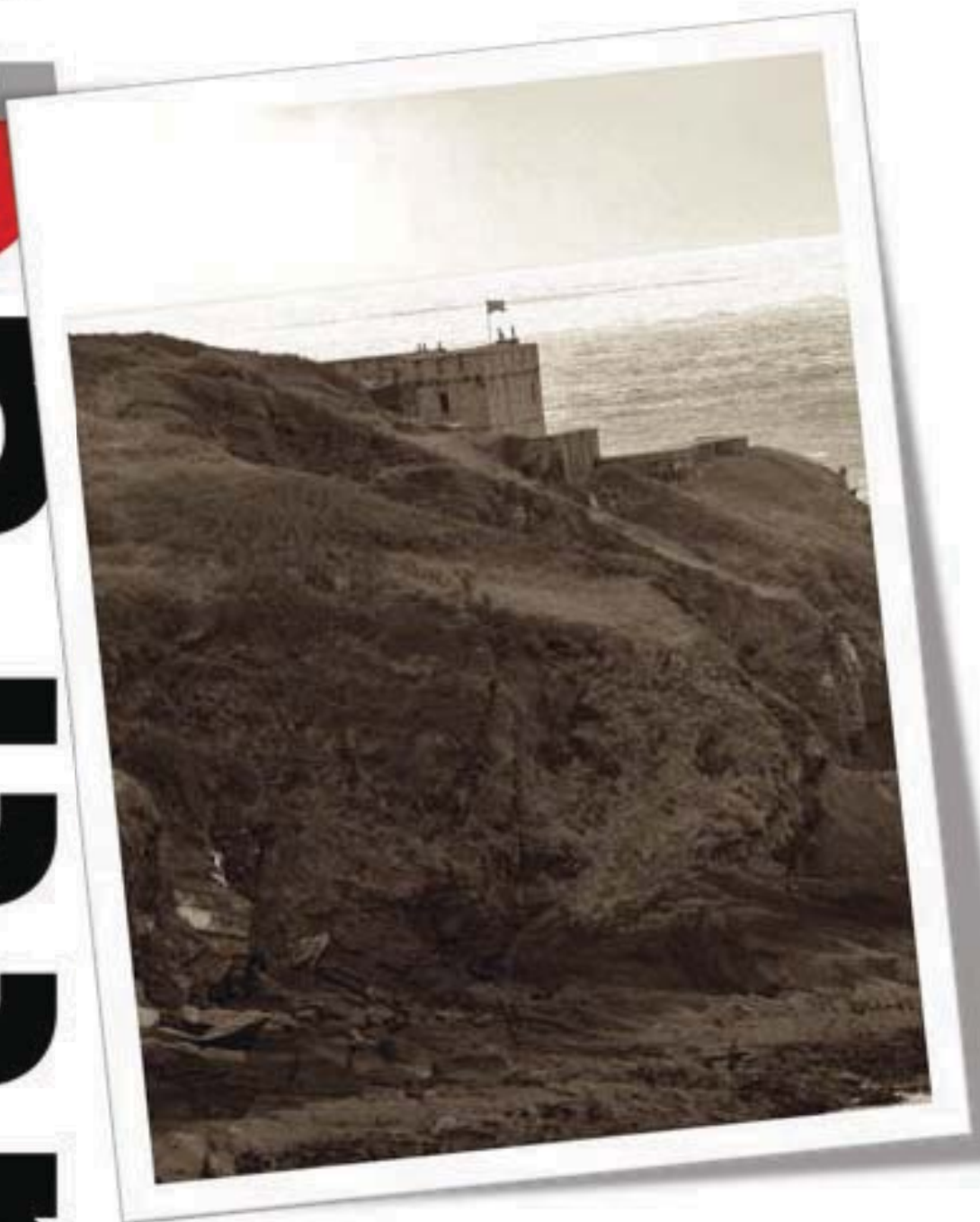


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Interpretive Plan

Defence of the Realm – Pembrokeshire



June 2010

**Produced by
Attract Marketing Limited
for Cadw**

'Its strategic position on Britain's western seaboard, coupled with the magnificent sheltered harbour of Milford Haven, has afforded Pembrokeshire a military and maritime significance which has long been recognised. To prevent enemy invaders taking advantage of the many landing places around the Pembrokeshire coast, various defences have been erected over the centuries - from Tudor blockhouses and Napoleonic forts to Victorian gun batteries, WWI boom defences and WWII minefields and tank traps'

The building of Pembroke's Royal Naval Dockyard in 1814 gave added impetus to the need to defend the Haven, while the onset of the Second World War saw the creation of a string of airfields from which aircrews flew perilous missions in support of Atlantic convoys or to hunt hostile submarines. Searchlight and anti-aircraft batteries sprang up to intercept enemy planes, and elaborate decoy systems were established to bamboozle any bombers that made it past the guns.

Remnants of defensive systems from every era still exist all over Pembrokeshire. The Norman castles are probably the most obvious examples, but there are many other sites from later years which are of considerable military significance but which tend to be overlooked - everything from gun towers to pillboxes, bomb shelters and radar stations.

The county's battlefields also tend to be unremarked. Several battles and skirmishes were fought on Pembrokeshire soil during the Civil Wars, while the county famously played host to the last invasion of mainland Britain in 1797 when a rag-tag French invasion force quickly surrendered to the local yeomanry.'

Roger Thomas, Chairman of Pembrokeshire Military and Maritime Heritage Group

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EXECUTIVE SUMMARY

The theme of the Cadw pan Wales Defence of the Realm project is the story of the part Wales has played in defending Britain from war and invasion from the late 18th century French Revolutionary Wars to the end of the Cold War in the 1990s. Cadw decided to commence by developing a Defence of the Realm interpretation plan for Pembrokeshire.

The project aims to maximise the economic value of heritage and make the Welsh historic environment more intellectually accessible, more enjoyable to visit for both tourists and local residents and create a lasting sense of what makes Wales special. Although much of recent history in Pembrokeshire has centred around the Haven, this has not been exclusively so, and it must be stressed that this project has considered the county as a whole. Implementation should ensure that this balance is maintained.

The sites

There are over 430 sites listed by Roger J.C. Thomas in his 1993 survey and more recently, the PLANED community driven project to document and describe military locations in Pembrokeshire has described and interpreted many of these.

None of the sites involved are owned by Cadw, in many cases there are physical barriers to access, they are in various in various states of repair or and some of the sites have few physical remains.

Evaluation and categorisation

In order to manage the interpretation planning and implementation, sites have been classified, not in terms of importance or historical significance, but on the basis of the practical obstacles to access and/or interpretation at each site.

Site surveys indicated that they could be divided within the above parameters into broad categories as follows:

Tier One sites where for example the site is of particular significance and interest, has a good story to tell, has substantial physical remains, building(s) etc and is close to a tourist route such as the Pembroke Dock buildings and sites and Chapel Bay Fort

Tier Two sites which are of significance and interest and with significant physical remains, have limited or no public access but are visible from public road or footpath and there's a story to tell of the site and how it links with the overall theme eg Dale Airfield, West Blockhouse, Fishguard Fort, Popton Fort etc

Tier Three sites which are of significance and/or interest and have physical remains, difficult or no public access, some safety concerns, visitor levels may harm the site or landscape and little possibility of on site interpretation eg East Blockhouse, South Hook Fort, St Catherine's, Trecwn Royal Naval Armaments Depot etc

Tier Four sites which are not of major significance but are part of a group and/or linked to others help to tell a story, may or may not have physical remains, poor access, remote and low visitor expectation. Examples might include the tank tracks at Preseli, individual pillboxes, anti tank/invasion defences such as concrete blocks,

the Chain Home Low radar site at Kete. It is recognised that some sites taken as a linked group, such as a linked defensive line of pillboxes will have a greater degree of significance than the individual sites themselves.

Existing interpretation

There is currently little interpretation at most of the sites, with some notable exceptions such as the Pembroke Dock Town Trail, the Flying Boat Interpretation Centre in Pembroke Dock and Carew Cheriton Control Tower and Chapel Bay Fort. There are, however, a variety of web sites providing interpretation.

Guiding principles

The Atkins Report¹ on Interpretation Planning commissioned by Cadw, set out a planning framework of:

- Organisational objectives
- Overarching themes
- Statement of Significance
- Audience Profile
- Site audit
- Objectives and themes
- Recommended actions
- Evaluation

Audience Groups

Atkins categorised the audience in terms of the :

- Hard to reach / low attendance
- Casual
- Curious
- Learning
- Informed
- Special Interest

This current report has estimated visitor numbers to Pembrokeshire and to the core area in terms of:

- 'Existing' Visitor Market
- Regional Holiday market
- Regional Domestic Market
- Cruise Market is initially based on around 8 to 10 ships visiting the Haven annually
- Ferry Market
- Groups
- Schools/Colleges

¹ Interpretation Planning for the Historic Environment of Wales Final Report to Cadw June 2009

Themes

There are many themes and stories and sites that have a local, regional, national and international context and that characterise the historic military landscape of Pembrokeshire.

The development of these themes and stories has taken place within the context of the interpretive principles outlined in the 'Pan-Wales Heritage Interpretation Plan'.

The following major themes have been developed

Main Theme

Events from the 18th century onwards aroused the fear of invasion and later annihilation that drove the military development of Pembrokeshire.

Sub Theme 1

The military threat from France drove the ruthless pace of military technological development in the 19th century.

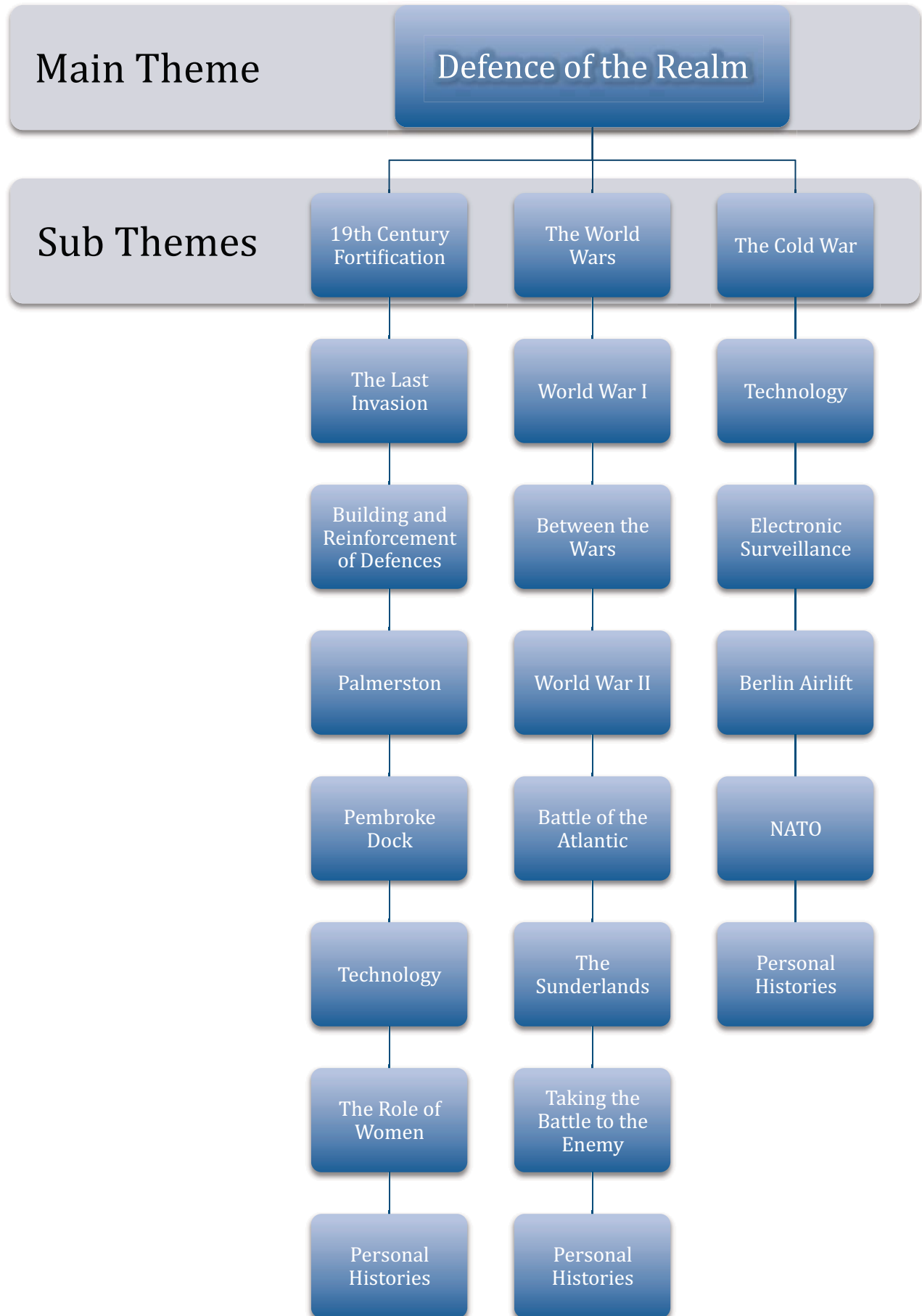
Sub Theme 2

An already fortified peninsula and natural harbour, Pembrokeshire played an active role in World War I & II on land and sea, and in the air.

Sub Theme 3

As the Iron Curtain descended across the Continent, Pembrokeshire continued to play a role in the Defence of the Realm, and Western Europe.

The graphic overleaf shows the hierarchy of themes and sub themes.



Interpretation of the themes

The feasibility and cost of creative media and approaches have been reviewed and recommendations made follows.

- **War walks** - Urban and rural themed trails in town and country,
- Guided walks
- **'Battle Bus' guided tours** at set intervals/dates from the Tier One centres, stopping for access where relevant, viewing from the bus when not.
- **Waterbus/boat tours around the Haven** and elsewhere to provide close up views if not access to the island forts, coastal remains etc and If feasible the use of a military themed vessel.
- **Make more use of the existing Puffin Hail and Ride buses** for access to Rural War Walks, as well as placing new interpretation facilities including oral/visual on board
- **Sponsor development of an 'App'** download for both Apple and Google, to provide guidance, interpretation and interaction prior to and throughout the visit. Augmented Reality App - the overlaying of digital data on the real world - would be a solution for bringing interpretation to images of remote locations, using a combination of the smart phone camera and GPS and not rely on a 'phone signal.
- **'Kitbag'/back packs/satchels/knapsacks**, complete with appropriate contents eg maps, interpretation guides etc
- **Themed marker signs** and way markers for the war walks
- **Interactive marker posts [Talking Posts]**, with oral history, 'Sound Wash' relevant smells etc
- **Talking Telescopes & Talking Portraits** at different locations
- **Toposcopes** - a variation on the interpretive board particularly suitable for views and for orientating the visitor
- **GeoCache Trails** - A typical find might unearth a logbook, small object(s), usually wrapped in individual plastic bags to protect them from the weather.
- **Interpretive boards** - these have their role but their positioning and maintenance can create problems
- **Enhancement of for example the Experience Pembrokeshire web site**; digitising the PLANED military sites project, building a Defence of the Haven portal etc
- **Multi site Visitor Passport** to allow multiple access to paying sites, branded and perhaps themed as a 'military pass' or 'Dog Tags'
- **Dressing up in uniforms** etc for children (and adults!)

Action Plans

For each of the themes action plans are provided covering:

- Interpretive media
- Audience(s)
- How the interpretation meets the audiences' needs
- Outcomes
- Location/s
- Resources
- Staffing
- Indicative Costs
- Success criteria
- Evaluation

Branding

A common theme will mean a common identity and branding that reflects the over arching theme and sub themes and stories. A priority will be to establish and build the Defence of the Realm brand as a common thread through all concepts and materials.

Creating destinations

The Tier One sites and Visitor Information Centres will have a key role to play in orienteering visitors including those in:

Fishguard	Pembroke
Haverford West	Saundersfoot
Milford Haven	Tenby

In addition to their role as interpretation centres, the main sites at Pembroke Dock, Carew Cheriton, Chapel Bay Fort, and Fishguard will act as gateways to the Defence of the Realm, interlinked with a matrix of sites and points of interest for visitors. In addition, they will be central to the planned routes of the Battle Buses, which will also link to the Puffin service out to the national parks and trails, and the Haven from the Sea waterborne tour.

Interpretation tools in Tier One sites, will focus not only on the main site, but provide the background and interpretation to all of the themes, and sites. Visitors will be able to view, collect, or download any of the interpretation media relating to Defence of the Realm prior to embarking on an urban or rural War Walk, for example, or take the Battle Bus guided tour to visit and view a number of sites, depending on the site category.

Interpretation and information material will be featured at Visitor Information Centres throughout the County to attract and interest visitors from across the county and these will be linked in to the matrix.

Other communication and traditional marketing tools are likely to include:

- Relevant events
- Re-enactments
- Animated Tours
- Defence of the Realm overall digital marketing strategy.

Promotion and Communications

An effective marketing plan will be required to raise awareness and recall, create interest prior to planning a visit and promote the concept of a high quality, enjoyable experience to ensure visitors stay, return and recommend others.

The Defence of the Realm marketing campaign project will need to:

- Have a high quality web site reflecting the expectation of the positive visitor experience with effective SEO and database building and CRM management and make use Google Earth location and interpretation
- Although well documented, much of the photography currently available is more suitable as a matter of record. New photographs should be more creative to capture and communicate the drama of the themes, create interest and excitement.
- Use web 2.0/Social networks, such as Facebook, Twitter, Flickr etc. Videos produced for e.g. Talking Portraits should also be uploaded to the website and YouTube.
- Sponsor development of the Augmented Reality App, linking to GPS, for guidance, mapping and interpretation, as well as play pictures and stories of the sites. A light version of the App could be made available and distributed via file share.
- Involve visitors so they can upload photos, diaries of visits to the website
- Advertise in relevant, targeted media and use appropriate Public/Press Relations
- Have branded products
- Make use of co-operation/referral with other relevant websites of stakeholders and others such as PLANED
- Cultivate sponsorships
- Build links with South West Wales Tourism Partnership/Visit Wales/National Trust/Pembrokeshire Coastal National park etc
- Link with hotels, guest houses and other visitor accommodation
- Provide passport, Military Style 'pass' or 'dog tags' to provide savings from multiple entry or tour purchase, and encourage movement within the matrix
- Make use of the Celtic Wave Blue and Green badge guides.

Monitoring and Evaluation

The Plan makes recommendations for appropriate monitoring and evaluation, an essential part of the process of planning, implementing and improving interpretive provision.

1. INTRODUCTION AND BACKGROUND

1.1. Introduction

The theme of the Cadw pan Wales Defence of the Realm project is the story of the part Wales has played in defending Britain from war and invasion from the late 18th century French Revolutionary Wars to the end of the Cold War in the 1990s. As all, or at least a significant part of the story strand elements come together in Pembrokeshire, Cadw decided to commence by developing a Defence of the Realm interpretation plan for Pembrokeshire. An important element of the plan is putting the Pembrokeshire story into a wider Wales and indeed UK context.

Cadw's project objective is to maximise the economic value of heritage by increasing the volume, length and value of heritage visits. It is a vehicle for delivering visitor-focused heritage interpretation and for improving heritage destinations. It will make the Welsh historic environment more intellectually accessible and more enjoyable to visit for both tourists and local residents; to deliver meaningful, authentic heritage experiences and create a lasting sense of what makes Wales special.

1.2. Role

The role of the Interpretation Plan is to overcome the shortfalls in current interpretation, highlighted in previous reports, by more involvement for example through the use of the 'travelling in time' concepts to provide an understanding and comparison with local and global cultures. This involvement and interpretation aims to explain:

- Life at first hand from those who lived and visited here
- How it compared with life elsewhere
- Its place (the cause, and effect) in local, regional and global histories
- Its relevance to Cadw sites elsewhere

The Plan's primary objective is to improve the interpretation and audience experience in such a way that more visitors, from a wider cross section and particularly under-represented groups visit the sites.

As part of a Pan-Wales plan, it seeks to co-ordinate and exploit synergies provided by the other Cadw interpretation projects, in particular with regard to the common theme of the Defence of the Realm.

1.3. Key tasks

The key tasks for the project have been to:

- Recommend how to tell the story of Pembrokeshire's defensive and military heritage and of the sites key to telling that story
- Recommend ways to analyse the key audiences

- Propose interpretative interventions appropriate to the target audiences and the sites in question.
- Identify key themes and sub-themes
- Develop interpretative planning for individual sites, and ensure the relationship between sites and the wider Welsh and UK context of the Defence of the Realm story strand is identified
- Recommend means of motivating visitors to visit the site/s and to explore further
- Recommend means of evaluating the impact and ways of monitoring usage and satisfaction, including evaluation to support measurement of Heritage Tourism
- Acknowledge that some sites may have a story to tell relating to more than one of the proposed headline story strands. In such cases interpretative proposals will need to take account of and liaise with consultants working on other strands or topic areas, to eliminate any potential duplication of activity

1.4. Key elements

The key elements in the project have been:

- An audit of existing provision and identifying gaps
- A co-ordinated approach to provide a better visitor experience
- Inclusive and audience focused
- Identifying appropriate volunteer training to improve the visitor experience
- Identifying authentic and unique stories and themes
- Need to provide Welsh language, and culture, interaction and experience
- Ensuring equal and suitable access for and needs of disabled people
- Providing links to other visitor facilities near to the sites
- Considering event programmes
- Ensuring proposals are environmentally friendly and promote public transport
- Considering the use of reliable new technology and innovation where appropriate
- Considering the implications of other heritage and tourism initiatives in the area
- Ensuring sustainability of the project
- Ability to continue to monitor, measure, and adapt

1.5. The context

Pembrokeshire's strategic position on Britain's western seaboard, coupled with the magnificent sheltered harbour of Milford Haven, has afforded the county a military and maritime significance which has long been recognised by historians and military enthusiasts but not perhaps by the wider public. To prevent enemy invaders taking advantage of the many landing places around the Pembrokeshire coast, various defences have been erected over the centuries, from Tudor and Napoleonic forts to Victorian gun batteries, WWI boom defences and WWII minefields and tank traps, The County also played a key part in the Cold War.

Remnants of defensive systems from every era still exist all over Pembrokeshire. The Norman castles are probably the most obvious examples, but there are many other sites from later years which are of considerable military significance but which have tended to be overlooked, from gun towers to pillboxes, bomb shelters and radar stations.

The county's battlefields also tend to be unremarked, for example, those of the Civil War, while the county famously played host to the last invasion of mainland Britain in 1797 when a rag-tag French invasion force quickly surrendered to the local yeomanry.

Pembrokeshire therefore has an extensive range of military installations relating to the period covered by this Interpretation Plan. Many of the sites are already well researched but others are not. In developing this evaluation, we have taken account of the references and sources provided by Jonathan Berry and have consulted many other individuals and groups. In addition to phone and face to face interviews, we have visited a wide number of sites and owners across the region in order to build the overall picture. We have also made use of the extensive range of material both professional and amateur that can be found on the Web. Our key consultees, are listed in Appendix 5.

1.6. The sites

1.6.1. Background

There are over 430 sites listed by Roger J.C. Thomas in his 1993 survey and more recently, the PLANED community driven project to document and describe military locations in Pembrokeshire has described interpreted and identified many of these.

The challenges to be faced in developing any interpretation plan are that the sites fall into one or more of the following categories:

- Owned by private individuals, trusts, public sector organisations eg the National Park, local organisations, commercial organisations such as Milford Haven Port Authority, Chevron etc - ie not owned by Cadw

- Physical barriers to access eg on islands such as St Catherine's and Stack Rock Fort and/or overgrown or remote
- In various states of repair or decay. Many have not been occupied for some considerable time and have been neglected and/or vandalised eg Hubberstone Fort, Scoveston Fort etc
- Little or no visible evidence or remains to mark the site eg boom defences, minefields in the Haven, or the radar station at Kete
- Exposed to the elements and/or remote
- Difficult to access unsupervised due to physical, ownership, or safety reasons eg Popton Fort, Trecwn
- Some of the interesting stories have few if any physical remains eg the Women's Land Army, fear of invasion from neutral Ireland

With the large number of sites and taking into account the varying degrees of access, the idea of providing physical onsite interpretation for many locations has been discarded as impractical and not an efficient use of resources.

We consider the most effective way to meet the objectives of the brief will be through a combination of local and remote communication and creative interpretation techniques that can be developed over time.

Appendix 1 shows a SWOT analysis undertaken as part of the development of the Interpretation Plan.

1.6.2. Evaluation

The wide range of access, condition, and ownership make it particularly difficult to standardise interpretation across all of the sites.



In order to manage the interpretation planning and implementation, sites have been classified, not simply in terms of importance or historical significance, but on the basis of the practical obstacles to access and/or interpretation at each site.

Site surveys indicated that they could be divided within the above physical parameters into broad categories as follows:

- Are restored and maintained, but operate to provide a service of some description e.g., Dale Fort that operates as a Field Studies Centre; West Blockhouse used as holiday accommodation and where it may be possible to negotiate access
- Have been partially restored and are interpreted to a greater or lesser degree as a museum and/or heritage attraction open to the public and staffed at least part time, eg., Carew Cheriton, the Gun Tower Museum in

Pembroke Dock, Chapel Bay Fort, the Flying Boat Centre and Fishguard Last Invasion Tapestry Gallery in the Town Hall; although these latter two sites are not in a military building. Existing heritage sites such as Pembroke Castle would also fall into this category

- Buildings and sites that can be viewed externally that may or may not be restored eg many of the buildings in Pembroke Dock including the Garrison Chapel, the Defensible Barracks and the South-Western (Fort Road) Gun Tower and those that can be seen from along the coastal path eg Angle, the Windmill Tower, or changed use entirely, such as Brawdy NAVFAC cold war listening post. While these may have key stories to tell the lack of access and/or the difficulty of providing some kind of external physical interpretation will possibly limit the level of interpretation on site
- Buildings and sites in private ownership that are remote or hidden and where there is no official access eg Scoveston Fort, South Hook Fort, Hubberstone Fort, Trecwn etc
- Sites with few physical remains and that may or may not be remote eg tank ranges at Preseli Moors

Further investigations have led to a refinement of this classification so that the sites fall into four broad categories. In undertaking this categorisation, account has been taken of the role of individual sites in terms of the key interpretation issues identified in Cadw's Pan-Wales Heritage Interpretation Plan including:

'The aim of interpretation is to help visitors draw meaning from what they experience and find a connection with those who lived in the past, the starting point therefore needs to be rooted in an understanding of what makes a place matter and why it does so.'

1.6.3. Site categorisation

Tier One

- Sites which are of particular significance and interest
- There's a good story to tell
- Best opportunity to support and achieve the objectives of the brief
- Substantial physical remains, building(s) etc
- Most likelihood of attracting and converting visitors to visit other sites
- Ease of public access; no significant physical barriers
- Good for both individuals and families
- Staffed, at least by volunteers, on a regular basis
- There are no safety concerns
- Visitors will not harm the site or landscape significantly
- Few restrictions on Interpretative Tools for telling the stories

-
- Good location in terms of the environment and vista
 - Ability to transform to key status through site owner's co-operation and support
 - Good car/coach parking/access to public transport
 - Able to handle reasonable visitor numbers
 - High visitor expectations
 - High level of interpretation possible
 - Close to tourist routes

Examples of Tier One sites would be:

Pembroke Dock

Offers a number of manned sites (Sunderland Trust, Gun Tower), as well as other sites of interest throughout the surrounding area e.g., the renovated Garrison Chapel, Defensible Barracks, the Gun Tower at the end of Fort Road, etc. Plans already in hand to develop the Pembroke dock sites could be adapted to work with this project.

Chapel Bay Fort

Provides a significant site, and a relevant vista from its strategic location. Currently limited public access but work is planned to raise the quality and access of the site. Has the potential to be Tier One.

Carew Cheriton Control Tower and Centre

The Tower and its facilities is a developing location and it could form the basis of a hub from which to direct or signpost visitors. Its location on the approach to Pembroke Dock and the Haven could be construed as providing a 'gateway' but the 'offer' would have to be significantly strengthened if visitors are not to pass by to other popular visitor destinations such as Pembroke.

All of the above 3 sites still require considerable investment in order to offer the level of interpretation required, including suitable public access, staffing, and provision of amenities.

Fishguard Last Invasion Tapestry

Within the Town hall, and staffed by Library Personnel, this is an exhibit, rather than a site, but provides an excellent opportunity to Interpret the invasion. In addition, there are facilities that will enable display and interpretation of many other sites in Pembrokeshire. The centre is normally staffed, including weekends and bank holidays, clearly signposted and accessible, and already has sufficient resources to provide the interpretation materials required.

Also within tier one would be the cemetery at Llanion.

Tier Two

- Sites which are of significance and interest and with significant physical remains

- Limited or no public access
- Visible from public road or footpath
- There are minimal or no safety concerns
- Visitors will cause minimal harm to the site or landscape
- Some restrictions on Interpretative Tools
- There's a story to tell of the site and how it links with the overall theme

Examples of Tier Two sites would be:

Dale Airfield

Some limited access to the Barrack Room and a footpath crosses the airfield
Dale Fort

Now occupied by a Field Studies Centre but with the potential for some access by groups, by appointment.

West Blockhouse

Owned and run by the Landmark Trust as holiday accommodation, although the gun battery above the blockhouse is accessible from the coastal path.

Fishguard Fort

Can tell the story of the last invasion and links with WWII as the location of a searchlight battery; an open site with some remains.

Popton Fort

Restored and owned by Chevron but 180° view possible from footpath

Tier Three

- Sites which are of significance and/or interest and have physical remains
- Difficult or no public access
- There are some safety concerns
- Little or no shelter
- Visitor levels may harm the site or landscape
- Little possibility of on site interpretation
- There's a story to tell

Examples of Tier Three sites would include:

East Blockhouse, South Hook Fort, St Catherine's, Thorn Island Fort and Trecwn Royal Naval Armaments Depot, a commercial site with controlled access

Tier Four

- Not of major significance but is part of a group and/or linked to others help to a story
- May or may not have physical remains
- Poor access
- Parking, public transport access - unlikely
- On site interpretation not possible or desirable
- Possibly quite remote
- Low visitor expectation



Examples of Tier Four sites might include the tank tracks at Preseli, pill boxes, anti tank/invasion defences such concrete blocks, the Chain Home Low radar site at Kete. It is recognised that some sites taken as a linked group, such as a linked defensive line of pillboxes will have a greater degree of significance than the

individual sites themselves.

2. THE NEED FOR AN INTERPRETATION PLAN

2.1. Why provide interpretation?

The first step of the interpretive planning process is to consider why an interpretation service is being provided and identifying what is to be achieved. In order for interpretation to have a legitimate place and hence be supported within Cadw there needs to be a consistency between Cadw's strategic objectives and its interpretive objectives.

Cadw has undertaken a major review of the interpretative provision at its own 127 sites across Wales and is developing an overarching interpretation strategy for its estate, based on work it commissioned from Atkins Heritage, 2007-09.

Cadw is also leading on the implementation of a significant Heritage Tourism Project, part-funded by the EU Convergence Programme for north and west Wales and the Valleys. The Heritage Tourism project's objective is to maximise the economic value of heritage by increasing the volume, length and value of heritage visits. It is a vehicle for delivering customer-focused heritage interpretation and for improving heritage destinations. It intends to make the Welsh historic environment more intellectually accessible and more enjoyable to visit for both tourists and local residents; to deliver meaningful, authentic heritage experiences and create a lasting sense of what makes Wales special. An Interpretation Plan for the Defence of the Realm - Pembrokeshire is therefore a key component of that strategy.

2.2. Principles

The scale and the diversity of the Welsh historic environment means that interpretation needs to be developed at a number of levels, yet it should still have coherence from a set of overarching themes. There are a guiding set of Interpretative principles to determine which stories are told and how they are delivered and these have been followed in developing the themes and stories for Defence of the Realm - Pembrokeshire

- **History happened here** – key archaeological or historical period or event
- significant to the development of the property or surrounding geographic area; the impact of human history on the natural and built environment.
- **I lived here** – the stories of people, either known individuals or those whose lives can be traced through the archaeological and/or architectural record.
- **Look here** – challenging visitors to look and ask questions of the archaeological, architectural and landscape evidence and its relevance and resonance for the present.
- **We care** – helping people value their heritage and the role of conservation.

and that interpretation should:

- Be planned and guided by clear themes and measurable objectives
- Be inclusive and audience focused, offering different approaches to interpretation and opportunities for participation so as to broaden choice
- Aim to communicate the significance and meaning of places from different perspectives, allowing different voices to be heard
- Aim to encourage dialogue between visitors and interpreters and between themselves
- Be developed alongside formal learning and less formal engagement and outreach as part of an overall strategy for engagement
- Be developed in partnership with others, increasing the potential for creating stronger thematic links between places, as well as strengthening branding and cross-marketing
- Be bilingual and seek to promote a sense of the heritage and spirit of the Welsh heritage and language
- Seek to accommodate the needs of disabled people
- Be regularly monitored and its effectiveness measured against stated Objectives.

2.3. Existing interpretation

There is currently little on site interpretation with some notable exceptions such as the Pembroke Dock Town Trail, the Flying Boat Interpretation Centre in Pembroke Dock and Carew Cheriton Control Tower and Chapel Bay Fort.

There are, however, a variety of web sites providing interpretation ranging from specific Pembrokeshire sites such as:

- experiencepembrokeshire.com - describing the many military related sites in Pembrokeshire
- pembrokeshire-war-memorial.co.uk - a comprehensive gazetteer of war memorials and brief biographies of some of the heroes on Pembrokeshire

to more general sites such as:

- Defence of Britain database
- Palmerston Forts Society Fortifications database
- Subterranea Britannica Cold War database

that describe particular locations in Pembrokeshire.

2.4. Issues affecting interpretation

There are a number of challenges to be faced in developing an interpretation plan and its implementation.

- The sites that are relevant to the 'timeline' are as far as we understand currently owned by a variety of organisations including the public and private sectors and private individuals but not by Cadw. While this may not inhibit the development of the themes and stories that lie at the heart of the Plan, it could cause problems over the eventual implementation and delivery, coordinating activities, and ultimately developing and interpreting a co-ordinated and linking themes. It may also inhibit the development of themed marketing tools.
- In a number of cases, such as the Battalion Headquarters at Angle and the Defensible Barracks in Pembroke Dock where the owners may not grant any access at all, and there are sites such as St Catherine's and Stack Rock Fort which also present physical barriers.
- There are also sites such as Trecwn at Fishguard that are not only privately owned but are very extensive
- Many of the sites have not been occupied for some considerable time and have been neglected and/or vandalised e.g., Hubberstone Fort. The condition of the sites and buildings range from very substantial and extensive albeit in a poor state to no visible evidence or remains to mark the site, where decisions have taken to demolish structures with little thought given to their historical context by their owners or custodians.
- Many of the unstaffed sites, although they may be of historical significance, are either dangerous or in such a fragile state, that access or encouraging visitors would not currently be feasible and might be better avoided.
- Many of the coastal sites which fall within the National Park can be viewed or visited from the Coastal Path as part of the National Trail. However we anticipate planning obstacles on interpretive media such as boards or plaques. Any interpretation will need to be unobtrusive and does not detract from the natural environment.
- Mobile phone signal reception is 'patchy' throughout the region and will restrict the use of technology such as downloads to mobile phones for interpretation.
- A small number of the sites currently offer public access on a regular or irregular basis, such as the Gun Tower at Pembroke Dock, Carew Cheriton Control Tower, and Chapel Bay Fort. These sites provide varying levels of interpretation ranging from the 'quite good' to the 'mediocre' although it is recognised that budgets and skills and expertise are issues. In the case of the Gun Tower as an example, its use as a museum is a limiting factor to interpretation of the Tower itself.
- There are physical obstacles at some of the sites and part of the national trail, which prohibit or restrict disabled access.

Thus in order to achieve Cadw's objectives, the Interpretation Plan and its implementation will need to take account of the levels of co-operation and access that can be achieved we can achieve and the physical nature of the sites themselves.

2.5. Guiding principles

The Atkins Report on Interpretation Planning set out a planning framework and tool kit as follows.

Organisational objectives

What does Cadw want to achieve?

Overarching themes

What are the key interpretive themes?

Statement of Significance

What matters and why?

Audience Profile

Who comes and may come in the future?

Site audit

How is the site currently managed and interpreted?

Objectives and themes

What is the interpretation to achieve and what is to be included?

Recommended actions

What media is most suitable for delivering interpretation?

Evaluation

How is success to be measured?

3. THE INTERPRETATION PLAN

3.1. Interpretive objectives

Interpretation in the Defence of the Realm project will:

Adhere to Good Practice

Interpretation will be developed in line with accepted principles and standards of good practice

Raise awareness and understanding

Of people visiting the Defence of the Realm sites throughout Pembrokeshire, and their significance in the overall story. Helping people understand more about the places they visit and their role in the Defence of the Realm

Aid appreciation

Help communities and visitors develop a wider feeling of ownership and stewardship for their heritage and history and sense of place.

Influence behaviour

Encourage people to act in a more 'sustainable' manner that will conserve and enhance the special qualities of the site visited for future generations.

Support Communities

To involve, enable and support local communities in defining and presenting their Defence of the Realm stories.

Promote Tourism

Encourage visitors to explore a wider range of sites, thus encouraging longer stays and higher spending to benefit the local economy

Enhance visitor experience

Interpretation will enhance the quality and enjoyment of a visit to Pembrokeshire

Help orientate visitors

Provide orientation and link and network sites and facilities both physically and thematically.

Promote Safety

Provide safety information that gives visitors and communities the confidence to explore the Defence of the Realm safely

4. THE AUDIENCES

4.1. Audience Groups

The Atkins Report² specifically looked at visitors in terms of identifying audience groups to provide a broad overview of the character and activities of different visitors. This analysis recognises that general trends can help to inform the approach to interpretation at different locations. Consideration of these different groups will help to inform the development of the Interpretation Plan and its delivery.

Audience	Character	Visitors
Hard to reach / low attendance visitors	People who may choose not / are unable to visit Cadw/heritage sites because of social, physical, sensory, economic or cultural barriers to access.	BME groups Hard to reach groups Special needs groups
Casual Visitors	Only spend a brief time at a site - perhaps tourists or casual visitors who only want a brief glimpse; or perhaps families with small children where time and attention spans are an issue, they may well be better served exploring parts of the sites only rather than trying to cover the whole site.	Travel trade visitors Family groups Overseas visitors
Curious Visitors	Visitors want rather more engagement and may be encouraged to venture further in by means of events, activities or guidebooks	Adult visitors Family groups Overseas visitors Local residents
Learning Visitors	Visitors (school groups, etc) may have specific learning objectives and visit sites as part of an organised event, a local school or coursework project, or to build on particular interests	School groups Family groups Life-long learners
Informed Visitors	Visitors who stay for longer, may be Cadw members and repeat visitors who like to become more fully engaged with the monument. They may be familiar with many Cadw/heritage properties and have more	Adult visitors Family groups
Special Interest Visitors	Visitors with an academic or specialist interest in a property or subject area. This may include 'Informed Visitors' who have been encouraged to pursue an interest further.	Special interest visitors/affinity groups

² Interpretation Planning for the Historic Environment of Wales Final Report to Cadw June 2009

4.2. The Market - Summary

The market for Defence of the Realm is made up of the following market segments:

- **'Existing' Visitor Market** ie those currently visiting existing sites in Pembroke Dock and elsewhere
- **Regional Holiday market** ranging from the STEAM data of 4.2 million and the lower figure from the Pembrokeshire Visitor Survey of 1.75m (4% are overseas visitors)
- **Regional Domestic Market** ie the resident population of 612,000 within the drive time contour of 90 minutes
- **Cruise Market** is initially based on around 8 to 10 ships visiting the Haven annually
- **Ferry Market** providing a 'spin off' is from the Irish Ferries figure of 320,000 passengers
- **Groups** market
- **Schools/Colleges** within 90 minute drive time of the core of Defence of the Realm

In the 90 minute drive time contour 1 in 4 (132,000) claimed to have visited a Museum; 1 in 10 (51,000) an Exhibition, 1 in 4 (115,000) a Stately Home or Castle and slightly more than 1 in 6 (88,000) claimed to have visited a Theme Park

According to the Pembrokeshire Visitor Survey, 43% visited a historic or heritage site and 22% had been to a theme park or other related activities.

4.3. Visitors to Attractions in Wales and Pembrokeshire

The 2008 Visitor Attraction survey conducted by Visit Wales received responses from 259 (304 in 2007) national and regional organisations operating either a free or paid-for visitor attraction – this response represented 50% of all known visitor attractions in Wales. The list of visitor attractions in South West Wales is included as Appendix 1 showing visitor numbers and adult admission prices.

In 2008 visits to attractions increased by 11% to approximately 10,800,000 visits a year compared to 2006. Visits to free attractions increased considerably (up 30% between 2006 and 2008) compared to paid attractions (which experienced an increase of +1%)

South East of Wales saw the largest increase in volume of visits to tourist attractions, up 33% between 2006 and 2008. This compares to South West Wales where visits to tourist attractions decreased just over 1% during the same time period, achieving 2.6 million visits.

Average visits per attraction were highest for themed attractions, which on average received 101,000 visits a year, this compares very favourably to wildlife attractions, which achieved an average number of 22,500 visits per year.

The average number of visits to a museum or art gallery were 55,000 and by a coastal location 53,000

4.4. The Pembrokeshire Visitor Survey 2007/8

- **“Visiting historic, heritage and cultural sites”** was claimed by 43% of visitors as one of their activities whilst in Pembrokeshire (52% in the Summer) but ONLY by 5% as their MAIN activity

The most important main activity was “visiting natural attractions” i.e. mostly outdoor activities. Therefore any Defence of the Haven attraction is likely to be one of the many activities to be considered during a holiday or break in the county: however the more compelling the subject, the larger the potential catchment area

- **“Visiting a theme park or activities park”** was an activity claimed by 22% of visitors. This is less in the Summer than in Autumn and Winter when over a third of all visitors claimed to have done this as one of a number of activities, although a high proportion of visitors in these seasons appeared to claim that this was the MAIN activity. The implication for a new attraction is unclear but being able to provide ‘wet weather’ facilities at key Defence of Haven sites and include facilities that interest both children and adults will be important
- Over half of the respondents claimed they would make use of some part(s) of the Coastal Path during holiday. 2008 statistics from PCNP show that 13,600 path users were counted at Angle and 13,991 at Chapel Bay. These figures include multiple visits by individuals as well as those taking short local walks.
- The gap analysis by the survey indicated Pembrokeshire was already delivering satisfaction in many areas: **“high quality cultural, heritage and historic sites”** was rated as a reasonably important factor to enjoy when on holiday (3.79 on a 5 point scale) and it was rated highly in terms of performance delivery. Interestingly **“facilities that are open all year round”** was not rated as important in the Summer, but more so at other times of the year (particularly Winter) and in terms of delivery appeared to be largely meeting expectations

The implication for all-weather sites is that although they will be a destination all year round, particularly Autumn and Winter, they will not necessarily attract large numbers of visitors in the Summer for a niche subject if the weather is good and the purpose of visiting Pembrokeshire is to walk, go to the beach or visit natural attractions.

So offering other reasons to visit for example excellent interpretation will be essential.

Further detail on the market place is contained in Appendix 6

5. INTERPRETIVE THEMES AND STORYLINES

5.1. Introduction

There are many themes and stories and sites that have a local, regional, national and international context and that characterise the historic military landscape of Pembrokeshire.

The development of these themes and stories has taken place within the context of the interpretive principles outlined in the 'Pan-Wales Heritage Interpretation Plan'. Thus:

- Key elements of the Defence of the Realm - Pembrokeshire story and the key sites or destinations have been identified
- Strong interpretive themes and relevant stories are proposed, firmly grounded in historical fact.

The key themes are:

Main Theme

Events from the 18th century onwards aroused the fear of invasion and later annihilation that drove the military development of Pembrokeshire.

Sub Theme 1

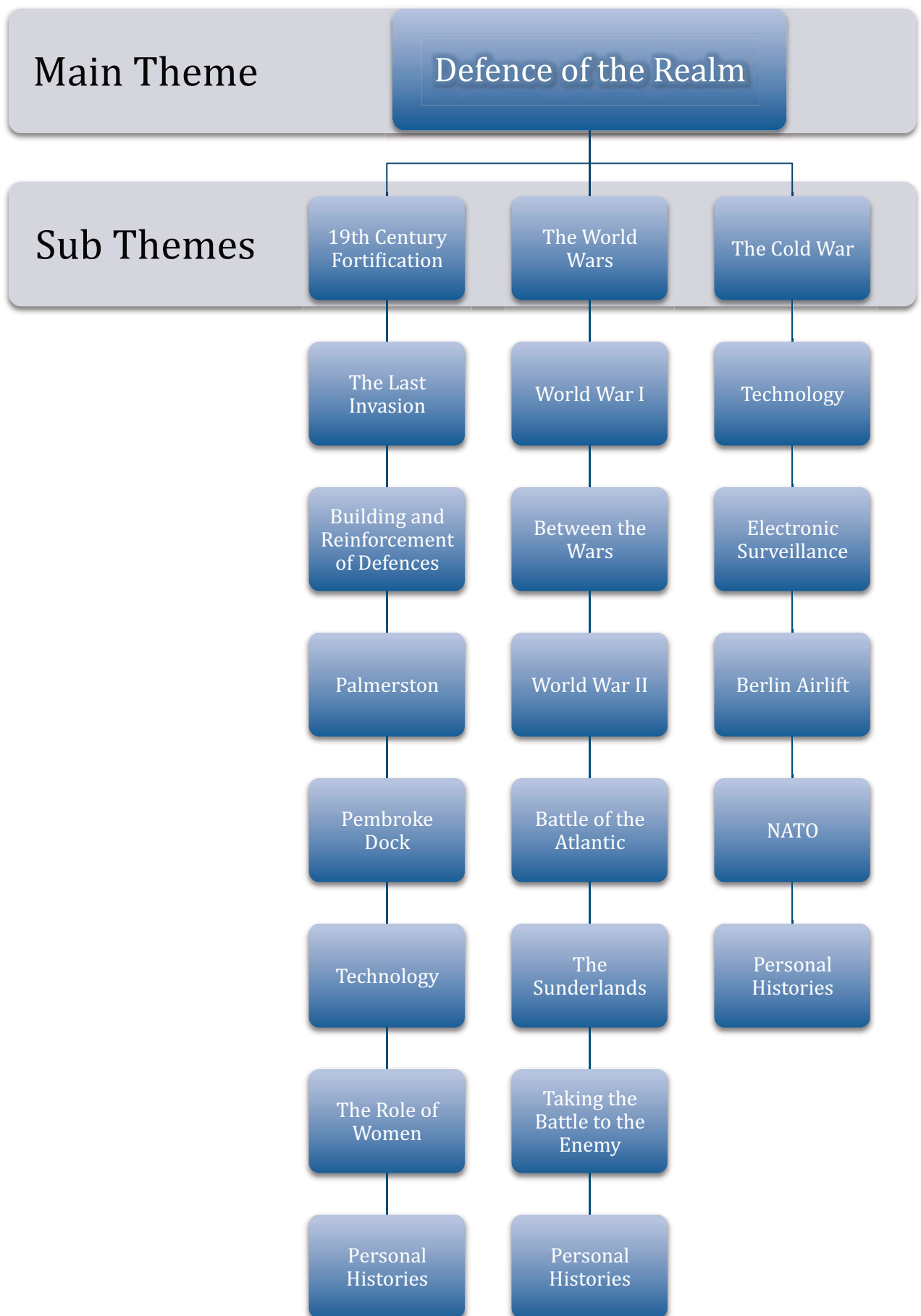
The military threat from France drove the ruthless pace of military technological development in the 19th century.

Sub Theme 2

An already fortified peninsula and natural harbour, Pembrokeshire played an active role in World War I & II on land and sea, and in the air.

Sub Theme 3

As the Iron Curtain descended across the Continent, Pembrokeshire continued to play a role in the Defence of the Realm, and Western Europe.



5.2. Main Theme

Events from the 18th century onwards aroused the fear of invasion and later annihilation that drove the military development of Pembrokeshire.

Despite its island fortress status, the people and culture of Britain has been forged from invasion and occupation, by the Roman Empire, Vikings, Angles and Saxons, and of course the Normans. Throughout this history, most successful invasions have breached her eastern defences. It is perhaps therefore ironic that the last invasion of Britain took place not in the east, but in Pembrokeshire, near Carregwastad point, in 1797. Although unsuccessful, this surprise raised the fear of a 'back door' invasion, particularly via Ireland. Pembrokeshire's natural harbour of the Haven, and its accessible sandy beaches, such as Mill Bay, which proved so useful for Henry VII, serve to make it arguably Britain's most vulnerable west facing location.

For the next two hundred years, Pembrokeshire's defences were increased and fortified on a grand scale, particularly during the reign of Queen Victoria in the 19th century, in preparation for an invasion or annihilation, which thankfully, never came.

Its strategic position on Britain's western seaboard, coupled with the magnificent sheltered harbour of Milford Haven, has afforded Pembrokeshire a military and maritime significance, which has long been recognised. To prevent enemy invaders taking advantage of the many landing places around the Pembrokeshire coast, various defences have been erected over the centuries - from Tudor and Napoleonic forts to Victorian gun batteries and blockhouses, WWI boom defences and WWII minefields and tank traps.

The historical world context of Britain and its world role including the Empire is woven into the history of the Defence of Pembrokeshire eg The Crimean War, the Bengal army mutinies in India etc

The locations themselves will provide a sense of place, interpreted through a variety of media.

The establishment of the Royal Naval Dockyard in 1814 gave added impetus to the need to defend the Haven, while the onset of the Second World War saw the creation of a string of airfields in Pembrokeshire from which aircrews flew perilous missions in support of Atlantic convoys to hunt hostile submarines and to harass the enemy.

5.3. Sub Theme 1

The Military Threat from France drove the ruthless pace of military technological development in the 19th Century

A short lived 1797 French attack revived Britain's fear of a surprise invasion from the west:

- Landscape of Defence/The coast
- The Princes/Edwardian Castles etc, the link with early history of Wales
- Background to the War of the First Coalition with France in 1793, Napoleon in Europe and the Irish connection
- The original plan to land near Bristol and the role of weather
- The planned role of the United Irishmen,
- Portraits of the main participants – e.g. the story of Knox who had returned from America, and the comparison of his story and that of Colonel Tate the Irish-American septuagenarian and leader of the French Force
- The force itself from a soldier's point of view
- The reactions and experiences of the people of Fishguard
- Role of the Pembrokeshire Yeomanry

The theme provides an opportunity to explore the role of women generally (real or mythical), and the story of Jemima Nicholas who rounded up 12 French soldiers and imprisoned them in St Mary's Church

Places to see include:

- Goodwick Sands where the surrender took place
- Carregwasted Point, where the French landed
- Fishguard Fort built in about 1780 in response to the threat posed by privateer raiders and in particular the activities of Paul Jones and Stephen Manhant and its subsequent roles in later wars
- Pencaer/Strumble Head - where the wreck of a rowing boat from the invasion fore has been discovered
- Royal Oak pub - the site of the signing of the surrender
- Fishguard Town Hall/Tapestry - Fishguard itself allows visitors to view and link the invasion tapestry and information centre with more sophisticated interpretation for her, other sites and themes throughout the county

The strategic importance of Pembrokeshire and Milford Haven, and the influence of events in Europe resulted in an extensive programme of building and reinforcing defences

Throughout the nineteenth century France was still seen a potential adversary and Britain's response was to fortify sea and land approaches. This can

clearly be seen in and around the Haven and the rest of the Pembrokeshire today. The development of the Dockyard emphasised the need for continued vigilance.

The outbreak of WW1 prompted further defensive activity but the end of the War and the closure of the Dockyard in 1926 saw Pembrokeshire slip into decline in military terms and indeed economically. However the rise of Hitler in Germany in the 1930s prompted further activity in Pembrokeshire in order to defend the Western Approaches and to respond to the possible threat posed by a neutral Ireland

- Milford Haven lies at the mouth of St George's Channel, giving command of the approaches to Ireland.
- Nelson influences the establishment of a shipyard at Milford but space constraints prompt the move to the other side of the Haven to Pater (Pembroke Dock) in 1814.
- Pembroke Dock becomes the only naval port with facilities for ship building and repairing on the west coast
- The Dockyard ultimately closes owing to the separation of the ship building from the fitting out facilities layout at Hobb's Point

The Palmerston response to the fear of invasion and the need to protect the Haven deterrent to the French was the construction of a ring of stone and gun platforms wherever there was a fear of invasion.

How they came to be built – the Commissions/Lord Palmerston/Deterrence

The development of fortress technology ie stone and brick and the move to concrete and buried structures.

The industrial revolution and engineering advances influenced and made possible the design of the defences around Pembrokeshire.

The role of individual forts in the overall defensive plan and their particular stories and their changing roles through the years :

Tenby Castle - 19th century Napoleonic Gun Battery - Gun Fort Gardens at Tenby
 East and West Blockhouse
 Stack Rock
 Thorn Island
 Dale
 Popton
 Paterchurch Fort and General Gordon
 Scoveston - the first of a planned ring of forts around the Milford Haven - WWII
 - Air raid shelter/AA battery/ammunition dump
 South Hook - The Milford Haven Experiment 1886 for defending a commercial port /WWII
 SW and NE 'Cambridge' Towers for the defence of PD

Pembroke Dock was a purpose built naval dockyard and to an extent typical of its time, reflecting architecture found elsewhere in Britain, yet with now unique surviving examples of classical designs.

The sheltered waters of the Haven and access to the Atlantic, made it a natural choice initially for a secure naval dockyard for the building and repair of ships, and latterly as a flying boat base.

Pembroke Dock exhibits a wide range of buildings, including the Garrison Chapel, Market Hall, Defensible Barracks, as well as the town layout itself, and more minor reminders of its purpose such as the Mast Pickling Pond.

This theme will look at who built it, and how it was built, and why the buildings are important. Amongst all of the surviving sites in Pembrokeshire, the Dock offers arguably the greatest sense of 'place', with a range of sites within a short walking distance, and a commanding view of many others around the Haven.

- Life of the builders
- Other sites which reflect similar building styles
- How it worked, the role of the dock, and its workers
- Living in Pembroke Dock. How life changed over time
- Living in the Defensible Barracks
- The role of women
- Important/famous residents
- What was built and repaired here? Significant ships and developments, and their part in world events
- The building of the Royal Yachts - King & Country

How the industrial revolution, engineering and electrical and electronic advances in the 19th and 20th century affected weaponry and the design of the defences around Pembrokeshire.

How military architecture, form and design was driven by the technology available, and by improvements to the ordnance available to the enemy.

- Natural defence, the use of topography and buried defences
- The original blockhouses gun towers and fortifications
- Chapel Bay Fort, transition technology and the use of concrete
- The layout and design of the Gun Towers, providing a water supply, the natural water syphon system, and how the risks of explosion were mitigated
- Living and working with comrades, in a confined environment, sanitation, eating and sleeping.

From Cannonballs to Guided Missiles, technology drove, and was driven by, the demands of military ordnance

The story of weapons development in Pembrokeshire over the last two centuries. This is an opportunity not only to explain the effect of technology, but also to use interpretation at a number of levels for applied education in terms of mathematics and science.

Here as elsewhere we can apply different levels of information and understanding. At a simpler level:

- what causes gunpowder to explode and why are cannonballs round?
- Muzzleloaders, breech loaders and rifling
- Technological cul-de-sacs - the Zalinsky Gun and the invention of lyddite and gun cotton
- How were the laws of physics applied to the early gun emplacements?

and through examples such as:

- Ordnance - The pace of technology eg the move from smooth bore muzzle loading cannon, breech loaders, the Zalinsky Dynamite Gun (and its technology links with German V weapons and the Iraq gun)
- Minefields in the Haven - technology Either buoyant or lying on the bottom - electrically fired
- Boom Defences - Retired Royal Navy Officer in rowing boat - all written up in London Illustrated
- Role of Searchlights in the Haven
- Chapel Bay Fort and the Depression Rangefinder
- The planned museum of the Chapel Bay gun collection

5.4. Sub Theme 2

As an already fortified peninsula and natural harbour, Pembrokeshire played an active role in World War I & II on land, sea, and in the air.

As the technology of war advanced during the 20th century, so did Pembrokeshire's response to enemy threats to the realm.

- The Seaplane base at Fishguard, where the slipway can still be seen
- The establishment of a new airfield, at Carew Cheriton in 1916, originally for the airships of the Royal Navy Air Service on anti-submarine patrols and latterly with fixed wing aircraft
- Minesweeping in WWI - the Milford Trawler Fleet - From fishing to fighting. How life changed for the trawlermen. Sixty trawlers taken up by the Admiralty; nearly 160 fishermen called up for RNR service. Twenty-four Belgian trawlers

and about 700 Belgian refugees arrived in Milford. [10% of the town's population]. Seven current or former Milford fishing vessels lost through enemy action

- The role of Q ships against the 'submarine menace' - including the story of HMS Prize based at Milford Haven and its new Zealander commander Lt Commander Sanders and Chief Steward John Charles Chudley, DSM and Bar, Ordinary Telegraphist Henry Thomas Henshall, DSM, Petty Officer George James Jarrett, DSM and Bar,
- The history and role of the Pembrokeshire Yeomanry , especially in the Middle East and Gallipoli, during the first world war.
- The background to the 'Russian Regiment' 9th Battalion of the Labour Corps, based at Scoveston.
- Training trenches on the cliffs at Penally, near Tenby

As the storm clouds of war gathered over Europe, the Chamberlain Government began the limited rebuilding and restoration of Pembrokeshire's military infrastructure.

Pembrokeshire was not alone in Britain in suffering through Governments trying to balance the budget and the impact of the return to the gold standard in the 1920s. However the county was particularly badly hit by the closure of the Royal Dockyard as the Admiralty tried to deal with reductions in the defence budget following the end of the "War to end all wars" A familiar story with resonance today.

The rise of Hitler in Germany prompted the British Government to begin preparations to restore Britain's military forces to a position where they might fight another major war to defend the country and the Empire. Investment therefore began to take place in both front line forces and the infrastructure.

- The relevance of the history of the period to contemporary issues eg the Government's defence budgets are always under pressure
- The use of public investment to secure and generate jobs
- Secret and remote Pembrokeshire as a good location for training and storage
- The development of Trecwm/Fishguard - magazine storage - in valley/ very extensive - narrow gauge railway.
- Newton Noyce - mine and torpedo factory
- Milford Haven Fuel Depot
- The build up of PD as a flying boat base from the mid 1930s recognising the virtues of the Haven as a sheltered anchorage
- Development of Pembrokeshire's airfields for training and patrol purposes

Following Germany's victory in France in 1940, Britain is under a new threat of Invasion and continues to renew its defences in Pembrokeshire.

As the German army of the Third Reich massed at Calais, ready for invasion, the weakened British forces prepared once again to defend the realm. Pembrokeshire and the Haven were considered to be at great risk, particularly since Éamon de Valera might move Eire from neutral to pro German, and provide a base for a German invasion from the West.

In addition to the still serviceable forts and blockhouses, lines of defence were constructed, including pill boxes and tank traps, some still visible at Nolton Haven and Newgate Beach. The new technology took its place including radar at sites such Kete, Strumble Head, and Folly while the threat of aerial attack was reflected in the installation of searchlights and anti aircraft guns.

The risk of invasion prompted the forming as The Home Guard, most men who could fight were already in the forces or were being conscripted, those that were left were either too young, too old, or in reserved occupations. Many women joined the WAAFS/WRENS/WRACS and although not permitted to fire guns at the time, would aim and set the weapons, particularly the AA guns, as well as key to radar plotting.

In the event of a successful invasion, secret preparations were also in hand during WWII, such as the setting up and recruitment of the Auxiliaries, a secret army ready to carry out strategic acts of destruction and resistance and plans to offer the Royal family an escape through Pembrokeshire out of the country to America.

We can look at the similarities with what actually happened elsewhere, such as the French resistance, and life after invasion in the Channel Islands

- Neutral Southern Ireland/ Éamon de Valera etc
- The Home Guard
- The Auxiliaries
- Pill Boxes and lines of defence
- Tank traps - Nolton Haven/Newgate beach
- Neyland and Nato Quay - the escape route of the Royal family
-

This can be brought up to date through:

- Missile testing and development in Pembrokeshire - Thunderbirds at Manorbier/anti aircraft guns
- The legacy of Hitler's missile technology and how the Allies developed it

Electronic surveillance helped to 'see' and track the invisible menace

- Hayscastle Cross provided early warning of enemy aircraft in the Southern Irish Sea area but it also plotted the increasing number of Allied aircraft operating from local airfields. These were engaged either on training and operational sorties or departing or returning from deep penetration flights over the North Atlantic and Bay of Biscay in the battle against the U-boats.
- Rotor - the Cherry report of 1949 recommended an urgent overhaul and improvement of the UK's air defences, under the codename Rotor
- RAF Hayscastle Cross - West Coast Readiness ROTOR Radar Station
- St. Twynnell's - Chain Home Low and a Rotor Station
- Kete - Chain Home Low station
- Boom Defences - Retired Royal Navy Officer in rowing boat - all written up in London Illustrated
- The role of Searchlights in the Haven

From the lessons learnt in WWI, Pembrokeshire played a vital role in the defence of the Western Approaches and the Battle of the Atlantic, helping win the fight against submarines, managing and protecting the Atlantic and coastal convoys.

We learnt from the First World War the role of the convoy system for protecting merchant vessels. In WWII. this lesson was rapidly re-learned and the Royal Navy and RAF Coastal Command played key roles. Although the code breaking and the Enigma story played an important role in their defeat, the Second World War saw Pembrokeshire based forces sweeping the seas within their range. Here is a chance to tell many of the stories of the Atlantic battle.

- Re-instatement of Carew Cheriton by the RAF. The growing importance of tracking and plotting as radar becomes effective.
- Role of Pembrokeshire's other airfields, Angle, St David's etc
- Wellington Bombers based at Dale flying out on anti submarine patrols. There were also offensive sweeps to weaken the enemy, into France,
- The assembly and dispersal of the convoys – After the Atlantic, how were ships and supplies distributed around the seas and coast of Britain, and the role of Milford Haven trawlers, back in action with the Royal Navy Patrol Service
- Air to Air vs Anti Submarine combat, the skills, navigation techniques and equipment required.
- The risk to convoys placed goods in short supply; the introduction of rationing. What was it like, how did it work, and how much worse could it have got without the valuable convoy protection.

- Offensive sweeps into France from Angle and other airfields

The individual stories and role of the airfields eg

- Brigadier Vivian Dykes, Director of Plans at the War Office between 1939 and 1941 and the Chief Combined Secretary British Joint Staff Mission Washington in 1942 died on 29 January 1943 on approach to RAF Talbenny on a flight from Casablanca along with 10 others.
- The human story - Dale War Art/Dale Barrack room
- Also cross link with Duty and Sacrifice
- Requisition/Building/Operations/closure and disposal

The special needs of the Battle of the Atlantic proved the value of the Sunderland Flying Boats and later the Catalinas, and Pembroke Dock, a perfect base and location.

Developed during the 1930s, the Flying boat base at Pembroke Dock ultimately became home to a fleet of Short Sunderlands and American built Catalinas and the largest flying boat base in the world. They were to prove an effective weapon as well as providing a sea rescue support role. The recently opened Flying Boat visitor centre that tells the Sunderland story, and of the people involved, already has a wealth of material available for interpretation, as well as relics and their remains the wreck of the ill fated T9044 to be recovered. Some of the topics to consider include:

- How the Base was designed, developed, and operated
- What can we still see today; the hangars and slipways
- The story of the Allies. How British, Australians, New Zealanders, Dutch, French and Americans fought alongside each other
- The American crewed Catalina as the first USN squadron to enter WWII in Europe
- Pilot Officer Straddle - the doggy mascot that went on operations and was run over in Canada
- Ferry training unit flying aircraft to squadrons based in many war theatres - the world perspective
- W/C Derek Martin's story

Taking the battle to the enemy - Pembrokeshire's role in the invasion of Europe - the move from defensive to offensive operations

- Hobart's Funnies - 79th Armoured Division - tanks that floated, could clear mines, destroy defences, carry and lay bridges, and roadways/Duplex tanks
- Canal Defence Light project/ Presceli - tank range from USA - search lights on tanks dazzle the Germans

-
- Stackpole Court
 - Tank training
 - Milford
 - Neyland
 - Amroth - Operation Jantzen
 - Pier at Newton Noyes
 - Hospital at Hakin
 - Castlemartin - Invasion training
 - Role of Pembrokeshire's other airfields, Angle, St David's etc
 - Wellington Bombers based at Dale flying out on anti submarine patrols. There were also offensive sweeps to weaken the enemy, into France,
 - The assembly and dispersal of the convoys – After the Atlantic, how were ships and supplies distributed around the seas and coast of Britain, and the role of Milford Haven trawlers, back in action with the Royal Navy Patrol Service
 - Air to Air vs Anti Submarine combat, the skills, navigation techniques and equipment required.
 - The risk to convoys placed goods in short supply. The Government coped with the introduction of rationing. What was it like, how did it work, and how much worse could it have got without the valuable convoy protection.
 - Offensive sweeps into France from Angle and other airfields

Women have always been involved in war, but their roles have changed over the last two hundred years, as social and gender issues have evolved generally.

There are numerous roles and stories which cover this time period in Pembrokeshire, including:

- Radar plotting and Gun Setting and Aiming. Why women don't fire.
- The Land Army, 'Lumber Jills' and women working in the mine and torpedo factory - women in the services - WAAFs, WRENS and WRACS.
- The Master Gunner's Wife's story at Chapel Bay Fort, told through the reconstructed Master Gunners house.
- Manning the forts and running/servicing the forts - Life inside a Gun tower or Fort, told from the men's, officers' and women's point of view
- HMS Skirmisher - Wrens controlling shipping movements

As a garrison town, Pembroke Dock was both home and workplace to its residents, and its personal histories are intertwined with the military history of Pembrokeshire

There are stories to tell of typical everyday life throughout the period, and comparisons to make over time, and location:

- The Barracks at Llanion
- Life in the town. Living in Pembroke Dock Yesterday and Today
- The Sergeant's Mess
- Married Quarters
- Garrison Chapel
- Sunderland Pilots and Mechanics
- Personal stories e.g. Arthur Lowe (Captain Mainwaring) at the Defensible Barracks and the real Home Guard in Pembroke Dock
- Hubberston - 1875 - Lt Walker and stabbing of Surgeon General Sydney Alder/Sale and Requisition
- Defensible Barracks - history/the moat and its fencing
- Of the servicemen killed on 28 April 1942, during an explosion at a mine disposal course at the Defensible Barracks and buried in the local church yard

The military history of Pembrokeshire has many heroes and stories of sacrifice, which are honoured and remembered throughout the County.

This theme will feature the numerous memorials to the brave and fallen, from Jemima Nicholas to the present day, many of whom will have been covered in earlier themes specific to their actions, both at home and overseas.

In particular, Pembrokeshire's Llanion Military Cemetery, which is the only one of its kind in Wales, is the last resting place for those who served, and their relatives, and were killed or died whilst serving in the Garrison town. Concealed within the Llanion housing estate, this is arguably one of Pembrokeshire hidden treasures often overlooked, e.g.,

Heroes such as Lt. Cmdr. William Edward Sanders VC and Seaman Sydney Doggett Bryant, of the 'Q' ship HMS Prize

Memorial - bronze tablet in the church at Milford Haven

The memorial window from the Garrison Chapel

See also www.pembrokeshire-war-memorial.co.uk

'Making it all work' There is a close link between advances in technology and the capabilities of military personnel, in order to adapt to their 'kit' in their respective roles.

- Target Tugs/types of aircraft

-
- Radio operators
 - Tank training at Maenclocdog
 - Bombing training – ditto
 - Presceli - tank range from USA - search lights on tanks dazzle the Germans
 - North Pembrokeshire - Eglwysrwn - open common ground - mass of tank tracks
 - Carew Cheriton
 - Maenclocdog - bombing training

A wide diversity of people involved in the Defence of the Realm came from all corners of the Empire, Commonwealth and our Allies.

We should not forget the contribution of the many nationalities in Pembrokeshire during both World Wars, such as William Sanders VC (New Zealand), Americans and the Catalina, and Black American GIs servicemen in Pembroke Castle. How did this other 'invasion' impact on the local environment and culture, then and today?

5.5. Sub Theme 3

As an Iron Curtain descends across the Continent, Pembrokeshire continues to play a role in the Defence of the Realm, supporting its Allies, and NATO partners

From the end of World War II throughout the Cold War, this theme will focus on global events of the period, the threat of Communism, and how this affected local activities.

The Sunderlands from Pembroke Dock play an active role in the Berlin Airlift

In terms of the world impact, the background to the famous Berlin Airlift, and the significance of Russia's foreign policy.

- Its impact on West Berlin and its people, and how the allies worked together to ensure its survival
- The peacetime role of the Sunderlands and 201 squadron in the Berlin airlift prior to their eventual return to Pembroke Dock

This can be brought up to date through:

- Missile testing and development in Pembrokeshire - Thunderbirds at Manorbier/anti aircraft guns
- The legacy of Hitler's missile technology and how the Allies developed it

The most recent fear of invasion came from the Cold War and the threat from Russia, resulting in the NATO alliance of 1949. Electronic surveillance helped to 'see' and track the invisible menace

As well as explaining the background and context, an opportunity to demonstrate how Pembrokeshire was directly involved through stories and places, which include

- An outline of the political fears which drove the NATO alliance, its partners and objectives
- In co-operation with America, listening stations were set up, such as NAVFAC Brawdy 1973-1995, and SOSUS, designed to detect and follow submarines in the Atlantic, as well as the now documented Royal Observer and ROC posts.
- Panzer Tank training at Castle Martin
- New weapons development and Thunderbird testing at RAF Manorbier
- Radar

Now at peace, the continuing role of Pembrokeshire's Military Heritage

In the present day, many of the heritage sites are in peaceful use, contributing to society and the economy. A variety of examples might include:

- The more recent peacetime role of NAVFAC Brawdy in studying marine life can also show its positive side, although now decommissioned as industrial units
- The Western Blockhouse at Dale functions as holiday accommodation
- The Sunderland support for the British North Greenland Expedition
- Re-use of the Sunderland hangars
- The Irish Ferries connection

6. INTERPRETIVE MEDIA

6.1. Role of the sites

Tier One sites will be major gateways and key orientation points, suitable for raising visitor awareness of the Defence of the Realm theme, what there is to see, how to get to the places that interest and describing the facilities. They will contain information that is highly accessible and be easily understood by a wide range of audiences. Their roles will be to:

- Attract visitors' interest
- Establish the theme and link between military sites in the area
- Directing visitor to other sites
- Provide interpretation to or for other sites within the region
- Interpret the site itself
- In general be seen as an information centre, and starting point to explore further

At the other end of the spectrum, the role of the Tier Four sites will generally be to provide detail to the overall themes and stories and focus on their particular role.

6.2. Approach to interpretive media

We have reviewed the feasibility and cost of a number of creative media, as well as working within the existing infrastructure and facilities and how these might be improved or adapted to support the overall interpretive strategy.

One of our key objectives has been to ensure we offer or provide experiences that are memorable and exceed visitor expectations.

Considerations include:

- **War walks** - Urban and rural themed trails in town and country, in co-operation with e.g., Pembroke Dock Trail and the PCNP, who could also link to their routes suitable access for the disabled, where possible
- **Guided walks** at set times/dates covering particular locations and themes.
- **'Battle Bus' guided tours** at set intervals/dates from the Tier One centres, stopping for access where relevant, viewing from the bus when not. Opportunities for Visual Interpretation; themed tours eg Napoleonic, Cold War, Fortifications, etc
- **Audio Guides** with built in GPS, as used successfully at Culloden
- **Waterbus/boat tours** around the Haven and elsewhere to provide close up views if not access to the island forts, coastal remains etc. If feasible the use of a military themed DUKW amphibious truck would add verisimilitude

to the experience. DUKWs are still in use, as well as purpose-built amphibious tour buses, primarily as tourist transport in harbour and river cities including London. However, this particular type of vessel may prove unsuitable for the Haven. We understand that there is a WAG/EU funded project for improving and installing slipways at various points around the Pembrokeshire Coast

- **Make more use of the existing Puffin Hail and ride buses** for access to Rural War Walks, as well as placing new interpretation facilities including oral/visual on board.
- **Sponsor development of an 'App'** download to provide guidance, interpretation and interaction prior to and throughout the visit. There are already a number of Apps for Augmented Reality (the overlaying of digital data on the real world) available for both smart phone platforms ie Android (Google) and iPhone. A purpose designed Augmented Reality App would be an ideal solution for bringing interpretation to images of remote locations, using a combination of the smart phone camera and GPS, and not reliant on the erratic mobile phone reception in the County. This could be offered on websites or at the Tier One sites and used as an interactive tool throughout the matrix of sites
- **'Kitbag'/back packs/satchels/knapsacks**, complete with maps, interpretation guides, binoculars, challenges, quiz and souvenir etc; based on Tracker Pack concept
- **Themed marker signs and way markers** for the war walks; fitting a common theme, yet blending into the environment. Depending on location or approval, these may be limited to a code number or scheme referral to other media, e.g. in the Kitbag, downloads. We are sympathetic to the needs of protecting the beauty and environment of the national park, and therefore any markers should be no more intrusive than those already in use. Placed ideally at a lower level, they should be small, durable e.g. Zinc, and engraved, embossed or laser cut to reduce maintenance and help the partially sighted. They should also be branded, and if possible use theme icons such as stylised tent, gun, radar, or aircraft to help where there is little or nothing to see
- **Interactive marker posts [Talking Posts]**, with oral history 'I was here' or effects to create a Sound Tapestry or 'Wash'; these may also include relevant smells where practical and appropriate - "nothing beats the smell of cordite...!"
- **Talking Telescopes & Talking Portraits** at different locations (external and internal) but both are likely to require some supervision, which will dictate their use and location. Care needs to be exercised that they are adaptable for different languages, and for those with hearing or reading difficulties
- **Toposcopes** - a variation on the interpretive board and linked with the above but particularly suitable for views and for orientating the visitor eg from the Defensible Barracks overlooking the Haven
- **GeoCache Trails** - see www.geocaching.com The contents of caches vary and are mostly low in financial value. A typical find might unearth a

logbook, small object(s), usually wrapped in individual plastic bags to protect them from the weather. Other forms of caches include events, multi-parters (where one cache provides the location of another cache. However there can be problems in managing geocaches eg vandalism and minimising their impact on the landscape

- **Interpretive boards** - these have their role but their positioning and maintenance can create problems particularly in remote or sensitive locations eg the National Park
- **Enhancement of for example the Experience Pembrokeshire web site;** digitising the PLANED military sites project and making it available in whole and/parts as pdf download; perhaps building a Defence of the Haven portal that provides access to a gazetteer and the many private web sites such as Subteranea Britannica, Palmerston Forts etc with detailed descriptions and photographs of well known and not so well known sites and locations
- **Multi site Visitor Passport** to allow multiple access to paying sites, branded and perhaps themed as a 'military pass' or 'Dog Tags'
- **Dressing up in uniforms** etc for children (and adults!) opportunities at Tier One sites - photo opportunities
- **The Whiff of War** realistic smell sensations particularly for children

Appendix 2 looks at the Pros and Cons of different interpretive media.

6.3. Reaching the audience

6.3.1. Identification - The Brand

A common theme will mean a common identity and branding that reflects the over arching theme and sub themes and stories. A priority will be to establish and build the Defence of the Realm brand as a common thread through all concepts and materials.

In order to create a positive image and simplify identification, it is important to establish a brand or device for Defence of the Realm. This device should communicate as far as possible the overall theme of the project, as well as have the ability to branch into sub brands, for the main themes.

In much the same way that Cadw effectively uses the Celtic Cross device, Defence of the Realm needs a device which signifies defence, yet without being too specific to any particular area of the project. For example, a gun symbol would be too specific, whilst a form of shield or portcullis might imply a different date period.

Attributes of the brand are that of offering protection to the realm, whilst nevertheless communicating a sense of excitement and drama. The brand will be used throughout all areas of the project, from road signs and way markers through print and visual displays, so will need to work in a variety of colours, as well as reversed out and mono.

The brand will carry through to sub brands in the themes, which will reflect the style and attributes of the main brand.

Apart from using the brand on vehicles such as the battle bus, or water craft, the Defence of the Realm theme should be carried into the vehicle livery i.e. military from either the 19th or 20th century (or both), staff and guides 'uniforms'

6.3.2. The Matrix

In order to attract visitors as outlined in our initial proposal and analysed in the Atkins report, we will need to reach beyond the Tier One sites, which are, in themselves may not be seen as a destination by our target groups. The primary targets are residents within and visitors to the region. The Tier One sites and Visitor Information Centres will have a key role to play in orienteering visitors including those in:

- Fishguard
- Haverford West
- Milford Haven
- Pembroke
- Saundersfoot
- Tenby

In addition to their role as interpretation centres, the main sites at Pembroke Dock, Carew Cheriton, Chapel Bay Fort, and Fishguard will act as gateways to the Defence of the Realm interlinked with a matrix of sites and points of interest for visitors. In addition, they will be central to the planned routes of the Battle Buses, which will also link to the Puffin service out to the national parks and trails, and the Haven from the Sea waterborne tour.

Interpretation tools in Tier One sites, will focus not only on the main site, but provide the background and interpretation to all of the themes, and sites, in Pembrokeshire. Visitors will be able to view, collect, or download any of the interpretation media relating to Defence of the Realm prior to embarking on an urban or rural War Walk, for example, or take the Battle Bus guided tour to visit and view a number of sites, depending on the site category.

Interpretation and information material will be featured at Visitor Information Centres to attract and interest visitors from across the county, and these will also be linked in to the matrix.

The following, geographically approximate, colour keyed graphic illustrates this strategy more clearly.

The **Visitor Information Centres** and **Tier One Sites** act as gateways to the **Battle Bus** and **Haven Sea Tour**, or stepping stones to the wide variety and distribution of **Other Sites and Trails** throughout the county.



This is not an exhaustive list of sites, destinations or information centres but indicates the principle, which is less the more traditional 'Hub & Spoke' but a matrix of interlinked networks, accessed and powered by the 4 key sites.

Other communication and traditional marketing tools are likely to include:

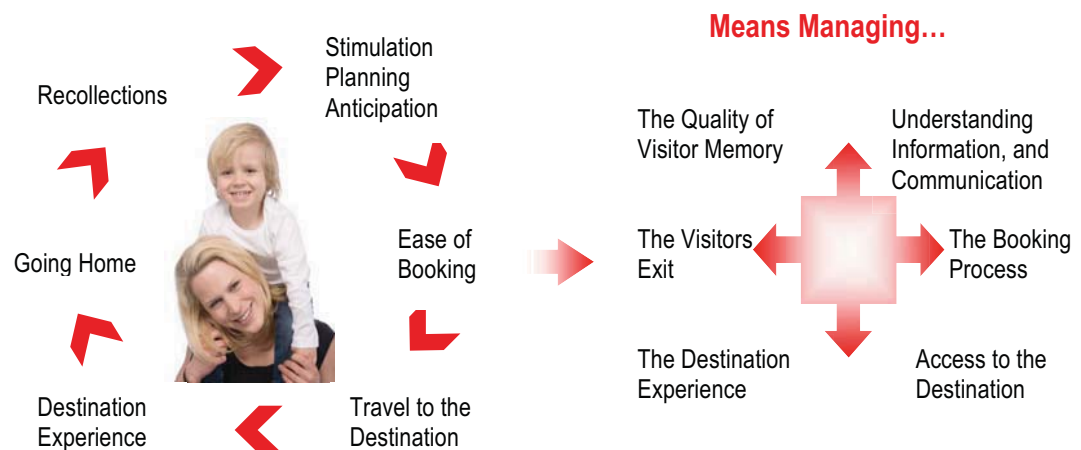
- Relevant events
- Re-enactments
- Animated Tours
- Defence of the Realm overall 'e' marketing strategy

The 2009 research by Beaufort for Cadw at its existing sites but which has relevance to the current project emphasises the need for:

- More/better interpretation
- Clearer signage
- More activities for children
- Re-enactments

The key reasons to visit were interest in castles/heritage etc and a good day out. In many cases the most enjoyable aspects were the landscape, views and place itself which will apply to many of the Defence of the Haven sites.

In order to effectively market heritage sites in Pembrokeshire, we need to raise awareness and recall, communicate with our market, create interest from effective interpretation prior to planning a visit, and a high quality, enjoyable experience to ensure they stay, return and recommend others.



Promotion and Communications

An effective marketing plan will be required to raise awareness and recall, create interest prior to planning a visit and promote the concept of a high quality, enjoyable experience to ensure visitors stay, return and recommend others.

The Defence of the Realm marketing campaign project will need to:

- Have a high quality web site reflecting the expectation of the positive visitor experience with effective SEO and database building and CRM management and make use Google Earth location and interpretation
- Although well documented, much of the photography currently available is more suitable as a matter of record. New photographs should be more creative and attractive in style, to capture and communicate the drama of the themes, create interest and excitement.
- Use web 2.0/Social networks, such as Facebook,, Twitter, etc. Videos produced for e.g. Talking Portraits should also be uploaded to the website and YouTube and still photographs to Flickr, Picasa etc
- Sponsor development of the Augmented Reality App, linking to GPS, for guidance, mapping and interpretation, as well as play pictures and stories of the sites. A light version of the App could be made available and distributed via file share.
- Involvement of visitors in the project. Upload photos, diaries of visits to the website
- Advertising in relevant, targeted media
- Branded products
- Good use of co-operation with websites of other stakeholders such as PLANED. Referral and links between relevant websites.

-
- Develop and cultivate sponsorships
 - Have a clear and focused Public/Press Relations plan, particularly as a part of digital marketing.
 - Building links with South West Wales Tourism Partnership/Visit Wales/National Trust/Pembrokeshire Coastal National park etc
 - Hotel, guest house and other visitor accommodation relationships
 - Passport or 'dog tags' to provide savings from multiple entry or tour purchase, and encourage movement within the matrix
 - Data Collection devices, and CRM strategy
 - Use of the Celtic Wave Blue and Green badge guides. - In order to provide more interpretation across the range of sites, the Battle Buses and Haven from the Sea will generally provide guided tours, and have a guide on board. There is currently a shortage of guides in Pembrokeshire (just one, based in Tenby), however the Celtic Wave project is about to embark on the recruitment and training of 32-48 guides, to avoid the current need of bringing guides in from as far afield as London. There are obvious synergies between Celtic Wave and Defence of the Realm in this respect, since an increased demand for guides will support recruitment and aid performance overall

Appendix 3 describes barriers to effective interpretation for certain groups.

6.4. Monitoring and Evaluation

Monitoring and evaluation are an essential part of the process of planning, implementing and improving interpretive provision. It helps us to understand if the interpretive, or management objectives, are being met, if the target audience is being reached and if the messages are really being understood and appreciated. It will also reveal areas where we are being successful and areas where we need to do better.

Appendix 4 contains a full discussion on the issues.

7. DEFENCE OF THE REALM INTERPRETATION ACTION PLANS

7.1. Main Theme

Events from the 18th century onwards aroused the fear of invasion and later annihilation that drove the military development of Pembrokeshire.

Interpretive Media

Exhibition in Garrison Chapel & Fishguard Last Invasion Centre(LIC) - including film, images, audio, information panels and archive material, events and first person interpretation

Audience	<ul style="list-style-type: none"> - Local people and VFR - Visitors including families - Military interest groups - Formal and informal learners
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - Over arching interpretation that sets the scene and refers people to other locations. - Provides information on many levels that cater for the opportunistic visitor and the enthusiast.
Outcomes	<ul style="list-style-type: none"> - Visitors leave inspired by the stories and motivated to visit other DEFENCE OF THE REALM sites - Visitors can access further information on events and places to visit through guide books, maps and trail guides
Location/s	<ul style="list-style-type: none"> - Garrison Chapel - Fishguard LIC
Resources	<ul style="list-style-type: none"> - Display equipment - IT systems - Information panels - Archive storage
Staffing	<ul style="list-style-type: none"> - Requires staffing and volunteers
Indicative Costs	<ul style="list-style-type: none"> - Capital cost from £200-300,000 - Revenue cost £60-100,000
Success criteria	<ul style="list-style-type: none"> - Target 30,000 visitors year 1 increasing to 60,000 by year 3 - 80% of visitors consider exhibition to be enjoyable, providing essential information and considering visiting other DEFENCE OF THE REALM sites
Evaluation	<ul style="list-style-type: none"> - Questionnaires, face to face interviews - Visitor numbers data from other DEFENCE OF THE REALM sites
Links to other interpretation	The exhibition is a key element in referring visitors to other locations
Priority [1 - 5 years]	1

We are aware of the major project led by the Pembroke Dock Sunderland Trust to establish a major visitor attraction/museum in the Garrison Chapel and Market Hall based around the theme of the Defence of the Haven.

7.1.1. Main Theme

Events from the 18th century onwards aroused the fear of invasion and later annihilation that drove the military development of Pembrokeshire.

Interpretive Media

Printed media including introductory guide book, site leaflets and self guided trail leaflets and interpretive map

Downloadable material as above from DEFENCE OF THE REALM website

Audience	<ul style="list-style-type: none"> - Local people and VFR - Visitors including families - Military interest groups - Formal and informal learners
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - Provides information that enables them to understand the significance of DEFENCE OF THE REALM sites. - Refers the visitor to other sites and encourages people to explore the military story of Pembrokeshire
Outcomes	<ul style="list-style-type: none"> - Understanding and knowledge of the DEFENCE OF THE REALM story - Increased visits to other DEFENCE OF THE REALM sites - Take up of guided tours and attendance at events
Location/s	<ul style="list-style-type: none"> - Materials available at VICs and Gateway sites across Pembrokeshire
Resources	<ul style="list-style-type: none"> - Website - Printed Media requires copy writing, illustrations and images, design and print
Staffing	<ul style="list-style-type: none"> - Project management by DEFENCE OF THE REALM staff
Indicative Costs	<ul style="list-style-type: none"> - External contracted providers - Initial budget for leaflets and guide book of 20,000 including downloadable pdfs available on DEFENCE OF THE REALM website
Success criteria	<ul style="list-style-type: none"> - 50% of visitors buy Guidebook - 80% of visitors take DEFENCE OF THE REALM site leaflets
Evaluation	<ul style="list-style-type: none"> - Sample surveys - Visitor numbers data from other DEFENCE OF THE REALM sites
Links to other interpretation	<ul style="list-style-type: none"> - Encourages visitors to use interpretation at other sites - Guides and trails indicate other interpretation available including events
Priority [1 - 5 years]	1

7.1.2. Main Theme

Events from the 18th century onwards aroused the fear of invasion and later annihilation that drove the military development of Pembrokeshire.

Interpretive Media

Interpretive map - A2 printed both sides in full colour

Audience	<ul style="list-style-type: none"> - Local people and VFR - Visitors including families - Military interest groups - Formal and informal learners
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - Provides a guide to sites in Pembrokeshire - Includes interpretation information - Provides information on access and opening times, websites and contact details - All basic information in one publication
Outcomes	<ul style="list-style-type: none"> - More visitors explore the DEFENCE OF THE REALM sites - Supports self led tours
Location/s	<ul style="list-style-type: none"> - All Pembrokeshire accessible sites are included
Resources	<ul style="list-style-type: none"> - Research, copy writing illustrations/images and design and print
Staffing	<ul style="list-style-type: none"> - Contracted to interpretive consultant and design team
Indicative Costs	<ul style="list-style-type: none"> - £10,000 includes print run of 5000 - Opportunities for revenue generation if map is sold
Success criteria	<ul style="list-style-type: none"> - Sales volume
Evaluation	<ul style="list-style-type: none"> - Visitor feedback - Data on site visitor numbers
Links to other interpretation Priority [1 - 5 years]	<ul style="list-style-type: none"> - Links to all sites and interpretation

2

7.1.3. Main Theme

Events from the 18th century onwards aroused the fear of invasion and later annihilation that drove the military development of Pembrokeshire.

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Interpretive Media

DEFENCE OF THE REALM Fortification guided tour and self led trail

Pembroke Dock Walking Tour and Trail

Audience	<ul style="list-style-type: none"> - Local people and VFR - Visitors including families - Military interest groups - Formal and informal learners
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - Provides face to face interpretation - Uses sustainable transport - Supports visitors who are non car users - Self led train can be undertaken at any time but increases local traffic
Outcomes	<ul style="list-style-type: none"> - Visitors can access sites that are difficult to reach. - The tour provides information and stories that are relevant to individual sites - Access can be arranged in advance with private owners
Location/s	<ul style="list-style-type: none"> - Bus pickups from gateway sites and identified key locations
Resources	<ul style="list-style-type: none"> - 25 seat bus and driver on contract hire from bus company - Mini bus managed and staffed by Carew Cheriton
Staffing	<ul style="list-style-type: none"> - Contracted qualified driver - Qualified volunteer driver - Tour guide
Indicative Costs	<ul style="list-style-type: none"> - Cost to be covered from revenue - Start up cost £5000
Success criteria	<ul style="list-style-type: none"> - Increased visitors to remote sites - Visitor enjoyment and satisfaction
Evaluation	<ul style="list-style-type: none"> - Face to face interview and questionnaires - Numbers using the service
Links to other interpretation	<ul style="list-style-type: none"> - Provides access to all sites but in particular difficult to reach DEFENCE OF THE REALM sites
Priority [1 - 5 years]	2-3

7.1.4. Main Theme

Events from the 18th century onwards aroused the fear of invasion and later annihilation that drove the military development of Pembrokeshire.

Interpretive Media

Marker plaques

Audience	<ul style="list-style-type: none"> - Local people and VFR - Visitors including families - Military interest groups - Formal and informal learners
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - Marker plaques provide location and site name - Numbered for links to other media including digital and mobile phone technology, trail guides, site leaflets and guide book
Outcomes	<ul style="list-style-type: none"> - Greater access to information supporting visitor self led trails
Location/s	<ul style="list-style-type: none"> - All locations
Resources	<ul style="list-style-type: none"> - Marker plaques etched zinc or similar material
Staffing	<ul style="list-style-type: none"> - None
Indicative Costs	<ul style="list-style-type: none"> - £100 per plaque including installation
Success criteria	<ul style="list-style-type: none"> - More visitors using the self guided trails - Opportunistic visitors can identify DEFENCE OF THE REALM sites
Evaluation	<ul style="list-style-type: none"> - Data from sites on visitor numbers
Links to other interpretation	<ul style="list-style-type: none"> - Links to site information through other media including IT technology
Priority [1 - 5 years]	2-3

7.1.5. Main Theme

Events from the 18th century onwards aroused the fear of invasion and later annihilation that drove the military development of Pembrokeshire.

Interpretive Media

Digital technology

Audience	<ul style="list-style-type: none"> - Local people and VFR - Visitors including families - Military interest groups - Formal and informal learners
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - Information accessible before and after visits to Pembrokeshire - Web based and downloadable - Opportunities for interpretation through pod casts, PDAs, smart phone technology and mobile internet access
Outcomes	<ul style="list-style-type: none"> - Opportunities for 24/7 access to interpretation - Distance learning potential - Young people's usage of digital technology increases opportunities for engagement
Location/s	<ul style="list-style-type: none"> - Web based
Resources	<ul style="list-style-type: none"> - Web site - Digital versions of all available interpretation provided as downloadable resources
Staffing	<ul style="list-style-type: none"> - Website management either project managed or contracted
Indicative Costs	<ul style="list-style-type: none"> - £10 -20000
Success criteria	<ul style="list-style-type: none"> - Usage of down loadable resources from web data log
Evaluation	<ul style="list-style-type: none"> - On line questionnaire
Links to other interpretation	<ul style="list-style-type: none"> - Links to all interpretation at DEFENCE OF THE REALM sites
Priority [1 - 5 years]	2

7.1.6 Main theme

Events from the 18th century onwards aroused the fear of invasion and later annihilation that drove the military development of Pembrokeshire.

There are underlying themes and stories throughout the whole of the Defence of the Realm stories and themes of the personal histories of the people involved - both residents and those who visited in the 19th to 21st century.

Interpretive Media

Information panels, multimedia, oral histories,

Audience	<ul style="list-style-type: none"> - Local people and VFR - Visitors including families - Military interest groups - Formal and informal learners
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - Important stories of the civilians who supported the war effort including Land Army and munitions workers - Life in a garrison town - Impact of service people from overseas including USA
Outcomes	<ul style="list-style-type: none"> - An understanding of how war and a military presence in peacetime impacts on everyday life - An appreciation of the duty and sacrifice that many men and women made in the Defence of the Realm
Location/s	<ul style="list-style-type: none"> - Garrison Chapel - Military Cemetery Pembroke Dock - Military and other graves and memorials in Pembrokeshire
Resources	<ul style="list-style-type: none"> - Exhibition, audio visual and oral histories.
Staffing	<ul style="list-style-type: none"> - Volunteers
Indicative Costs	<ul style="list-style-type: none"> - Garrison Chapel interpretive media £10,000
Success criteria	<ul style="list-style-type: none"> - Greater public understanding of the impact of the war on civilians. - Sacrifices that were made and the individual stories of those people
Evaluation	<ul style="list-style-type: none"> - Comments book
Links to other interpretation	<ul style="list-style-type: none"> - This is a theme that cuts across all themes and is thread that links places and time in communities in Pembrokeshire
Priority [1 - 5 years]	3-5

7.1.7 Main Theme

Events from the 18th century onwards aroused the fear of invasion and later annihilation that drove the military development of Pembrokeshire.

There are underlying themes and stories throughout the whole of the Defence of the Realm stories and themes of the personal histories of the people involved - both residents and those who visited in the 19th to 21st century.

Interpretive Media

Exhibitions, multimedia and artefacts

Audience	<ul style="list-style-type: none"> - Local people and VFR - Visitors including families - Military interest groups - Formal and informal learners
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - To understand the full story of the military role in DEFENCE OF THE REALM visitors need to understand the importance of training and its continuing role
Outcomes	<ul style="list-style-type: none"> - Understanding the requirements for military training to meet the demands of new kinds of warfare and developing technology
Location/s	<ul style="list-style-type: none"> - Garrison Chapel - Carew Cheriton - Sunderland Centre
Resources	<ul style="list-style-type: none"> - Exhibition resources including information panels, artefacts and multimedia presentations
Staffing	<ul style="list-style-type: none"> - Volunteers
Indicative Costs	<ul style="list-style-type: none"> - Within overall costings for exhibitions for the main theme
Success criteria	<ul style="list-style-type: none"> - Increased visitor engagement with exhibitions
Evaluation	<ul style="list-style-type: none"> - Questionnaires
Links to other interpretation	<ul style="list-style-type: none"> - Links to interpretation at major sites
Priority [1 - 5 years]	4-5

7.2. Sub Theme 1

The military threat drove the ruthless pace of military technological development from the 19th century onwards

Interpretive Media
Guided tour

Audience	<ul style="list-style-type: none"> - Local people and VFR - Visitors including families - Military interest groups - Formal and informal learners
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - Understanding how weaponry has changed over 200 years - How technology is used in modern weaponry
Outcomes	<ul style="list-style-type: none"> - Visitors and tour members have access to a wide range of military sites and where possible an opportunity to see weaponry in collections or in its original location.
Location/s	<ul style="list-style-type: none"> - DEFENCE OF THE REALM sites with weaponry displays or evidence of weapons and operating systems
Resources	<ul style="list-style-type: none"> - Tour bus used for other guided tours - Contracted bus service from operator
Staffing	<ul style="list-style-type: none"> - Driver and tour guide
Indicative Costs	<ul style="list-style-type: none"> - To be funded from revenue - Start up funding 3000
Success criteria	<ul style="list-style-type: none"> - Quantitative
Evaluation	<ul style="list-style-type: none"> - Visitor satisfaction from questionnaires and interviews
Links to other interpretation	<ul style="list-style-type: none"> - Links to forts and gun tower
Priority [1 - 5 years]	4

7.3. Sub Theme 2

As an already fortified peninsula and natural harbour, Pembrokeshire played an active role in World War I & II on land and sea, and in the air.

Interpretive Media

Exhibitions at Carew Cheriton and guided visit base

Audience	<ul style="list-style-type: none"> - Local people and VFR - Visitors including families - Military interest groups - Formal and informal learners - Visitors referred from other sites including the Garrison Chapel
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - Gateway orientation for visitors travelling to Pembrokeshire - Story of the Battle of the Atlantic and the role of Coastal Command - Operations room experience
Outcomes	<ul style="list-style-type: none"> - Understanding of Pembrokeshire's role in WW2 - Knowledge of the how a airfield operated and the Control Tower role in directing operations - Face to face interpretation from knowledgeable volunteers that brings history to life
Location/s	<ul style="list-style-type: none"> - Control tower - Bunker - Classrooms
Resources	<ul style="list-style-type: none"> - Well equipped exhibitions already exist - Classroom lessons offered to local schools - Strong volunteer team
Staffing	<ul style="list-style-type: none"> - Volunteers
Indicative Costs	<ul style="list-style-type: none"> - A plan is in preparation for a shop and cafe to support revenue generation. - Centre for guided visits costs covered from revenue. Start up grant £3000
Success criteria	<ul style="list-style-type: none"> - Increased visitor numbers - Gateway site referrals to other DEFENCE OF THE REALM sites
Evaluation	<ul style="list-style-type: none"> - Schools visits target 2 per week - Questionnaires and interviews - Numbers taking tour - School visitor numbers
Links to other interpretation	<ul style="list-style-type: none"> - Gateway to DEFENCE OF THE REALM sites in region
Priority [1 - 5 years]	1-2

7.3.1 Sub Theme 2

As an already fortified peninsula and natural harbour, Pembrokeshire played an active role in World War I & II on land and sea, and in the air.

Interpretive Media

Dale Exhibition and archive

Audience	<ul style="list-style-type: none"> - Local people and VFR - Visitors including families staying in Dale area - Military interest groups - Formal and informal learners
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - Information panels and artefacts supported by archive provides opportunity to understand the role of Dale and Dale Airfield during the WW2 Battle of the Atlantic
Outcomes	<ul style="list-style-type: none"> - Audiences are engaged and motivated to visit other sites including local sites on private land through guided tours - Referral to other sites in North Pembrokeshire
Location/s	<ul style="list-style-type: none"> - Dale Visitor and Interpretation Centre
Resources	<ul style="list-style-type: none"> - Dale Fort and other local sites - The Dale Centre is in the planning stage and a building has been offered. - A large number of archive items are in storage
Staffing	<ul style="list-style-type: none"> - Volunteers
Indicative Costs	<ul style="list-style-type: none"> - Centre fit out and interpretive media - 20000
Success criteria	<ul style="list-style-type: none"> - Increased visitor numbers - Economic benefits include increased booking of holiday accommodation, revenue for local businesses
Evaluation	<ul style="list-style-type: none"> - Data collected by visitor centre both objective and subjective through questionnaires and interviews
Links to other interpretation	<ul style="list-style-type: none"> - Gateway site for DEFENCE OF THE REALM sites in North and South Pembrokeshire
Priority [1 - 5 years]	2-3

7.3.2 Sub Theme 2

As an already fortified peninsula and natural harbour, Pembrokeshire played an active role in World War I & II on land and sea, and in the air.

Sunderland Flying Boat Centre

Interpretive Media

Information panels, digital and wide range of artefacts

Audience	<ul style="list-style-type: none"> - Military interest groups - Formal and informal learners - Local people and VFR - Visitors including families
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - The Sunderland Flying boat Story is told using a wide range of media. It's vital role in WW2 and the stories of the crews and men and women who supported the operations
Outcomes	<ul style="list-style-type: none"> - Understanding the importance of the Sunderland Flying Boats and their unique role in the Battle of the Atlantic
Location/s	<ul style="list-style-type: none"> - Sunderland Centre, Pembroke Dock
Resources	<ul style="list-style-type: none"> - Sunderland artefacts, film and images, oral history and archive material. - Potential to raise Sunderland from the Haven
Staffing	<ul style="list-style-type: none"> - Manager - Volunteers
Indicative Costs	<ul style="list-style-type: none"> - Funding required to provide extended interpretation £10,000 plus - Sunderland retrieval from Haven to be confirmed
Success criteria	<ul style="list-style-type: none"> - Visitor awareness of the Flying Boat story and its role in WW2 Battle of the Atlantic - Coastal Command Story
Evaluation	<ul style="list-style-type: none"> - Questionnaire and interview - Data capture
Links to other interpretation	<ul style="list-style-type: none"> - Linked to the Pembroke Dock and Haven story - An important site for referral to other DEFENCE OF THE REALM sites
Priority [1 - 5 years]	2-3

7.4. Sub Theme 3

As the Iron Curtain descended across the Continent, Pembrokeshire continued to play a role in the Defence of the Realm and Western Europe.

Interpretive Media

Informal panels, film and other digital media

Audience	<ul style="list-style-type: none"> - Local people and VFR - Visitors including families - Military interest groups - Formal and informal learners
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - Provides an understanding of Pembrokeshire's role in the Cold War
Outcomes	<ul style="list-style-type: none"> - Greater understanding and engagement with recent history
Location/s	<ul style="list-style-type: none"> - The Garrison Chapel
Resources	<ul style="list-style-type: none"> - Information panels - Digital technology, audio visual presentations of the key stories
Staffing	<ul style="list-style-type: none"> - Interpretation Volunteers
Indicative Costs	<ul style="list-style-type: none"> - AV and IT set up £10,000
Success criteria	<ul style="list-style-type: none"> - Visitors have knowledge and understanding of key events in the Cold War and Pembrokeshire's role
Evaluation	Questionnaires and interviews
Links to other interpretation	No
Priority [1 - 5 years]	3-4

7.4.1. Sub Theme 3 –

As the Iron Curtain descended across the Continent, Pembrokeshire continued to play a role in the Defence of the Realm, and Western Europe.

Interpretive Media Film

Audience	<ul style="list-style-type: none"> - Local people and VFR - Visitors including families - Military interest groups - Formal and informal learners
How the interpretation meets the audience's needs	<ul style="list-style-type: none"> - The recent and continuing military presence in Pembrokeshire and importance of training military personnel today
Outcomes	<ul style="list-style-type: none"> - Understanding the continuing need of the armed forces to use training grounds in Pembrokeshire
Location/s	<ul style="list-style-type: none"> - Garrison Chapel - Tours of training areas
Resources	<ul style="list-style-type: none"> - Digital film technology, screens and viewing area - Existing film resources - Digital media
Staffing	<ul style="list-style-type: none"> - Auto video management systems. Press to play buttons.
Indicative Costs	<ul style="list-style-type: none"> - Digital technology including screen 3000
Success criteria	<ul style="list-style-type: none"> - Audience enjoyment and engagement
Evaluation	<ul style="list-style-type: none"> - Interview
Links to other interpretation	<ul style="list-style-type: none"> - Part of overall DEFENCE OF THE REALM orientation
Priority [1 - 5 years]	3-4

APPENDICES

APPENDIX 1

Strengths
<ol style="list-style-type: none"> 1. Cadw Interpretation Strategy to aid coordination of interpretation 2. Clearly defined Time Line ie Napoleonic Wars to the Cold War 3. Liaison and partnership working with external bodies and communities eg PLANED who have a well developed military heritage project 4. Well developed research and information sources to mine 5. Existing organisations to link up with eg National Park 6. Many stories and themes with human interest to develop covering local, regional, national and international themes 7. Cadw can play co-ordinating role 8. Many organisations sympathetic to overall aims eg Milford Haven Port Authority, Chevron
Weaknesses
<ol style="list-style-type: none"> 1. Existing interpretation only at very small number of sites 2. Traditionally interpretation has been reactive 3. Tendency to take a traditional approach to Interpretation with emphasis on panels 4. Lack of thematic interpretation 5. No co-ordinated approach 6. Few sites have safe public access 7. Major important sites derelict, unsafe and in private hands 8. Some restored and important sites privately owned and not accessible to the public
Opportunities
<ol style="list-style-type: none"> 1. Promote the Interpretation strategy and use of the Cadw themes as they are developed within the PCNPA and elsewhere. 2. Encourage partner organisations to use the Cadw themes. 3. Promote good practice in Interpretation both within the PCNPA 4. Develop Community tool kit. 5. Increase the involvement of local schools in developing interpretative media. 6. Increase partnership interpretative events, guided walks and publications. 7. Develop and promote interpretative training opportunities to raise awareness of the interpretative planning process and the merits of alternative media. 8. Work towards an active approach to interpretation enabling time for project planning and evaluation.

9. Promote by example the use of sustainable materials and local skills.
10. Continue to raise the profile of interpretation
11. Local interpretative plans for privately/publicly etc owned sites and centres
12. Develop socially inclusive interpretation
13. Investigate new funding streams
14. New technology

Threats

1. Many sites continue to deteriorate - lack of money for conservation/restoration
2. Some organisations fail to recognise the importance of particular sites
3. Conflicts of interest over use etc
4. Unco-operative owners
5. Lack of secure annual interpretation budget to allow for forward planning, match-fund of grant applications and maintenance of existing interpretative material.
6. Lack of adoption of Interpretation Strategy and themes within partner organisations/stakeholders
7. Increasing competition within the tourism/leisure industry.
8. Rising costs of manufacturing and design of static interpretation.

APPENDIX 2 - Pros and Cons of Different Interpretive Media

MEDIA	STRENGTHS	WEAKNESSES	TARGET AUDIENCE
Boundary markers. Symbolic feature at entry point to reinforce sense of arrival and welcome.	<p>Reinforces sense of arrival</p> <p>Develops awareness of extent of site for visitors and local people</p> <p>Generates awareness and recognition of image and identity</p> <p>Can encourage local community involvement through artist in residence project</p> <p>Can influence attitudes and behaviour.</p>	<p>Can lead to clutter and be visually intrusive</p> <p>Need highways and planning permission</p> <p>Need all agencies concerned to sign up to identity</p>	<p>Local residents</p> <p>Visitors</p> <p>Cyclists, walkers</p>

<p>Use of sculpture and public art including interpretive benches, or elements of the hard landscaping of car parks</p>	<p>Can encourage people to use their senses and take more notice of their surroundings</p> <p>Potential to be multi-sensory, tactile and attractive</p> <p>Potential to convey strong messages</p> <p>Can focus attention on key features in the landscape</p> <p>Can encourage local community involvement through artist in residence project</p> <p>Could make use of poetry</p>	<p>Need careful planning and management to ensure work has interpretive focus and not artistic indulgence</p> <p>Can be visually intrusive and detract from significance of a designated site.</p> <p>Potential to attract vandalism</p> <p>May need on-going maintenance unless temporary installation</p> <p>Can appear 'parachuted in' if not in harmony with, or inspired by, the significance of the place.</p> <p>Perhaps more appropriate in car parks rather than adjacent to significant features</p>	<p>Day and staying visitors.</p> <p>Local people through artist in residence.</p> <p>Young people.</p> <p>Special needs visitors.</p>
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MEDIA	STRENGTHS	WEAKNESSES	TARGET AUDIENCE
Information and Communication Technology	<p>Well designed high tech displays can be great fun and do attract attention</p> <p>Computer technology can provide visitors with a flexible non-linear platform that allows them to chose what interests them and how far to follow an individual story. They can print out their own tour route and information at a local information point.</p> <p>The same digitised content can be carried by different media - like a web site, computer interactives and wifi PCs - and be linked to collections and curatorial databases</p> <p>Computer technology can provide a `virtual' platform for visitors to use at home, or in school, or for a virtual reality tour of a sensitive or inaccessible site</p> <p>It enables the visitor to digitally manipulate images to show how something might have looked, how it worked or how it was made. For example, it would lend itself well to reconstructing alternative views of the use of a hill fort, early industrial sites in use etc</p> <p>Smart phone technology can bring augmented reality to remote sites</p>	<p>Hardware, programming and content can all be expensive</p> <p>Computer technology dates quickly.</p> <p>Computer technology can get in the way of experiencing the 'real thing'</p> <p>ICT can be expensive to maintain and run.</p> <p>If it breaks down you can be left with no back up and disappointed users</p> <p>ICT can end up excluding people who are not comfortable using it</p> <p>Specialist suppliers can go out of business leaving you with a bespoke system that cannot be serviced or upgraded</p> <p>The use of new technology is often in the hands of technology experts who end up driving the process instead of the Interpretation Manager</p> <p>Additional security may be needed to protect equipment from theft and prevent computer viruses and 'hacking'</p> <p>Network coverage is not always 100%</p>	<p>Day and staying visitors</p> <p>Special interest visitors</p> <p>Young people</p> <p>Education visitors</p> <p>'Silver surfers'</p>

MEDIA	STRENGTHS	WEAKNESSES	TARGET AUDIENCE
Information and Communication Technology	<p>It can be highly interactive and creative with the potential only limited by your imagination (and budget)</p> <p>Computer hardware can keep track of visitors preferences thereby automatically providing you with evaluation data</p> <p>It has good flexibility with different content delivered to different audiences from the same piece of equipment.</p>		
Introductory guide books Promotional leaflets Site guide leaflets Printed self-guided trail leaflets.	<p><i>Very flexible : can be produced as free sheets or glossy guidebook to suit all tastes and pockets</i></p> <p>Can be used on site or taken home to read later</p> <p>Can use text, contemporary and historical images to bring site, building or feature to life</p> <p>Free from problems of vandalism</p> <p>Can be made weatherproof for use outdoors</p> <p>Can attract sponsorship to reduce cost</p>	<p>Research, script writing and image searching is time consuming</p> <p>Need outlets so leaflets available when visitors want them.</p> <p>On site dispensers expensive and prone to vandalism</p> <p>Not necessarily always accessible</p> <p>Only as good as opening hours of sales/ information outlet</p> <p>Need to know market for realistic print runs</p>	<p>Day and staying visitors : important for pre-visit decision making and use onsite</p> <p>Specialist interest</p> <p>Families</p> <p>Young people</p> <p>Education visitors</p> <p>Local people for reference material of local interest and for sharing with family and friends who visit</p>

MEDIA	STRENGTHS	WEAKNESSES	TARGET AUDIENCE
<p>Introductory guide books</p> <p>Promotional leaflets</p> <p>Site guide leaflets</p> <p>Printed self-guided trail leaflets.</p>	<p>Can communicate stories through text and illustration which cannot be seen on site</p> <p>Can be used as marketing tool away from site</p> <p>Easy to produce in variety of languages</p> <p>Can be used as pre-visit planning tool</p> <p>Can be re-used or recycled</p> <p>Can be produced at variety of levels to suit all ages, knowledge level and ability eg. can use large print or produce children's versions</p> <p>Can update relatively easily if details change</p> <p>Trail routes can control visitors movement around the site</p> <p>Can include tactile maps suitable for people with visual impairment</p>	<p>Need dry storage space</p> <p>Need to establish effective distribution and stock management network.</p> <p>Can be expensive to distribute</p> <p>Can create litter problem</p> <p>Can create wrong impression, or lead to disappointment, if images or design style not right</p> <p>High capital outlay upfront with income generation over long period from sales</p> <p>Structured trails provide formal route which some visitors may not like</p> <p>Relies on written word which may not be accessible to some people eg those with visual impairment or English as second language</p>	<p>Special needs visitors (NB must include appropriate access information)</p>

MEDIA	STRENGTHS	WEAKNESSES	TARGET AUDIENCE
Interpretive map	<p>Provides locally distinctive interpretation</p> <p>Encourages positive involvement and input from local community by sharing stories and reminiscences, photographs, poetry etc</p> <p>Offers visitors a true local flavour of the site</p> <p>Focuses closely on the interpretive themes</p> <p>Can be used on site or taken home for future reference</p> <p>Can be of interest to all ages</p> <p>Can include tactile maps suitable for people with visual impairment</p>	<p>Research and managing community involvement time consuming</p> <p>Quality publication can be expensive</p> <p>Need effective distribution network and top-up management</p> <p>May need to charge to cover costs : need mechanism to redeem money from range of outlets eg. could be supplied to local shops, local information points, libraries and TICs</p>	<p>Day and staying visitors to provide orientation and local flavour of the area or site</p> <p>Local residents through direct involvement</p> <p>Children if a special children's version is produced. Could be a 'colour in yourself' version of main leaflet</p> <p>Education visitors</p>
Self-guided Audio trails	<p>Can bring theatrical dimension and animation to trail</p> <p>Provides freedom of exploration with opportunity to stop en route</p> <p>New technology more reliable and flexible</p> <p>Accessible to people with visual impairment</p> <p>Allows visitors to pick and choose which information they want</p>	<p>Need Reception Centre to enable hire</p> <p>Management issues eg. possible theft of units although most made to be inoperable for other uses</p> <p>Can also use deposit system which deters theft</p> <p>Large initial capital outlay</p>	<p>Day and staying visitors</p> <p>Specialist visitors looking for more in depth topic interpretation.</p> <p>Education visitors.</p> <p>Special needs visitors especially visually impaired and less mobile. Route and descriptions would act as a virtual tour.</p> <p>Children if special children's editions are produced</p>

MEDIA	STRENGTHS	WEAKNESSES	TARGET AUDIENCE
Self-guided Audio trails	<p>Can be hired at operating surplus</p> <p>Can use local company to produce guides</p> <p>Can be produced to suit different ages and knowledge levels, so that family can enjoy site and route together</p>		Local people through oral history input
Guided walks	<p>Provides personal face to face interpretation</p> <p>Leader can set level to suit audience</p> <p>Brings out sense of place with immediacy</p> <p>Effective communication with a group of people</p> <p>Can involve local experts</p> <p>Cheap and effective if use volunteers</p> <p>Can include costumed guides and theatrical element</p> <p>Can be linked to bus or train timetables</p> <p>With training, monitoring and evaluation can achieve and sustain a high standard</p>	<p>May only be cost effective on staff time if charge made</p> <p>Guide training essential</p> <p>Staff / volunteers may need first aid, health and safety, risk assessment training and insurance</p> <p>Need to be innovative to attract new participants. If not careful can only attract 'groupies'</p> <p>Party size critical :15 ideal maximum to maintain effective communication on walk</p> <p>Totally reliant on quality of guides, their knowledge and ability to communicate</p> <p>Ongoing evaluation essential</p> <p>Management and promotion can be time consuming and expensive especially if bookings have to be taken.</p>	<p>Day and staying visitors looking to learn more about the site</p> <p>Specialists. Routes and themes need to cover wide range of subjects.</p> <p>Local people through content input and as guides.</p> <p>Education visitors.</p> <p>Young people.</p>

MEDIA	STRENGTHS	WEAKNESSES	TARGET AUDIENCE
Children's family nature detective or I-Spy trails	<p>Same as self guided trail although can introduce element of interactivity by encouraging users to collect crayon rubbings on marker posts.</p> <p>Encourage family to discover and learn together and children to look around them and use their senses to experience the place.</p> <p>Marker posts can be tactile and help to interpret the route without need for trail leaflet</p> <p>Could provide Time Team type detective activity backpack (or wildlife detective backpack) which could be hired from various visitor centres. Could include family activities, templates, identification cards, stories</p>	<p>Leaflets only available when outlets open</p> <p>Marker posts can be prone to vandalism</p> <p>May need to produce seasonal trails to ensure wildlife content relevant at all times of year</p> <p>Leaflets can cause litter problems (can be overcome by charging small price for leaflet)</p>	<p>Children in family group</p> <p>Children in education group</p> <p>Special needs visitors</p> <p>Local children can work on devising and illustrating trails</p>

<p>Participatory activities e.g. art and craft activities, conservation skills such as, conservation management, building craft skills, heritage crafts, engineering etc.</p> <p>Photography, music or film making workshops, holiday play schemes etc.</p>	<p>Creates sense of involvement and ownership</p> <p>Provides face to face interpretation</p> <p>Encourages people of all ages and abilities to work together and learn from each other</p> <p>Can be geared to any age or ability eg. can be multi-sensory and can be accessible to all</p>	<p>Need to buy-in skills of qualified and trained leaders which can be costly</p> <p>Management and promotion can be time consuming and costly eg. dealing with bookings</p> <p>Leaders need first aid, health and safety and risk assessment training and insurance</p>	<p>Local people</p> <p>Younger children for play schemes and art and craft workshops.</p> <p>Teenagers for art, craft, photography, music, film making workshops etc</p> <p>Current non-visitors (all ages and ethnic background) by adding different dimension to a visit</p>
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MEDIA	STRENGTHS	WEAKNESSES	TARGET AUDIENCE
<p>Participatory activities e.g. art and craft activities, conservation skills such as, conservation management, building craft skills, heritage crafts, engineering etc.</p> <p>Photography, music or film making workshops, holiday play schemes etc.</p>	<p>Provides exciting and memorable learning experiences</p> <p>Helps people to understand more through 'doing'</p> <p>Helps personal skills development and could lead to qualifications</p> <p>Can provide valuable outreach interpretation</p> <p>Can introduce multi-cultural themes.</p>	<p>May need to make charge to cover cost of materials which could make it inaccessible to some</p>	<p>Special needs visitors by adding new multi sensory dimension.</p>

<p>Performing arts including:</p> <ul style="list-style-type: none"> * Theatre * Music * Poetry readings * Storytelling * Costumed re-enactment * Role play 	<p>Exciting, fun and memorable experience</p> <p>Attractive to all ages and interests with range of media</p> <p>Face to face interpretation which can be geared to response of audience and involve audience</p> <p>Can bring out the true sense of place</p> <p>Can be historical or contemporary</p> <p>Excellent way of bringing heritage to life</p> <p>Can be one-off event or linked to series of community, or school based, participatory workshops</p> <p>Builds on, and focus for, existing local talent</p> <p>Of equal interest to visitors and locals</p> <p>Can be valuable management tool dealing with sensitive issues through humour</p> <p>Can be multi-sensory and accessible to all</p>	<p>Organisation and management time consuming before, during and after the event.</p> <p>Need to be able to accommodate needs of audience and performers eg. space, toilets, refreshments, car parking, power supply</p> <p>Need input from professional individuals or companies which can be expensive, unless local Amateur Dramatic Society or local college would take it on</p> <p>Admission charges may be needed to cover costs which could deter some visitors</p>	<p>Day and staying visitors looking for events and entertainment.</p> <p>Short break visitors if packaged built around event.</p> <p>Local people.</p> <p>Current non-visitors (all ages and ethnic background) by adding different dimension to a visit.</p> <p>Children and teenagers.</p> <p>Special needs visitors.</p> <p>Education visitors if appropriately themed.</p>
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MEDIA	STRENGTHS	WEAKNESSES	TARGET AUDIENCE
Interpretive panels Marker plaques On-site identification labels Listening posts (audio points) Viewpoint orientation Tactile models or maps	<p>Accessible at all times</p> <p>Provides interpretation at the point of interest and therefore available to casual visitors who have not picked up leaflet or visited the exhibition</p> <p>Encourages visitors to stop and look at particular view, feature or building</p> <p>Can be located anywhere (within constraints of site or building management)</p> <p>Can have relatively long life expectancy (if manufactured to high standard to minimise risk of fade or vandalism).</p> <p>Can introduce drama and personal interpretation through audio points</p> <p>Capable of introducing three dimensional tactile and interactive element with multi-sensory appeal</p>	<p>Can be intrusive in the landscape if not carefully designed and sited</p> <p>May require planning consent (particularly in the context of listed buildings)</p> <p>Easier if sited on public land</p> <p>Potentially vulnerable to vandalism and fading</p> <p>Need to be replaced or repaired as soon as damage occurs to maintain image.</p> <p>Need careful siting to ensure they are visible and accessible (on desire line) without causing congestion, clutter or hazard to wheelchairs, pushchairs or visually impaired</p> <p>Research, design and manufacture time consuming</p> <p>Can be expensive to produce</p> <p>Require on-going maintenance eg. painting and cleaning</p> <p>Have finite life of around 5 -7 Years</p>	<p>Day and staying visitors for orientation and referral.</p> <p>Local people if involved in input and includes regularly changing notice board.</p> <p>Children within family groups.</p> <p>Education visitors.</p> <p>Special needs visitors</p> <p>Special interest visitors.</p>

MEDIA	STRENGTHS	WEAKNESSES	TARGET AUDIENCE
Orientation and Visitor information points (i.e. not purely interpretive)	<p>Help visitors to plan their visit at point of entry</p> <p>Unlimited access</p> <p>Ideal points of contact to put across key messages eg. main interpretive themes</p> <p>Provide referral on to other places of interest to gain further information</p> <p>Use of annotated map helps visitors understand scale and character of site</p>	<p>Can be prone to vandalism</p> <p>Require on-going maintenance</p> <p>Potential clutter and hazard unless suitably sited</p> <p>Sometimes require planning permission</p> <p>Can have limited life span because of need for information changes.</p> <p>Challenge to design attractive panel which can be frequently changed cheaply</p> <p>Need well designed and attractive map which people can understand and read quickly and easily</p>	<p>Day and staying visitors</p> <p>Education visitors</p>

MEDIA	STRENGTHS	WEAKNESSES	TARGET AUDIENCE
Exhibition in Garrison Chapel	<p>Opportunity to present complete story and explore themes in greater depth than with other media. Provides referral to more remote/inaccessible sites</p> <p>Provides comfortable surroundings for visitors to browse and learn at leisure away from problems of bad weather</p> <p>Provides draw and focus for visitor's attention</p> <p>Can provide multi-media approach aimed at all ages and abilities</p> <p>Brings orientation, interpretation, information and education services together</p> <p>Provides face to face contact between visitor and staff and volunteers</p> <p>Could involve volunteers in management/staffing/operation</p>	<p>More expensive than other media</p> <p>Requires management including volunteers, cleaning, maintenance etc</p> <p>Expensive to develop, change or extend</p>	<p>Day and staying visitors.</p> <p>Local people.</p> <p>Children in family groups.</p> <p>Education visitors.</p> <p>Specialists.</p> <p>Visitors with special needs.</p>

APPENDIX 3 BARRIERS TO EFFECTIVE INTERPRETATION

Black/ethnic minority	Disabled	Elderly people	Women	Young people	Low incomes
<p>Cultural disposition</p> <p>A sense of alienation</p> <p>Absence of members of own community</p> <p>Inappropriate/unattractive activities</p> <p>Experiencing (or fear of experiencing) racism</p> <p>Language barriers</p> <p>Fears for personal safety</p> <p>Lack of single gender activity</p> <p>Lack of role models</p>	<p>Poor quality of information</p> <p>Physical difficulty of access</p> <p>Poor public transport options</p> <p>Previous experience of isolation</p> <p>Lack of appropriate support</p> <p>Absence of other disabled users</p>	<p>Unattractive or unsuitable activities :</p> <p>lack of appropriate facilities eg. toilets, café, helpers</p> <p>Anxiety over distance from assistance if needed</p> <p>Anxiety towards safety</p> <p>Need for accompanied activities</p>	<p>Non-specific anxieties</p> <p>Fear of being alone in the different environment</p>	<p>Lack of understanding of heritage</p> <p>Drop in numbers of organised heritage activities (school or non-school based)</p> <p>Lack of appropriate/attractive activities</p> <p>Previous experience of uninspiring visits</p>	<p>More pressing issues relating to poverty</p> <p>Dominance of 'middle class' visitors</p> <p>Travel problems related to poverty</p>

APPENDIX 4 MONITORING AND EVALUATION

The Importance of Monitoring And Evaluation

Monitoring and evaluation are an essential part of the process of planning, implementing and improving interpretive provision. It helps us to understand if the interpretive, or management objectives, are being met, if the target audience is being reached and if the messages are really being understood and appreciated. It will also reveal areas where we are being successful and areas where we need to do better.

Pre-Testing A Valuable Technique

Pre-testing is a cost effective way of evaluating your interpretation before high levels of resources are committed. Production techniques currently available allow for reasonable quality graphics and images to be placed before audiences as part of a pre-testing process. The Friends would be an ideal audience.

Small quantities of leaflets can be produced and distributed for feedback – not just on design, colour, readability but the all important testing of the interpretive objectives – did the intended message get across? You can also answer questions such as ‘Do the readers understand the concepts and terminology?’ ‘Are the graphics clear?’ ‘Does the panel attract AND hold their attention?’

This technique is particularly important when designing and building interactive exhibits. Creating prototypes and inviting school and adult groups to use, and experience, exhibits and then test their understanding of what it is trying to do is particularly valuable. It can often identify ‘weaknesses’ in either the message, or the exhibit design, which can be rectified with benefit before it is completed and installed.

Pre-testing will take time and money. It should be seen by all involved as an opportunity to solve queries and misconceptions before commissioning expensive interpretive media. It is better to pre-test ideas and design before delivery and installation places the Trust in a difficult position. There should be no excuse for new interpretation not meeting the interpretive objectives.

Evaluation Techniques

Evaluation is needed to ensure that the approach remains relevant, that media such as interpretive boards remain in good condition, that content and style continue to reflect the aims of the organisation and that visitors continue to be satisfied, enlightened and inspired. Targets are required that ensure interpretation contributes to the way visitors react and behave and performance measures need to be developed such as:

- increased use of website use
- increased purchase of publications

-
- increased requests for information
 - increased local conservation activity through volunteers.

To achieve this, the Action Plan needs to include provision for evaluation eg. a self-completion questionnaire or interview questionnaire which should aim to include qualitative measures on changes in attitudes, feelings and perceptions. Observations on how visitors react to on site interpretation should be collated.

First person media such as walks or talks can be tested through direct questioning and the handing out of simple questionnaires. Virtual visitors can be tested more subtly through web counters and other feedback mechanisms and prompts.

Cost benefit and cost effectiveness are also a key part of monitoring and evaluation. For every £1 spent on interpretation the Trust should ideally know what the benefits are. Benefit based planning is a core element in the setting of objectives. The key questions we ask when setting objectives are:

- * why would a visitor want to know this?
- * how do we want the visitor to use the information we are giving them?

We want the learning, emotional and behavioural objectives to result in benefits to:

- * the site eg. less litter, less vandalism, less erosion etc
- * the Trust eg. greater awareness of the Trust and greater support for its work
- * the visitor eg. increasing enjoyment and understanding.

The following is a useful summary of the process and techniques:

The process

- * identify the objectives you want to evaluate
- * select the most appropriate technique or tool
- * apply the technique and obtain the results
- * compare actual results with the desired results from the objective
- * do an analysis of the results (did you accomplish your objectives? (Why/not?))
- * make recommendations for improvement.

A number of evaluation techniques exist including:

- * direct audience feedback
- * auditing by an expert

- * direct measures of behaviour
- * observation of audience attention
- * length of viewing or listening time
- * questionnaire
- * interviews
- * self testing devices
- * panel of outsiders/focus groups

The pros and cons of the main types of evaluation techniques are as follows:

Evaluation Technique	Strengths	Weaknesses
<p>Conventional Interview Questionnaires:</p> <p>Questionnaire conducted by an interviewer with individual visitors. Can be a combination of questions to obtain statistical data and open-ended questions. They should not take more than 15 minutes to complete.</p>	<p>Relatively cheap to undertake.</p> <p>Do not need professional interviewers although volunteers should be given training.</p> <p>Can use off-the-shelf questionnaires for straight-forward surveys.</p> <p>Analysis can be undertaken using standard database software eg. Access</p>	<p>Poorly designed questionnaire can give inaccurate, unreliable and unusable results.</p> <p>Some visitors are reluctant to criticise in a face to face interview.</p> <p>Large sample needed to secure reliable results.</p> <p>Can be time consuming to create database and analyse results.</p> <p>Can be difficult to analyse answers to open ended questions : interviewer needs to find out exactly what people mean by what they say.</p>
<p>Visitor Observation Studies:</p> <p>Uses observers to study visitor flow, how visitors use a site, attraction or exhibition and how they react to, and interact with, interpretive media.</p>	<p>Direct measure of visitor's actual behaviour.</p> <p>Can be used to complement and reinforce findings of other techniques such as questionnaire surveys.</p> <p>Can use Friends or volunteers.</p> <p>No need for high tech equipment but can use CCTV if deemed appropriate.</p> <p>Inexpensive.</p>	<p>Can be time consuming.</p> <p>Limited number of observations can be completed in a day.</p> <p>Does not provide visitor's account of what they were doing or why. Visitor may spend 5 minutes looking at a panel but observer does not know if this is because they are fascinated by it or just do not understand it!</p> <p>Visitors observed may not be typical.</p>

Evaluation Technique	Strengths	Weaknesses
<p>Focus Groups:</p> <p>In depth discussion with a group of people (ideally 8 – 10) to understand fully what they thought about the interpretation and whether they understood, and were interested in, the themes and messages.</p> <p>Requires a trained facilitator. All sessions should be recorded. Can involve mixed groups or single target audience group depending on information needed.</p> <p>Can be one-off session or series of meetings.</p>	<p>Provides revealing, detailed qualitative data.</p> <p>Enables in depth exploration of issues.</p> <p>Does not require high tech media to analyse data.</p> <p>Allows respondents time to elaborate on their responses and explain exactly what they mean.</p> <p>Can include, and involve, young children.</p>	<p>Very time consuming : individual sessions may last for over an hour.</p> <p>Need skilled facilitator : can be expensive if skills not available in-house although could be led by a trained volunteer</p> <p>Time consuming to transcribe and analyse recordings.</p> <p>Appropriate to cover participant expenses.</p>

There is a need to objectively monitor and evaluate the value and effectiveness of any interpretive provision. Too rarely is this done and with mobility of staff the rationale behind a project is easily lost and a 'lack of ownership' is reflected in a poor back-up service. Attention to detail at all stages is crucial. In addition, the effectiveness of the overall Interpretation and Learning Plan should also be monitored.

Maintenance And Management

The same care and attention that is given to the design and implementation of any interpretation should be given to its subsequent maintenance and management. Whatever media is used there is a need to care for, and constantly refresh, the initial investment:

- * **on-site signage, visitor orientation and interpretive panels** need to be regularly inspected, cleaned, repaired and renewed not least from vandalism, air guns etc but also through fading and general wear and tear. Interpretation needs to be seen to be cared for. If it is not repaired/renewed immediately then the lack of care and respect leads to further damage. Spare copies of interpretive panels and signage are recommended so they can be quickly replaced. **It is significantly cheaper to have extra copies made at the time of initial production** than months, or years, later so long as the style or information is not likely to date quickly
- * **printed items** not only need to reach the recipient but also need to be reviewed and kept up to date factually, reprinted and effectively distributed

to sales/distribution outlets so they are always accessible to the visitor/user. So often there is no mechanism for reprinting and the income generated from any sales is lost in the general account. For interpretation to be effective a **long term funding mechanism** is needed together with a member of staff to take on-going responsibility to ensure the item is properly distributed and stocks are 'kept up'. The Education and Interpretation Manager backed up by volunteers will have this responsibility

- * **guided walks programmes, talks, events and activities** all demand professional attention to detail to conceptualise, plan, manage and market. The best ideas in the world can fail if they are not properly thought out or the potential user cannot find out about them because the marketing is ineffective
- * **the web site and individual web pages** need to be constantly reviewed and refreshed as information changes or new initiatives evolve. Funds need to be available to appoint a **webmaster** (internal or an outside specialist) to manage, co-ordinate and constantly refresh and enhance the 'site' and the information contained in it. A web site is only as good as the quality of information inputted and this represents an important element of the maintenance and management of the interpretive package.

In making a capital commitment to the Interpretation Plan it is important that future revenue support is also identified to ensure the initial investment is well maintained for a minimum of five, and ideally, seven years. This should be included in the annual revenue projections.

We should also recognise that interpretation, whilst important in developing 'sense of place', is only one of a number of factors which make up the overall visitor experience including:

- * white on brown tourism signage
- * sense of arrival and welcome
- * car park and toilets
- * visitor orientation and information services
- * overall quality of the site
- * retail and catering
- * customer care
- * attention to detail.

The long term success of Defence of the Realm is dependent on the effective delivery of each component that makes up the overall visitor experience.

APPENDIX 5 KEY CONSULTEES

Pembrokeshire County Council

Neil Bennett, Head of Information and Cultural Services, 01437 775240

David Thomas, Head of Marketing, 01437 775850

Jane Gibson, Head of Regeneration and Tourism

THI Office

David Davies, THI Officer and Barry Hughes 01437 775054/5

Milford Haven Port Authority

Jeff Teague, Property Manager, 01646 696384

Visit Wales

Gerwyn Evans, Senior Strategic Projects Executive

02920 475245 gerwyn.evans@wales.gsi.gov.uk

Cadw

Dave Penberthy

Jonathan Berry

Carew Cheriton Control Tower

John Brock, 01646 651356

Chapel Bay Fort, Angle

George Gear, 01646 641762

Chevron Pembroke Refinery, Jane James Public Affairs, 01646 641331

Pembroke Dock Sunderland trust

John Evans

PLANED

Kate Lindley

Pembrokeshire Military and Maritime Heritage Group/English Heritage

Roger J C Thomas

Pembs. Historical Society.

Ann Eastham 01348 873316

Coastlands History Group

Margaret Copley 01646 636295

Dyfed Archaeological Trust

Louise Austin 01558 825999

Ramblers Association

Chairman - Madeleine Bland

Celtic Wave - Phil Coates Wales Official Tourist Guide

Pembrokeshire National Park

Elaine Jones - interpretation Officer

David Maclachlan - Coastal Footpaths and national Trail

APPENDIX 6 - THE AUDIENCES

Audience Groups

The Atkins Report³ specifically looked at visitors in terms of identifying audience groups to provide a broad overview of the character and activities of different visitors. This analysis recognises that general trends can help to inform the approach to interpretation at different locations. Consideration of these different groups will help to inform the development of the Interpretation Plan and its delivery.

Audience	Character	Visitors
Hard to reach / low attendance visitors	People who may choose not / are unable to visit Cadw/heritage sites because of social, physical, sensory, economic or cultural barriers to access.	BME groups Hard to reach groups Special needs groups
Casual Visitors	Only spend a brief time at a site - perhaps tourists or casual visitors who only want a brief glimpse; or perhaps families with small children where time and attention spans are an issue, they may well be better served exploring parts of the sites only rather than trying to do the whole site.	Travel trade visitors Family groups Overseas visitors
Curious Visitors	Visitors want rather more engagement and may be encouraged to venture further in by means of events, activities or guidebooks	Adult visitors Family groups Overseas visitors Local residents
Learning Visitors	Visitors (school groups, etc) may have specific learning objectives and visit sites as part of an organised event, a local school or coursework project, or to build on particular interests	School groups Family groups Life-long learners
Informed Visitors	Visitors who stay for longer, may be Cadw members and repeat visitors who like to become more fully engaged with the monument. They may be familiar with many Cadw/heritage properties and have more	Adult visitors Family groups
Special Interest Visitors	Visitors with an academic or specialist interest in a property or subject area. This may include 'Informed Visitors' who have been encouraged to pursue an interest further.	Special interest visitors/affinity groups

³ Interpretation Planning for the Historic Environment of Wales Final Report to Cadw June 2009

1. The Market for the Defence of the Realm

1.1. Background - Wales' Population & Census data

The population of Wales has increased⁴ from 2.89 million in 1997 to 2.99 million by 2008, an increase of 3.5%.

The population appears to have aged between 1997 and 2007 with those aged less than 35 years declining by 4.5% while the number aged 65 and over increased by 5.5 %.

All except two Local Authorities (Blaenau Gwent and Rhondda Cynon Taf) experienced population growth between mid-2006 and mid-2007.

The ONS is forecasting that, the population will have increased by 12% (from 2008) to 3.35 million in 2033, crossing the 3 million mark between mid-2008 and mid-2010.

By this time, children are expected to represent a little over 17% of the population, whilst pensioners will form close to 25% of the population of Wales.

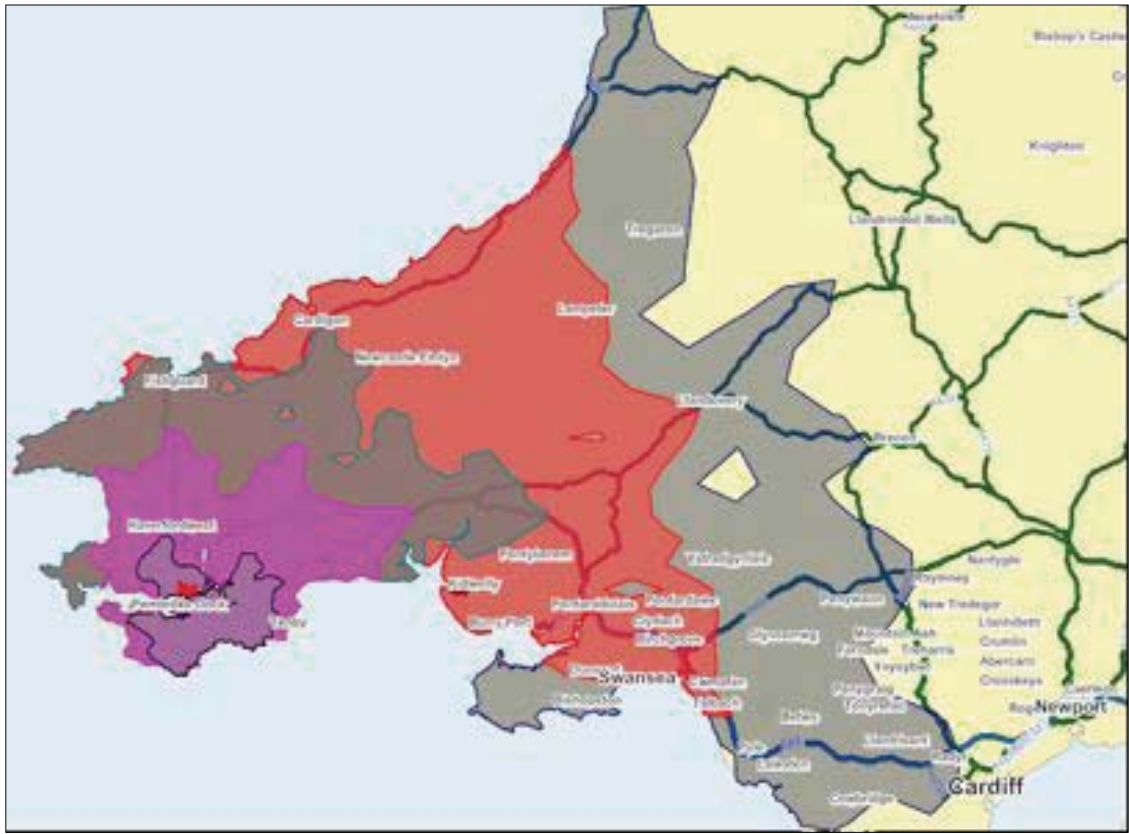
1.2. Drive times

Average drive times for a visitor to a tourist/heritage attraction vary according to local circumstances such as the road network, density of attraction provision and the iconic nature of the particular attraction etc.

With the assistance of Visit Wales the following drive time maps have been prepared showing five drive times or 'contours' (20 minutes, 30 minutes 60 minutes, 90 minutes and 120 minutes) and the resident population within these areas. The assumption has been made that the focus of most of the Defence of the Realm activity will be on the area around the Haven and drive times are therefore based on this location.

The overall picture showing the drive time contours and the geographic area covered is illustrated as follows:

⁴ Office for National Statistics, (ONS)



20 minute Contour Profile

Approximately 36,000 individuals live within the 20' contour, 7,800 (22% or one in five) of whom are 0-15 years old and 6,500 over 65 years. The profile suggests an ageing local population within this area.



84% of those living as families are 'couples' and 16% are single parents. Two in three homes are owner-occupied; one in five is 'social' renting and a further one in ten is privately rented or living rent free.

Adults in this contour undertake a range of outdoor activities, in particular:

- Walking or rambling,
- Sailing,
- Angling
- Visiting Nature Reserves or archaeological sites
- Membership of the National Trust.

Visiting museums, theme parks and 'other exhibitions and places of interest' are underrepresented, although the latter only marginally so.

The major centres of population covered by this contour include: Pembroke Dock itself, Pembroke, Neyland, Johnston, Carew and Kilgetty – but it doesn't reach as far as Haverfordwest and Milford Haven.

40 minute Contour Profile



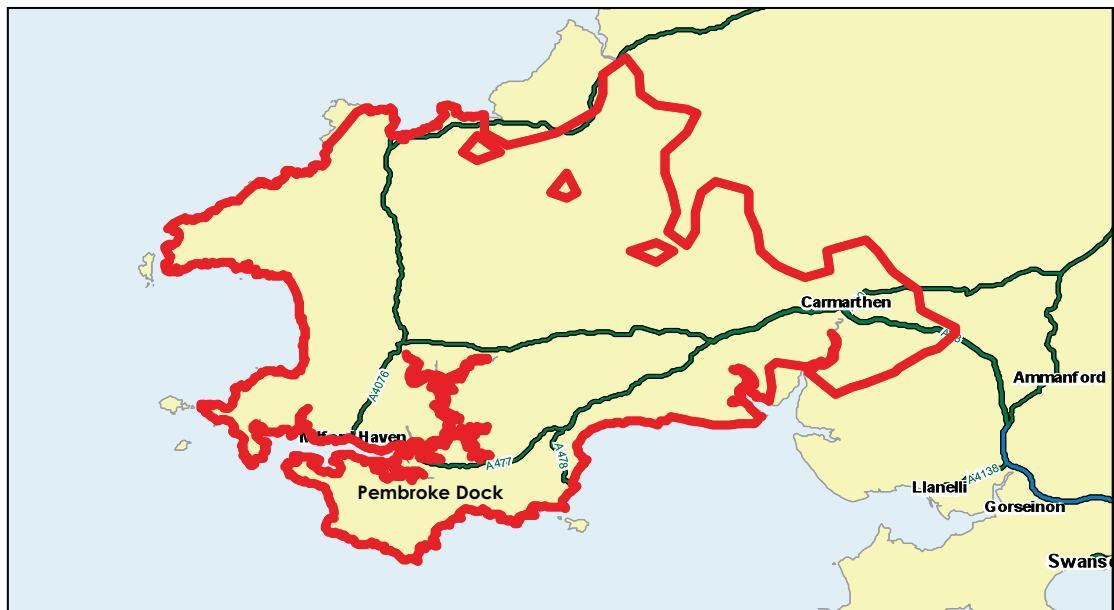
Approximately 92,000 live within this drive-time contour, including high proportions of 0 – 15 year olds and those aged 55 and over.

The major population centres covered in this contour now include Milford Haven, Haverfordwest and Narberth; the holiday centres of Tenby, Saundersfoot and Newgale and reaches as far East as St Clears.

In terms of social grade, C₂ and D/E are over represented with the C₁ group slightly less significant, but still important.

Activities undertaken within this contour are again similar to the 20' area, although there would appear to be a slightly higher propensity to visit Museums and 'other exhibitions/places of interest'.

60 minute Contour Profile



The additional 20 minutes drive time now brings other major population and holiday centres within reach, including: Carmarthen in the East, Solva and St Davids in the West, and Fishguard, Newport and Cardigan to the North.

There are approximately 140,000 individuals living within this contour.

In this contour, the overall profile confirms the importance of 'wealthy achievers'. In particular those described as 'affluent greys', account for 47% of all households in the contour. A further 22% is made up of those described as 'comfortably off'. 17% are described as 'hard pressed'.

In terms of activities undertaken in the last 12 months, other exhibitions and places of interest achieve an index of over 100 (102) for the first time, however, visits to Museums are still understated.

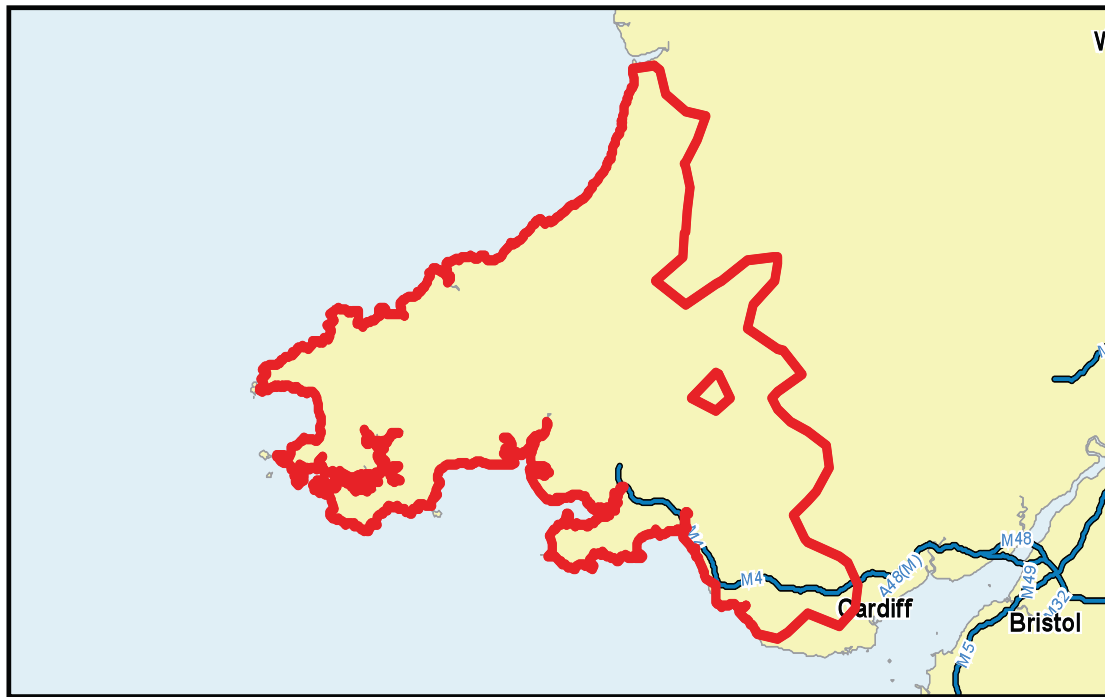
In volume terms the activities that are undertaken at least once a year by the largest number of adults in this contour include:

- Visiting Museums (36,000 adults)
- Visiting stately homes & castles (31,000)
- Visiting Theme Parks (26,000)
- Visiting Beauty Spots & Gardens (25,000)
- Going to Art Galleries (17,000)
- Other Exhibitions etc (11,000)

The extension of the drive time contour by an additional 30 minutes increases the resident population from 140,000 to 612,000 people according to the ACORN analysis.

However, it would appear there is a greater 'balance' between when using a more conventional yardstick of Social Grade: ABC1s account for 47% and C2DEs for 53% of households in this contour.

- 1 in 4 (132,000) claim to have visited a Museum
- 1 in 10 (51,000) an Exhibition
- 1 in 4 (115,000) a Stately Home or Castle
- Slightly more than 1 in 6 (88,000) claim to have visited a Theme Park



120 minute Contour Profile

A two hour drive-time contour extends the 'catchment' to include the major population centre of Cardiff as well as those of Neath, Bridgend, Pontypridd, Aberdare and Merthyr Tydfil in the East and stretches NN West across Brecon to include Aberystwyth and Aberdovey on the Cardigan Bay coast.

The resident population in this contour rises significantly as a result, almost doubling to 1.12 million people. The number of households also rises from just over 0.25 million to just over 0.5 million.

Those defined as 'Wealthy Achievers' and 'Comfortably Off' as well as 'Hard Pressed' and those on 'Moderate Means' also account for the same proportions of households as in the 90 minute contour (60% and 36%)

The 'economically inactive' population (333,000 people) includes 123,000 who are defined as 'retired' – these represent 15% of the total adult population within the 120 minute drive time.

Activities that adults claim to take part in at least once in the previous 12 months include:

- 241,000 visited a Museum
- 92,000 went to an Exhibition
- 205,000 visited a Stately Home or Castle
- 88,000 visited a Theme Park

1.3. Life-style ACORN analysis for drive time population (2008 data)

Using Pembroke Dock as the 'epicentre', the ACORN analysis for 20, 40, 60, 90 and 120 minute drive 'contours' shows a complex picture of extremes including older householders who are 'wealthy achievers' and other older and family stage households who are 'hard pressed' and 'living on moderate means'.

The 'wealthy achievers' category includes 'affluent greys' as well as 'flourishing families', whilst the 'hard pressed' and 'living on moderate means' includes those described as having 'blue collar (i.e. manual) roots' or are 'struggling families'.

These resident typologies and their importance within the different drive contours are summarised in the following tables:

Table: ACORN Analysis of Resident Population – 20/40/60/90/120 minute Contours [Index and Numbers]

ACORN Typology	20' (16,244 h/h)	40' (41,621 h/h)	60' (63,584 h/h)	90' (282,063 h/h)	120' (511,360 h/h)
'Wealthy Achievers' (Index + h/holds) Including ...	167 (6,308)	184 (17,789)	202 (29,875)	143 (93,792)	129 (153,223)
Affluent Greys	317 (4,195)	392 (13,300)	458 (23,742)	262 (60,594)	197 (82,689)
Flourishing Families	129 (1,575)	103 (3,230)	90 (4,306)	114 (23,932)	107 (40,627)
Urban Prosperity	4 (89)	27 (1,508)	21 (1,782)	23 (8,447)	21 (14,165)
Aspiring singles	14 (89)	88 (1,477)	66 (1,689)	48 (5,505)	43 (8,842)
Comfortably Off	80 (3,675)	74 (8,810)	76 (13,784)	96 (76,007)	93 (133,213)
Settled Suburbia	155 (1,665)	126 (3,459)	131 (5,503)	164 (29,780)	140 (45,861)
Prudent Pensioners	132 (784)	108 (1,643)	101 (2,355)	72 (7,557)	65 (12,323)
Moderate Means	123 (2,609)	98 (5,352)	88 (7,301)	123 (46,384)	153 (104,793)
'Blue Collar' Roots	166 (2,104)	132 (4,290)	125 (6,195)	175 (39,971)	206 (85,033)
'Post Industrial' Families	74 (505)	61 (1,062)	41 (1,106)	54 (6,413)	92 (19,809)
Hard Pressed	102 (3,563)	91 (8,162)	78 (10,720)	94 (57,044)	95 (104,793)
Struggling Families	158 (3,131)	136 (6,862)	112 (8,694)	121 (41,132)	128 (79,932)

Key household types with indices above the norm of 100 in the above contours include:

- **Wealthy achievers:**
 - farming communities
 - mature couples and older affluent professionals,
 - older people in detached houses
 - 'well-off managers in detached houses'
- **Urban Prosperity & Comfortably off:**
 - low income singles in rented flats

- middle income home owners
- low income older couples
- older people living in flats, student flats and 'cosmopolitan sharers'
- **Moderate Means:**
 - skilled workers
 - 'home owning families' in semis/terraces
 - older people in rented property
- **Hard Pressed:**
 - low income larger families, families and single parents
 - low income, older people living in smaller semis
 - older single people in council flats

The following sections review the overall population of Pembrokeshire and the surrounding areas before moving on to a consideration of the tourist market.

1.4. Pembrokeshire's Population and Profile

In 2008 Pembrokeshire was estimated (by ONS) to have a residential population of close to 119,000 compared with Ceredigion's population being 78,000, Carmarthenshire's 180,000 and Swansea's 229,000.

The major towns in the south of Pembrokeshire, Pembroke Dock, Pembroke, Milford Haven, Tenby, Neyland and Carew according to the ONS estimates in 2007, have just under 40,000 residents of all ages with just under 8,000 of these aged 0 – 14 years. If Haverfordwest was to be included (population 11,094) the overall total would rise to just under 50,000 residents.

1.5. Pembrokeshire Haven Spatial Area

As of 2008, the area had a population of over 155,000 people, and projected to increase to almost 180,000 by 2031.

25% of the population is currently of retirement age, but this is projected to increase to 28% by 2031.

1.6. Immigration/Emigration

Net flows of immigrants and emigrants to/from Wales and Pembrokeshire indicates that there was a net increase of 'cross-border' immigration from England of at least 6,500 individuals between mid 2003 and mid 2007.

1.7. School Student Population

According to the census of schools in Wales taken in January 2009 there are 682 primary, secondary, independent and special schools located along the South and South West coast, as well as in Ceredigion. In total these schools accommodate 187,000 primary and secondary level pupils.

practically all of these schools will be located within a two hour drive time of Pembroke Dock with approximately 70% (or 135,000) of pupils and close to 80% of schools also located within 90 minutes drive time.

Research among schools and operators of visitor attractions shows that the ability and willingness of schools to undertake school trips is determined by a combination of the following:

- The attitude of the school head and subject heads towards visits away from school
- The budgets that each school allocate for transport and teaching cover
- The priority that external visits have in a school's 'pecking order' of conflicting demands on scarce resources
- The ability of parents to contribute towards the cost of visits and fieldtrips by their children
- The attitude of Local Authorities to providing subsidised or free transport – or underwriting the cost of transport
- The priority given to syllabus related or recreation (rewards at the end of year) visits
- The distance between the school and the attraction, museum etc, and whether the attraction, museum etc can be reached, visited and returned from in a day
- What support for the visit is provided by the attraction, museum etc before, during and afterwards
- The availability of other museums/attractions that do not charge for school visits

Experience shows that that no matter how relevant the theme or subject is to the syllabus or Key Stage, the decision is made at individual school level whether a visit takes place and this will be based on economics, the school's management and attitude to visits. The cost of transport is such that hiring a coach for a half or a whole day is likely to be the same whether the distance is 20 miles or 200 miles.

Where there is a restricted budget, the decision is often made to achieve a major impact by travelling a significant distance to a destination that is sufficiently rewarding to achieve this objective.

When assessing which attraction or museum to visit, schools will place a significant emphasis on whether those being considered can meet more than one curriculum requirement. It's the 'number of boxes that can be ticked' that tends to win through: science, humanities, environment etc

The ability of parents to pay a contribution is also a key factor. A lower ability to do so means fewer trips unless there are other sources of funding to bridge the shortfall.

The key Defence of the Haven sites will need to be able to provide a menu of activities and experiences that will have the ability to occupy a school party for at least a half a day.

1.8. The Current Tourism Market in South West Wales

Recent surveys conducted for Visit Wales/WAG amongst Day Visitors and Staying Visitors confirms that a high proportion of staying visits by UK visitors are repeat visits: with 90% of day visits being categorised as such.

Interest in history/heritage (61%) was the most mentioned reason for a day trip, amongst all day visits – whilst a visit to the beach/coast was the most often mentioned if Welsh residents are excluded. Amongst Staying Visitors history/heritage rose to over 70%. Visiting museums and galleries were mentioned by 46% of Day Visitors and 38% respectively.

For Day Visits, the largest 'life-stage' segment was 'Empty Nesters' (43%)

1.8.1. Overall Market in Pembrokeshire

The economic impact of tourism in Pembrokeshire is calculated using the Scarborough Tourism Economic Activity Monitor (STEAM) Model. This data is produced by Global Tourism Solutions Ltd (GTS).

According to STEAM, the headline volume and value figures for Pembrokeshire is summarised in the following Table.

The category 'Tourist Numbers' is a count of all visitors annually, including day visitors and those staying

	2008	2007	2006	% change
	'000s	'000s	'000s	
Serviced Accommodation	620	609	669	8
Non-Serviced Accommodation	1,550	1,548	1,464	+6
Staying with family/friends	182	181	181	+1
Day Visitors	1,868	1,877	1,954	-4
TOTAL	4,220	4,215.0	4,268	-1

The peak months are July and August with visitor totals in 2008 of 653,000 (+12% on 2007) and 746,000 (-4% on 2007) respectively.

The resident and temporary population of the county is therefore significantly larger during this period.

1.8.2. Domestic Tourism in South West Wales

South West Wales (SW Wales) covers Pembrokeshire, Carmarthenshire and the Swansea bay area.

In 2007 SW Wales accounted for approximately one in four visits by UK visitors⁵ to Wales equating to approximately 1.9 million trips, this was a small decrease in visits over 2006. Provisional figures for 2008 suggest there has been a further small decline.

The average length of trip was slightly over 4 nights. Trips lasting up to a week represented 35% of all nights spent away and those lasting 8 or more nights accounting for a further 17%. Three in four of all trips made were for a holiday.

The months of July to September accounted for 0.7 million trips – however, the first and fourth quarters both show an increase over 2006, particularly January to March (NB Easter was mid April).

Visitors from England accounted for just under 70% of all visits - with the largest numbers arriving from the South East, South West and the West Midlands. Another important source of domestic tourism was from Welsh residents themselves who were responsible for over 27% of trips made to SW Wales in 2007, although this was a reduction of some 12% on 2006.

Whilst cars were used for the longest part of the journey to Wales, both scheduled bus, coach and train services as well as organised coach tours saw significant increases (albeit from small bases) over 2006, even though the overall number of trips made fell, potentially indicating a modal shift and an increased focus on SW Wales for organised trips.

1.8.3. Day visits by residents in Wales

The above figures do not include day visits by residents, the last survey of which took place in 2002/03 and estimated that 43% of the population of Wales (1.3 million) made a 'tourism day trip' of over 3 hours long, two thirds of whom visited towns or cities and 12% made a seaside or trip to the coast.

This survey estimated that of the 41 million tourism day trips taken in 2002/2003, only 8% (or 3.3 million day trips) included a visit to a leisure attraction, place of interest or special event/exhibition.

Other findings from this survey included:

- 76% owned or had access to a car
- The average distance travelled was 39 miles

⁵ UK Tourism Survey (UKTS)

- The average time spent away was 3.4 hours
- The average party size was 3.8 people (1/3 were families)
- 57% were ABC1s and 42% C2DEs
- Average expenditure was: £31.40 over the day, of which
- £2.50 was spent on admissions
- 20p on parking
- £7.20 on meals or snacks

It is understood that there is no publicly available data for day visits within SW Wales or Pembrokeshire by residents.

1.8.4. Overseas Tourism to Wales

Just over 1 million visits⁶ were made by overseas visitors to Wales in 2008, an increase of 8% over 2007. However, volumes have fluctuated over recent years. There were 190,000 visits to SW Wales, of which 70,000 (or 37%) were visits by overseas tourists to Pembrokeshire. The latter figure translates into approximately 200,000 nights spent in the county.

1.8.5. Profile of Pembrokeshire Visitors

The Pembrokeshire Visitor Survey 2007/8 provides an insight into the profile of visitors to the County as well as the activities they take part in, the frequency of return visits, the timing of visits and where visitors were originally from.

The overall results were in line with other surveys or 'economic figures'; the key points revealed by the survey include:

- Overall 96% of respondents were resident in the UK (4% from overseas) and excluding Pembrokeshire residents, 43% of the overall total were visitors from other parts of Wales; if Pembrokeshire residents are included this rises to 50%
- Between two thirds and three quarters of all visits in the winter and autumn and slightly over 40% of all visitors during the summer were from those resident in Wales
- Over 70% of visitors were staying in Pembrokeshire; 1 in 4 visitors were making a day trip of over 3 hours, rising to 1 in 3 in Autumn and Winter and falling to less than 1 in 5 in the Summer
- There was a high level of repeat visits to Wales. 62% visited at least annually, including 41% who visit at least 3 or 4 times a year; overall 61% of respondents said they would be very likely to return within the next 12 months

This was higher amongst those surveyed during Autumn/Winter/Spring months (67% to 72%). The possible conclusion here is that summer visitors

⁶ UKTS/Visit Britain

tend to be more likely to visit just the once a year, whereas those visiting at other times of the year are more likely to visit on multiple occasions

The implication for attractions is that year on year there will need to be special exhibitions to encourage previous visitors to repeat and to provide additional reasons for those visiting Pembrokeshire on multiple occasions to visit as well as good catering, local produce, public facilities (PC and internet or wi-fi access)

- Visitor profiles indicated a broad range of ages. The average party size tended to be larger in the Summer; 39% of respondents were visiting with children
- Over 60% of visitors to Pembrokeshire were from the ABC₁ social grades – although there were some increase in the proportion of DEs when comparing the 2008 figures with the previous survey in 2004
- The average length of stay was slightly under 7 nights and was longer in the Summer than at other times e.g. Spring, Autumn and Winter when shorter breaks of less than 5 nights accounted for over half of all 'breaks'
- 22% of visitors claimed to have visited Pembroke itself (33% in the Summer); 27% claimed to have visited Haverfordwest and 12% Milford Haven
- The majority of visitors to Pembrokeshire tended to make their own independent way to and around the county. The dominant mode of transport was the car; a train or scheduled bus/coach each accounted for 2% of the main modes used; interestingly 5% claimed to have come on an organised coach trip as their main transport mode
- Whilst in the county, 16% claimed to use public transport – which shows a propensity to consider other modes once at a holiday destination. Nevertheless because of the dominance of the car it will be important for any attraction to provide good parking
- **"Visiting historic, heritage and cultural sites"** was claimed by 43% of visitors as one of their activities whilst in Pembrokeshire (52% in the Summer) but ONLY by 5% as their MAIN activity

The most important main activity was "visiting natural attractions" i.e. mostly outdoor activities. Therefore any Defence of the Haven attraction is likely to be one of the many activities to be considered during a holiday or break in the county: however the more compelling the subject, the larger the potential catchment area

- **"Visiting a theme park or activities park"** was an activity claimed by 22% of visitors. This is less in the Summer than in Autumn and Winter when over a third of all visitors claimed to have done this as one of a number of activities, although a high proportion of visitors in these seasons appeared to claim that this was the MAIN activity. The implication for a new attraction is unclear but being able to provide 'wet weather' facilities at key Defence of Haven sites and include facilities that interest both children and adults will be important
- Over half of the respondents claimed they would make use of some part(s) of the Coastal Path during holiday. 2008 statistics from PCNP show that 13,600 path users were counted at Angle and 13,991 at Chapel Bay.

These figures include multiple visits by individuals as well as those taking short local walks. PCNP's unofficial estimate is that no more than 5,000 path users in a year might pass through Pembroke Dock. Currently many of the latter will cut over to Pembroke to re-join the coastal path. The proposed extension to the path would provide an additional opportunity to capture the interest of 'passing trade' as well as a 'destination' or specific reason for walkers of the path to stop. However, as walkers tend to have accommodation booked up in advance or a distance per day set as a target, there would have to be accommodation, food/drink and other services available locally to provide the reason to stop for any length of time

- The gap analysis by the survey indicated Pembrokeshire was already delivering satisfaction in many areas: **"high quality cultural, heritage and historic sites"** was rated as a reasonably important factor to enjoy when on holiday (3.79 on a 5 point scale) and it was rated highly in terms of performance delivery. Interestingly **"facilities that are open all year round"** was not rated as important in the Summer, but more so at other times of the year (particularly Winter) and in terms of delivery appeared to be largely meeting expectations

The implication for all-weather sites is that although they will be a destination all year round, particularly Autumn and Winter, they will not necessarily attract large numbers of visitors in the Summer for a niche subject if:

a) the weather is good

and

b) the purpose of visiting Pembrokeshire is to walk, go to the beach or visit natural attractions.

So offering other reasons to visit, excellent interpretation, good catering, children's play areas/activities will be essential

1.9. The Education Market

The education market includes both primary and secondary schools, although from conversations with educationalists as well as those in the County Council, the former is believed to have greater potential than the latter.

According to the January 2010 schools census there are approximately 18,500 pupils across both the primary and secondary sectors⁷, in the County

The proposed themes of the Defence of the Haven would be relevant for:

- Primary years (1 to 6)
- Elements of secondary years 7 – 9
- Parts of years 10 and 11

⁷ Pembrokeshire Profile 2008

Local history and local community are subjects relevant to KS1 and 2 for primary students and some more niche subjects (the Cold War, Dunkirk) being relevant to KS4/GCSE students.

With the exception of those within walking distance of a site, there are some hurdles to overcome affecting most schools.

- Potential misperceptions of distance: where the travel time from eg Haverfordwest can be perceived as too great and “*in the South of the County*”, schools in Milford Haven appeared keen to engage. The cost of transport, where hiring a coach could sometimes be more expensive than the cost of entry to paying admission attraction. Local schools would be prepared to walk
- Secondary schools appear to be less flexible in their timetabling and if a visit out of school was made would most likely require teaching cover. This is certainly the experience of museums and attractions in other parts of Wales and England. Primary teachers tend to be focused on a specific class, whereas secondary teachers tend to be shared across different years
- Risk assessments and the time these take to prepare are an influence and attractions need to prepare these in advance
- Preparation for a visit and then using the experience for class based work all need careful preparation. The provision of teaching packs plus the support of an ‘in house’ education officer can be vital steps in ensuring that schools visit

In addition, the way that the themes of the sites are presented, mixing visual, auditory, involving and interactive experiences should encourage repeat visits out of school time.

Features that are important in the education ‘offer’ include:

- A space for students to have lunch together or be ‘corralled’
- Provision of an education room with appropriate equipment
- Toilet facilities beyond the entrance i.e. close to the exhibition space
- Teaching packs
- If possible an area for younger students to let off steam (potentially in the open area outside)
- Facilities for students with physical or learning disabilities
- Bi-lingual interpretation

A study by Leicester University⁸ of the numbers of school-aged children (5-16 years) visiting 69 museums in September and October 2003-2005 concluded that 81% of school visits were made by primary schools. Secondary schools made up about 10% of school visits. This confirms the anecdotal evidence gathered during the course of research for this project.

1.10. The Cruise market

⁸ What did you learn at the museum today? MLA 2006

The research and analysis contained in the following section is partly based on a study commissioned in 2003/2004 by the then Wales Tourist Board (Bwrdd Croeso Cymru) and recent discussions with the Cruise Co-ordinator of MHPA and the General Manager of Irish Ferries.

The cruise market is a relatively new source of tourists in South West Wales. As an indicator of potential, according to a survey by G. P. Wild (International) in 2004 Scotland attracted 148,067 prospective cruise tourists in comparison to 105,954 cruise tourists for England, Wales and crown dependencies and 87,611 for Ireland. The Irish Republic is the most important sub-sector with the potential of circa 80,000.

The same survey showed that Holyhead, with almost 5,000 potential visitors, achieved limited success, largely due to its proximity to Snowdonia. This was in notable contrast to Dublin, Cork/ Cobh and Waterford, which between them were forecast to receive nearly 80,000 passengers and may now be considered major destinations.

The limiting factor for all the Welsh ports is the size of cruise ship that can be accommodated alongside in a berth rather than being moored in a bay and using ferries to transport passengers. This was likely to be an increasing limiting factor as cruise ships become larger.

In terms of the quality of the attractions, the consultants concluded that Wales as a destination has more than sufficient high quality offerings to attract cruise tourists.

For the short term, the study concluded that the niche cruise line market offered the best option for a product that could successfully utilise existing facilities and resources. It would also be important that ports and destinations in the Irish/Celtic Sea saw themselves as being complementary to, rather than in competition with, each other as the region needed to develop successful itineraries in the Celtic Sea and around UK if Wales wished to attract and sustain cruise tourism in the years ahead.

Since this study, two initiatives have been launched: initially Cruise Wales was established and more recently, in late 2009, the Celtic Wave initiative featuring 6 Welsh and Irish ports was launched to take advantage of the potential for group cruise visits, harnessing what has been described as "the unique Celtic cultural identity" to promote the Irish Sea as a Cruise destination.

Although this will undoubtedly bring benefits to Pembrokeshire with an increase in cruise visits in the longer term, this is unlikely to substantially increase shore visits in the next 3 – 5 years or until further investment in berthing facilities and the Port Authority is able to accept larger cruise vessels.

Since the launch of Cruise Wales, the cruise market in Milford Haven has grown from one ship in 2004 to six in 2008, with one cancelling owing to bad

weather. From 3,798 passengers and 2,130 crew, a total of 5,920 visitors came ashore. The cruising season typically runs from May to September.

A further six visits are planned between June and September for 2010 and in total this could include 4500 passengers, 90% of whom disembark for a day visit; the number of crew involved with these cruise ships is not known at this time. In 2011 nine cruise ships are expected to arrive.

Visitors from the cruises are traditionally interested in

Site Tours
Walking Tours
Coach Tours

All of which could include visits to military heritage sites

In addition, animated tours, activity and involvement have become more popular, and the Defence of the Realm activities, such as re-enactment should take the cruise timetable into account and maximise visitor numbers.

Excursions consist of around 35-55 people average and they need to be dispersed as otherwise they overwhelm a location. Ships usually stay for around eight hours with several excursions offered. North American tourists are particularly drawn to castles and heritage, while Germans are more attracted by cultural activities.

Venues need to be able to supply coffees, snacks, soft drinks etc but as most cruise passengers book 'all in packages' major meals are not required to be provided.

The average age of the cruise passenger is circa 49 years and has generally been getting younger.

The potential market for Milford Haven for example could be in the region of 20,000 visitors a year assuming an improvement in the facilities. This is perhaps a relatively small number compared with the overall market but a useful and potentially growing addition. The consultants Fisher Associates suggested that if the Milford Waterfront scheme was implemented that allowed larger vessels to berth then between 50 to 60 cruise ships could be attracted to the Haven.

Attracting the cruise market delivers a higher value visitor, prepared to buy souvenirs, memorabilia and local crafts and produce. The combination of a classic building in the form of the Garrison Chapel in its dockyard setting and the themes of local, national and international history plus the Sunderland and the Battle of the Atlantic would meet the needs of visitors looking for culture, history as well as the lighter side of making a shore visit.

1.11. The Ferry Market

In 2009, Irish Ferries indicated they carried some 320,000 passengers (i.e. 175,000 return trips) of which truck drivers numbered approximately 40,000 (or 20,000 return trips); this total includes 45,000 passengers on group trips – normally travelling in coaches operated by well known companies e.g. Trafalgar. The majority of these were apparently UK based passengers. In addition, IPS survey data for the last three years indicates that approximately 150,000 visitors arrived from Ireland by sea to visit Wales, of these an average of 68,000 visited for a holiday and a further 62,000 visited friends and relatives (VFR) over the same period.

These figures relate to passengers arriving at all three ferry ports currently providing services to/from Ireland: Pembroke Dock, Fishguard and Holyhead. The Swansea/Cork service will start operating again in Spring 2010, however, no passenger/traffic projections are available as yet. It is understood from discussions with trade contacts that the likely traffic is unlikely to detrimentally affect current levels of ferry traffic (passenger cars, commercial vehicles, coaches etc) through Pembroke Dock.

This data would appear to confirm that although the apparent visitor market from Ireland to Wales is relatively healthy, the principal reason for using the ferry services is to continue on into England and further afield.

The potential spin offs from travellers for any activity based in Pembroke is influenced by sailing times. There are two sailings daily in each direction:

- Early morning arrival at 00.45 from Rosslare – on arrival at Pembroke Dock, passengers either continue their journey or may stay locally
- Early morning departure from Pembroke Dock at 02.45 hrs: passengers tend to arrive at the port from 23.00 hrs onwards and potentially would benefit from additional local services available at that time
- Early afternoon arrival from Rosslare at 12.30 and early afternoon departure from Pembroke Dock at 14.30

Those visitors on the early afternoon arrivals and departures from Pembroke Dock are the most obvious targets for an attraction close to the dockyard.

However, there is anecdotal evidence indicating that those returning from Ireland at 12.30 typically wish to continue their journey home immediately. However, if promoted appropriately with Irish Ferries, there could be an incentive offered to attract some of the passing traffic.

Similarly, passengers for the early afternoon sailing at 14.30 hrs apparently start arriving at Pembroke Dock at around 13.00 hrs

Thus there is on average only a brief window during which to sell an attraction to ferry passengers. Nevertheless, with appropriate promotion and awareness raising amongst passengers returning to Ireland before they arrive in

Pembroke Dock (cross promotion with Irish Ferries, web sites, ticketing etc), there is the potential to convert a proportion of the significant number of this 'passing trade'.

However, there is already a healthy level of inbound tourism and 'VFR' arriving by sea from Ireland who might be interested in an attraction close to their point of arrival or return, particularly as the facilities at the port are fairly minimal. The 'offer' at key Defence of the Haven sites would have to meet their needs which might include:

- Something of interest for both adults and children
- Visit completed in under 1.5 to 2 hours
- Quality catering offer
- Easy, cost effective and near-by parking or transport from the ferry terminal to the attraction
- Co-ordination with Irish Ferries to co-promote the site and potentially incorporate passive departure 'status' boards or provide portable departure/embarkation 'alarms'

Tour operators tend to be on a tight schedule and do not typically stay overnight in the Pembroke Dock area. The challenge would be to include Pembroke Dock in a fixed itinerary allowing time before departure (and potentially after arriving) to a new attraction.

Anecdotal evidence from the Swansea 1940s Exhibition indicated that they did succeed in attracting a proportion of their visitors from those in transit to the ferry (before the service stopped in 06). However in Dover the experience of English Heritage is that relatively few ferry passengers visit the castle.

A further consideration would be to ensure that the subject matter of sites local to the Haven should account for the interests of visitors from Ireland potentially for example linking to the Flying Boat attraction at Foynes or referring to international links for flying boats.

1.12. The Groups Market

The Group market provides the opportunity to extend the tourism season into the quieter months but it does require systematic development and the devotion of resources.

The UKTS and Pembrokeshire Visitor Survey indicate that there is a small and potentially growing level of visits to Wales and Pembrokeshire by those joining organised coach tours.

The Groups Market includes lifestyle groups such as Rotary, Round table, Soroptimists etc but also UK and inbound affinity groups from both the UK and overseas on themed tours eg military, aviation, history, heritage, culture etc. Affinity group marketing provides the opportunity to build specialized products and services based around the unique Defence of the Haven offer.

Examples of affinity groups would include aviation enthusiasts, retired servicemen eg ex RAF personnel, tourists with special interests etc

Recent research conducted by QA indicates that Group Travel Operators (GTOs) look for:

Destinations and attractions which show a clear understanding of the needs of GTOs and reflect these in their groups marketing, their interactions with GTOs during an enquiry, booking and reflect this in the product offer itself are more likely to attract group visits and subsequent positive word of mouth recommendations.

GTOs want to fill their trips quickly so general marketing activities which raise the profile of a destination and/or attraction amongst the general public can also create a receptive audience amongst members and give GTOs confidence that a trip will appeal.

Destinations and attractions who already attract a large group market need to either develop new products or at least create the perception of offering something new by packaging and theming their offer differently.

The survey also confirmed that for UK GTOs at least, the highest proportion of members (78%) is within the 65-74 age bracket.

QA also commented that with the majority of the GTO market always looking for something new, this posed a challenge for destinations and attractions who have previously attracted large numbers of groups but an opportunity for those who have not.

Whilst something new cannot always be build or develop, destinations and attractions can create the perception of offering something new by packaging and theming products differently.

However, it would appear that a sizeable minority of GTOs (20% in the QA survey) open to revisiting old favourites; nevertheless it is important to provide a memorable first visit and keep communicating with these GTOs to attract them back for a repeat visit.

Just over 40% of the respondents to this survey indicated that visits to museums and galleries were of particular interest and 60% indicated that historic houses and buildings were too.

2. Visitors to Attractions in Wales and Pembrokeshire

The 2008 Visitor Attraction survey conducted by Visit Wales received responses from 259 (304 in 2007) national and regional organisations operating either a free or paid-for visitor attraction – this response represented 50% of all known visitor attractions in Wales. The list of visitor attractions in South West Wales is included as Appendix 1 showing visitor numbers and adult admission prices.

In 2008 visits to attractions increased by 11% to approximately 10,800,000 visits a year compared to 2006. Visits to free attractions increased considerably (up 30% between 2006 and 2008) compared to paid attractions (which experienced an increase of +1%)

South East of Wales saw the largest increase in volume of visits to tourist attractions, up 33% between 2006 and 2008. This compares to South West Wales where visits to tourist attractions decreased just over 1% during the same time period, achieving 2.6 million visits.

Average visits per attraction were highest for themed attractions, which on average received 101,000 visits a year, this compares very favourably to wildlife attractions, which achieved an average number of 22,500 visits per year.

The following tables show that the average number of visits to a museum or art gallery were 55,000 and by a coastal location 53,000

Table: Average visits 2007 by category

Category	Sample	Average visits 2007
Historic property	59	52,007
Museum or art gallery	81	55,222
Industrial or craft attraction	24	42,186
Country park, garden, other natural	42	78,473
Wildlife attraction	10*	22,518
Themed attraction, leisure park/ centre	5*	101,000
Railway or tramway	14	46,128
Total	235	56,791

Table: Average visits 2007 by geographic location

Location	Sample	Average visits 2007
Coastal	41	53,147
Rural	128	45,774
Urban	70	74,828

3. The Wales Spatial Plan

The vision for Pembrokeshire Haven in the Wales Spatial Plan is that of:

“Strong communities supported by a sustainable economy based on the area’s unique environment, maritime access and tourism opportunities.”

The plan for the area is based on the revitalisation of the three key settlements of Milford Haven, Haverfordwest and Pembroke Dock along with Carmarthen and Fishguard. It also refers to the need to:

- Upgrade communication links
- Increase skills, levels of economic activity and retain population
- Enhance the international gateways
- Strengthen rural communities
- Promote healthier lifestyles
- Develop the potential for tourism linked to the environment, coast, culture and heritage and extending the tourist season.

According to the Wales Spatial Plan ('Strategic Background'), this strategy positions SW Wales as a 'premier, all year accessible UK destination', maximising value from visitors, providing high quality at all levels – offering something special and distinctive for visitors so they are eager to return and to tell others. Crucially it also **supports profitable tourism businesses able and willing to invest in high quality staff and facilities.**

Of the five objectives established, covering working together, regional marketing initiatives for off-peak opportunities, there are three that particularly relate to the Defence of the Haven project, these are:

- "...to consistently improve the quality of the visitor experience throughout the year - accommodation, **attractions** and services..."
- "to responsibly develop and sustain the infrastructure and unique environmental and cultural resources of SWW for the benefit of visitors and residents ..."
- "To improve tourism business practice in SWW, **creating profits, ensuring future re-investment and career opportunities and supporting learning to provide the right levels of skilled workers, managers and owners ...**"

There would appear to be 2 projects proposed in the Wales Spatial Plan that could have a direct relevance to the Defence of the Realm project:

Project 13: "Off Season Wet Weather Attractions"

Recognising that there is a wide range of attractions, including some major facilities like Oakwood, Folly Farm and St David's Cathedral, most are small (under 10,000 visitors) and weather dependent and less than half of all attractions are open all year round.

The priority suggested in the spatial plan appears to be for refurbishing existing rather than new developments.

The Defence of the Realm project provides for sites such as the Garrison Chapel in Pembroke Dock, Carew Cheriton Control Tower, Chapel Bay Fort and some of the other sites currently not open to the public to be developed as all-year and all weather attractions in Pembrokeshire.

Project 15: "Destination Development in Key Settlements"

"...the urban environment is poor in comparison with the countryside and coast, particularly in the key settlements – which also lack vitality and viability..."

The key settlements in question are Haverfordwest, Milford Haven and Pembroke Dock

The spatial plan also states that:

“Attractive towns and villages enhance the quality of life for residents and provide alternative ‘things to do’ for visitors, **particularly in wet weather** or off-season ...”

And:

“Although tourism is likely to be a relatively small driver in the three main settlements, tourism activity can help support the vitality and viability of these and other settlements through additional footfall and spend....”

The Defence of the Realm project could deliver on many of these tasks and activities as follows;

Project/task	Defence of the Realm will contribute
Maximising human resources	Yes
Tourism capacity building	Yes
Tourism employment: engaging the economically inactive	Yes
Tackling seasonality	Yes
Improving the quality of catering and retailing in PH	Yes
Local distinctiveness	Yes
Enhance access to outdoor activities, off-season in PH	Yes
Off-season wet-weather attractions	Yes
Off-season events and festivals	Yes
Develop/maintain the local environmental infrastructure	Yes
Visitor management at key rural/maritime pressure points	Yes
Destination development in key settlements	Yes

From the Checklist of objectives for the Sustainability Appraisal of the WSP, Defence of the Realm would:

- Value, protect, enhance and celebrate Wales' diversity, local distinctiveness and cultural and historic heritage
- Build and maintain environmentally-friendly, high quality services and infrastructure
- Maintain the Welsh identity and ensure the needs of the changing demographics are reflected
- Increase opportunities to build the Welsh education and skills base
- Encourage a vibrant and diversified economy
- Build vibrant, safe and cohesive communities

The report identifies the need for a deeper and easier engagement of visitors with the local Pembrokeshire culture and environment. In particular, the value of the environment, including the built and maritime heritage needs to be better presented and Defence of the Realm will make a major contribution.

4. The Market - Summary

The market for Defence of the Realm is made up of the following market segments:

- **'Existing' Visitor Market** ie those currently visiting the Gun Tower and who would visit a significantly larger and more comprehensive attraction in the Garrison Chapel and Market Hall
- **Regional Holiday market** ranging from the STEAM data of 4.2 million and the lower figure from the Pembrokeshire Visitor Survey of 1.75m (4% are overseas visitors)
- **Regional Domestic Market** ie the resident population of 612,000 within the drive time contour of 90 minutes
- **Cruise Market** is initially based on around 8 to 10 ships visiting the Haven annually
- **Ferry Market** providing a 'spin off' is from the Irish Ferries figure of 320,000 passengers
- **Groups** market
- **Schools/Colleges** within 90 minute drive time of the core of Defence of the Realm

In the 90 minute drive time contour 1 in 4 (132,000) claimed to have visited a Museum; 1 in 10 (51,000) an Exhibition, 1 in 4 (115,000) a Stately Home or Castle and slightly more than 1 in 6 (88,000) claimed to have visited a Theme Park

According to the Pembrokeshire Visitor Survey, 43% visited a historic or heritage site and 22% had been to a theme park or other related activities.

Chatham Dockyard in Kent, which is a 75 acre site, attracts 150,000 visitors a year of which 20,000 are school pupils and 16,000 repeat visits. In addition 35% of their visitors are beyond the one hour drive time contour. Their catchment area includes Kent - 1.4 million population, Medway 252,000 and Chatham 70,000. They also have an excellent transport infrastructure.

Recent tourism trends in the Shannon Region of Ireland where the Foynes Flying Boat Museum is located show that the highest tourist growth to the Shannon Region has been from mainland Europe. The changing visitor profile and a dominance of younger/middle age visitors (almost two-thirds of visitors are under 45 years), has led to related changes in demand for products and services.

The tourism sector in Shannon currently brings in over 1 million overseas visitors, 750,000 domestic visitors, and generates €400 million in tourism revenue for the Shannon Region.

The Foynes Flying Boat Museum opened in 1989 and has grown from 4 staff to 12 and in 2007 40,000 visitors passed through the museum doors. The majority of visitors come from overseas. While Shannon has a major international airport, the region is not dissimilar to SouthWest Wales and the success of Foynes indicates what is possible given sufficient investment.

Attract Marketing Ltd | Brook House 4 Lawrence Gardens | Kenilworth |
Warwickshire | CV8 2GH
Tel: 01926 864900 | Fax: 01926 851591 | info@attractmarketing.co.uk |
www.attractmarketing.co.uk
Registered Office: 69 St John's Hill Shenstone Staffordshire WS14 0JE
Registered in England Company no. 4643489