maintenance jobs such as grass cutting around the village.



Malham Cove & path ©Yorkshire Dales NPA

There has also been substantial work done to the rights of way network over the years. The features that people come to Malham to see are viewed from the public footpaths; originally grass-surfaced routes through the fields but the large number of people using these paths cannot be sustained without some help. This has resulted in most of the footpaths in the area being surfaced with aggregate to provide a hard surface for people to walk on. This has two benefits – it provides a relatively clean easy to follow route and it prevents damage to the surrounding fields by people trampling grass and crops. We obviously want to minimise the visual impact that these paths have and do not want them to detract from the scenery, so they are made using local stone to help them blend in as much as possible with features such as the dry stone walls

and rocky outcrops. While providing these surfaced paths we are constantly trying to remove or reduce physical barriers on these paths and improve accessibility to all users. Where the gradient allows, routes are made to standards suitable for wheelchairs and, in other areas, high ladder stiles are removed when possible and replaced with more accessible stiles or gates.

The YDNPA works alongside the local community to help deliver projects that both protect the village and enhance the visitor experience. For example, the Authority has worked with the residents to create a path through a small woodland that runs through the middle of the village. This is available to all members of the public and allows people to walk off the road in an area where otherwise there are no pavements, so helping to improve road safety and ease the flow of traffic. The YDNPA also recently worked with the Parish Council to build a new footbridge in the centre of the village so, instead of walking across a rickety bridge made up of a couple of beams of wood, there is a smart new “clapper”- style, limestone bridge that fits in with the other three traditional clapper bridges in the village. Another project involved replacing a utilitarian road sign with a traditional looking one designed after looking at old postcards and photos of the village. As an extra bonus, the bridge, handrails and signpost were all made by local businesses, which means that the projects boost the local economy as well.



Malham village bridge before ©Yorkshire Dales NPA



Malham village bridge after ©Yorkshire Dales NPA

The overall aim of visitor management in the National Park is to establish a positive management approach to recreation and visitor facilities that can be sustained in the long term. It also means any ‘gaps’ in provision can be readily identified and the location of new facilities can be considered on the basis of these sensitivities. To assist this, the Authority has developed a strategy that identifies the locations where you might expect to see certain developments

Most of the land is privately owned and the landscape in the Dales has been shaped by the way the land has been managed by the landowners and farmers – a process that has evolved over time. This evolution continues, and many of the Malham landowners and farmers have worked with the conservation interests

and have taken steps to diversify. For example, a visitor is now likely to see traditional highland cattle breeds such as Belted Galloways grazing the limestone pastures.

The National Park Authority works closely with partner organisations to provide services for visitors and to aid conservation. The RSPB Peregrine watch project has been situated at the foot of Malham Cove since 2004, providing access to a wide variety of birds and wildlife. This project has become extremely popular for visitors and also provides the opportunity for National Park Authority staff and volunteers to work alongside the RSPB in promoting conservation messages. The issue of nesting birds also affects other recreational users and, to this end, the National Park Authority has close liaison with the British Mountaineering Council (BMC) to discuss temporary, voluntary climbing restrictions to ensure minimal disruption at key times. This emphasises the importance of a voluntary approach and peer pressure to make this work.

The Authority also has a long history of working with the National Trust, which is a large landowner in the area. The Trust allows access to its landholdings promoted via publications and by working with Rangers and Authority staff in the National Park Centres, where both organisations have a presence. There is also a programme of walks, events and activities in Malham village and Malham Tarn.

Such a large number of visitors to a small village every year can mean serious threats to the special environmental qualities of the area and to the traditional character of the village. On the other hand, it's difficult to imagine how the village economy could survive without them.

A balance has to be struck between the economic benefits of the visitors and the cost to the local area and, whatever the weighting of that balance, it will never please everyone.

But the most important factor that overrides everything else is that the future protection of this precious and fragile landscape must take priority.

(More information about the Yorkshire Dales National Park is available on the YDNPA website at www.yorkshiredales.org.uk.)

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Waking the Giant is a heritage and arts consultancy based in Poole, Dorset, with over 20 years experience of working on small and large projects with museums, councils, national parks and charities, including the RNL and National Trust. Contact: Creative Consultant Maureen La Frenais on 0794 1266191 wakingthegiant@live.co.uk / www.wakingthegiant.co.uk.

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The CJS Team would like to thank everyone who has contributed adverts, articles and information for this CJS Focus publication. Next edition will feature Volunteer Work, published 23/9/13.

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Details believed correct but given without prejudice, Ends.