

Lizard Lighthouse Heritage Centre National Lottery Funded Project

Lizard Point – Cornwall – England

49° 57'.58 N 05° 12'.07 W



AERIAL VIEW OF LIZARD LIGHTHOUSE - LOOKING NORTH

*Youth Hostel (Polbrean Hotel) to the west, National Trust car park to the northwest,
South West Coast Path in front of the boundary wall
Tower to the right (east) operational – Tower to the left (west), part of cottage No. 1
Old Engine room in the foreground being converted to Visitors Centre*

Contents:

Abbreviated documentation list, highlighting documents/headings required for submission to apply for Heritage Lottery Grant Funding

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1 Introduction

The Lizard Lighthouse has served as an Aid to Navigation on the Lizard Point in Cornwall South West England for almost 250 consecutive years. The miniaturisation of technology and the development of navigational support including remote controlling and monitoring have rendered the majority of buildings, which once belonged to the station, redundant, with the operational lighthouse now only occupying the East Tower and parts of the surrounding area (aerials).

New and improved uses for the buildings have been found with the cottages refurbished as holiday lets and the existing visitors centre (Engine Room) which has been under used in the recent past, being put forward for refurbishment to take advantage of the large existing visitor market based on the attraction of the most southerly point of Britain, Lizard Point.

The appropriate use of these historic buildings will ensure their sustainability and conservation in the future.

The Plans in this document tabulate the headings to show the main drivers which include the diverse consultation required to achieve compliance with Trinity House Policy Restrictions, Planning Permissions, Legislation and Grant Aid Assistance from the 'National Heritage Lottery Fund' (some 61% of the project)

On completion of the visitors centre (Engine Room and Garage conversion to public conveniences) the lighthouse estate at the Lizard will be fully occupied, functional and viable, and be able to provide revenue to offset maintenance costs of the built heritage.

The estate comprises of the following:

- Operational tower (east) with DGPS installation and public access
- Seven cottages open as holiday lets (one includes the west non-operational tower)
- Old engine room, now the Heritage Centre (to be open to the public by Easter 2009)

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2 Visitors Centre Business Plan

The Business Plan was written by Trinity House (TH) and submitted to the Heritage Lottery Fund (HLF) to argue that the Lizard Lighthouse Heritage Centre (LLHC) as a project satisfied the stringent financial management requirements that a successful application for grant funding would have to meet. We drafted a detailed plan for the long term running of the site, including local management, ongoing monitoring and evaluation within various frameworks, including market analysis and finance.

2.1 Introduction

- Description of Project
- Public Benefits
- Financial Future
- Financial Projections and Projected Income
- Risk Assessment

2.2 Organisation

- History of the Corporation (Trinity House)
- Function of the Corporation
- Legal Status and Funding
- Annual Accounts
- Organisational Structure and Staff
- Charitable Work
- Visitors Centres
- Project Management Experience
- Studies Undertaken

2.3 Development of Project

- History of Project
- Project Revision
- Project Development Work
 - Project Planning for Grant Aid
 - Project Planning Work
- Sunk Costs
- Other Sources of Funding (if any)
- Studies and Visibility Research

2.4 Strategic Background

- Management of Non-Operational Lighthouse Property
- Project Aim

2.5 Project Details

- Proposal
- Project Outline
- Timescale
- Involvement of other Groups
- Project Budget
- Capital Funding
- Revenue Funding
- Permissions
- Staffing
- Community Involvement – Operational Strategy
- Recruitment
- Training
- Merchandising

2.6 Marketing

- Visitors (existing and projected numbers)
- Constraints
- Target Market
- Overseas Market
- Customer Demands
- Merchandising

Advertising
Market Trends
Competition

2.7 Financial Appraisal

Appraisal

2.8 Management and Staff

Project Development and Capital Works Plan
Trinity House Management Structure
Strategic Guidance
Operator's Organisational Structure

2.9 Assessing Risk

Elimination of Risk
Risk Analysis
PEST Analysis (Political, Economical, Social, Technological)
Operations Risk Assessment

2.10 Monitoring and Evaluation of the Project

Monitoring
Evaluation

2.11 Appendix

Location Plan – Lizard Lighthouse
Proposed Visitor Centre Plan – Conservation and Conversion Work
Programme for the Works
Lizard Visitor Centre – Summary of Cost
Visitor Centre – Summary of Building Work Costs
Trinity House Management Organisation – Lizard Lighthouse Visitor Centre
Operator's Proposed Organisational Program for the Lizard Lighthouse
Operator's Information – (spreadsheet (*Programme, Staffing, Cash Flow Forecasts and Profit & Loss Account*))

2.12 The following documents bound separately are also included-

- 2.12.1 Lizard Lighthouse – Exhibition Design Script
Audience Development Plan for The Lizard Lighthouse
- 2.12.2 Access Plan for The Lizard Lighthouse
- 2.12.3 Conservation Management Plan for the Lizard Lighthouse
- 2.12.4 Heritage Centre Interpretation Plan for Lizard Lighthouse
- 2.12.5 Heritage Impact Assessment for the Lizard Lighthouse

2.13 Other Documents:

- 2.13.1 Trinity House Lighthouse Service – Report and Accounts
- 2.13.2 The Corporation of Trinity House – Constitution, Powers and Functions

3 Lizard Lighthouse – Exhibition Design Script

This plan was commissioned by TH as a proposal detailing the potential of the site as an interpretive and educational attraction, factoring in graphic displays, corporate branding tie-ins, and budget requirements for suggested hardware and displays. This plan was not eventually used in the final realisation of the project, however, and the graphic/exhibition design contract was put out to tender. This plan served to begin a dialogue with the HLF in terms of their educational requirements for the project.

3.1 Contents

- Preface to the Proposal
- Core Aims of Exhibition Project
- Introduction (Design)
- Graphic Panels
- Object Labels
- CD Rom / Audio Visual Graphics
- Display Cases
- AV Hardware
- Mechanical Interactions
- Schematic of the new Visitors Route
- Proposed Visitors Route
- Exhibition Layout Plan
- Welcome and Pay Point (Shop, Refreshment Area & Store)
- The Engine Room
- The Rock Lighthouse (Wolf Rock, Bishop Rock, Longships)
- The Audio Visual Theatre
- Assembly area for the Lighthouse Lantern visit
- The East Tower
- Exterior and Gardens
- Conclusion

3.2 Costs

- Entrance, Shop, and Refreshments Area
- The Engine Room
- Audio Visual Theatre
- East Tower waiting Space
- East Tower, Lantern Room (operational lighthouse)
- Exterior and Gardens
- Full Budget Summary

3.3 Appendix

- Audio Visual proposed specifications and costs

4 Audience Development Plan for Lizard Lighthouse

This plan was commissioned by TH in conjunction with the Access Plan and the Conservation Management Plan, uniting the rationale of the two. It is based on a series of visitor surveys undertaken in and around the Lizard lighthouse, identifying “existing barriers to public engagement with the Lighthouse”, and makes recommendations for a broad sweep of marketing and audience development initiatives, to increase public awareness and appreciation of the lighthouse as a cultural asset.

4.1 Introduction

Methodology

4.2 The Lizard Lighthouse

Location

Historic Background

Significance

Management and Ownership

The Facilities at the Lizard Point

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

4.3 The Audiences of the Lizard Lighthouse

Summary of users and Non-users

Overview of the Tourism Market

Overview of the Day Visitor and Local Market

Strategic and Policy Background – Summary

4.4 Barriers to Engagement

Integrating Access and Audience Development Plan

Primary Research Findings

Other Research Findings

4.5 A Framework for Audience Development

The Vision

Objectives

Target Audiences

Key Development Products

Qualitative Evaluation

4.6 Audience Development Action Plan

A High Quality Tourism Destination

A Local Learning Centre

Monitoring Success

4.7 Appendices

4.7.1 Strategy and Policy Background

Learning and Cultural Strategies

Learning and Cultural Strategies

Tourism Context

Social Inclusion Agenda

Museums and Collection Care

National Trust Conservation Policy

4.7.2 Market Review

Visitor Activity at the Lighthouse

Survey Methodology

Visitor Profile

The Success of Marketing

Comparison of Visitors to Lizard Point and Lizard Lighthouse

Visitor Satisfaction Survey

The Tourism Market

The Day Visit Market

Local Community Profile

4.7.3 Barriers to Access

- Marketing and Orientation
- Visitor Arrival – From the Car Park to the Engine House
- Exhibition and Display Area
- The Lighthouse Tour
- Employment

5 Access Plan For Lizard Lighthouse

This plan was commissioned by TH in order to provide a policy framework to enable 'Access For All' inclusivity to the lighthouse site, a crucial factor in sustaining audience development. The aim of the plan is "to provide inclusive physical, intellectual and sensory access" to the lighthouse and the interpretive displays contained therein, and also to balance conservation needs with access requirements.

5.1 Introduction

- Brief Objectives
- Methodology and Study Context
- Location

5.2 Legislative Framework

- Disability Discrimination Act (1995)
- Building Regulations
- Planning Policy Guidance Note 15
- Principle of Least Restrictive Option
- Physical Access Standards

5.3 Access Policy

- Access Vision for Lizard Lighthouse
- Trinity House Lighthouse Service Access Policy
- Integration of Access into the Policy Context
- Consultations

5.4 Access Audit

- Methodology
- Access to the Southern Lizard Peninsula & Lizard Point
- Access to the Lizard Lighthouse
- Staff Facilities & Training
- Virtual Accessibility
- Emergency Procedures

5.5 Barriers to Access

- Key Audiences
- Marketing and Finding the Site
- Car Park to Engine House Approach
- The exhibition and Display Area
- The Lighthouse Tour
- Working at the Lighthouse / Employment
- Proposals for Interpretation

5.6 Access and Visitor Management Recommendations

- Creating an Exemplar for Accessibility
- Travelling to the site
- Marketing
- Signage
- Car Parking
- Product Development
- Visitor Route

Opening Hours
Virtual Accessibility
Education
Pricing Policy
The Approach Route

5.7 Action Plan

General Issues
Arrival and Signage
Visitor Accessibility and Comfort
Accessibility of Employment

5.8 Appendices

Access Design Checklist
Summary of Consultations
Access Audit

6 Conservation Management Plan for Lizard Lighthouse

This plan was commissioned by TH in 2006 to review and develop similar plan written in 2000. It offers a framework for identifying the overall significance of the site, offering guidelines to be factored into all future developments of the visitor attraction. The plan is written with the following objectives:-

- To obtain a full understanding of the resource... in order to be able to decide on an appropriate course of action*
- To restrain the process of decay without damaging the character of the buildings or monuments, altering the features which give them historic or architectural importance or unnecessarily disturbing or destroying fabric*
- To limit intervention needed to produce the desired effect... using non-reversible change only as a last resort*
- Not to use preservation philosophies to justify an approach already decided upon*
- The monument will not have an indefinite life, instead it will be utilised to honour the past and for pleasure and instruction now and in the future*
- To recognise that there are circumstances where no action is required to achieve conservation*
- The historic structure should tell an honest story but historical truth need not be 'shouted from the rooftops'*

6.1 Introduction and Background

Introduction
Conservation Plan Structure and Methodology
Location
Ownership and Management
Statutory and Non-Statutory Designations and Policies
Consultations

6.2 Understanding

The History of Lighthouses
Historical Development of Lizard Lighthouse
Chronology
The Lighthouse through the Ages
Interpretation and Visitor Facilities
Accessibility
The Natural Environment

6.3 Site Significance

- Criteria for Assessment and Methodology
- Overall Statement of Significance
- Specific Significances
- Amendments to the Detailed Schedule of Significance

6.4 Vulnerabilities and Issues

- Introduction
- Vulnerabilities and Issues

6.5 Policies

- Introduction
- The Conservation Framework
- Policies

6.6 Management, Maintenance and Mitigation Proposals

- Adoption and Implementation
- Management
- Maintenance
- Environmental Mitigation

6.7 Outline Schedule of Works

- Essential Works
- Recommended Works
- Desirable Works

6.8 Appendices

6.9 Bibliography

- Detailed Schedule of Significance
- Detailed History of the Lizard Lighthouse Station and Bibliography
- The Lizard Lighthouse – Schedule of Historic Drawings
- Planning History
- Details of Consultations

7 Heritage Centre Interpretation Plan for Lizard Lighthouse

This plan was written by TH in conjunction with the Education Plan, with the intention of “making explicit Trinity House’s contribution to learning opportunities in the region afforded by the special cultural, historical and natural significance of the Lizard Lighthouse site”. This included a definition of the scope of the historical material we would be presenting, divided into broad themes, and the audiences we would be targeting. The plan finishes with a five year schedule of permanent and temporary display strategies.

7.1 Questions to be asked

- Why does the Lizard Lighthouse need interpretation?
- Who is going to carry out the Plan?
- Who is the Audience?
- What are we interpreting?
- When and where do we do it?
- How do we do it?
- How do we measure its success?
- What are the general issues and constraints?
- What links this Plan to the Education Plan?

7.2 Appendices

7.2.1 Project Schedule Tables (2008 – 2012)

Permanent Interpretation (five year life)

Temporary (one year life) Interpretation 2008 – 2012

Summer Events & Activities

Winter Events & Activities

8 Heritage Centre Education Plan for Lizard Lighthouse

This plan was written by TH to define its commitment to providing a dedicated and thorough scheme for the education of visitors of all ages and cultural backgrounds, following the recommendations of the Access and Audience Development Plans, and in conjunction with the Interpretation Plan. Whilst the educational scheme for children aged 5-16 follows the guidelines laid out by the National Curriculum, there also had to be provision for education for people of all ages. This inclusive scheme required that Trinity House created links with local education and historical groups, and that the refurbished Lizard Lighthouse Heritage Centre accommodate these groups as a 'hub' facility.

8.1 Contents

What is the value of providing an Education Programme at a local level?

Who is the audience?

How will the Education Programme be implemented?

What areas will be covered?

When and where do we do it?

How do we measure its success?

What links this local Education Programme to the general Education and Interpretation Plans?

9 Heritage Impact Assessment for Lizard Lighthouse

This plan was submitted along with the Conservation Management, Access and Audience Development Plans commissioned by TH. Its aim is to "identify the most suitable compromise that balances the need to enhance the visitor facilities with the conservation needs of this important historic asset. It highlights potential conflicts and mitigation strategies as well as the benefits of development."

9.1 Context of the Heritage Impact Assessment

Summary of the Conservation Management Plan

The Development Proposals

9.2 Impact Analysis

Analysis