



# IALA LIGHTHOUSE PRESERVATION MANUAL

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# I – DEVELOPING A NATIONAL PRESERVATION PLAN

## Introduction

Historic Lighthouses are a unique part of the national heritage, to be treated differently from other assets, as they are a strong symbol of the World maritime heritage and hold great significance to local and national communities. As a consequence of the reduction in short range aids to navigation and the requirement to preserve historic lighthouses there is a need to find alternative uses for surplus property

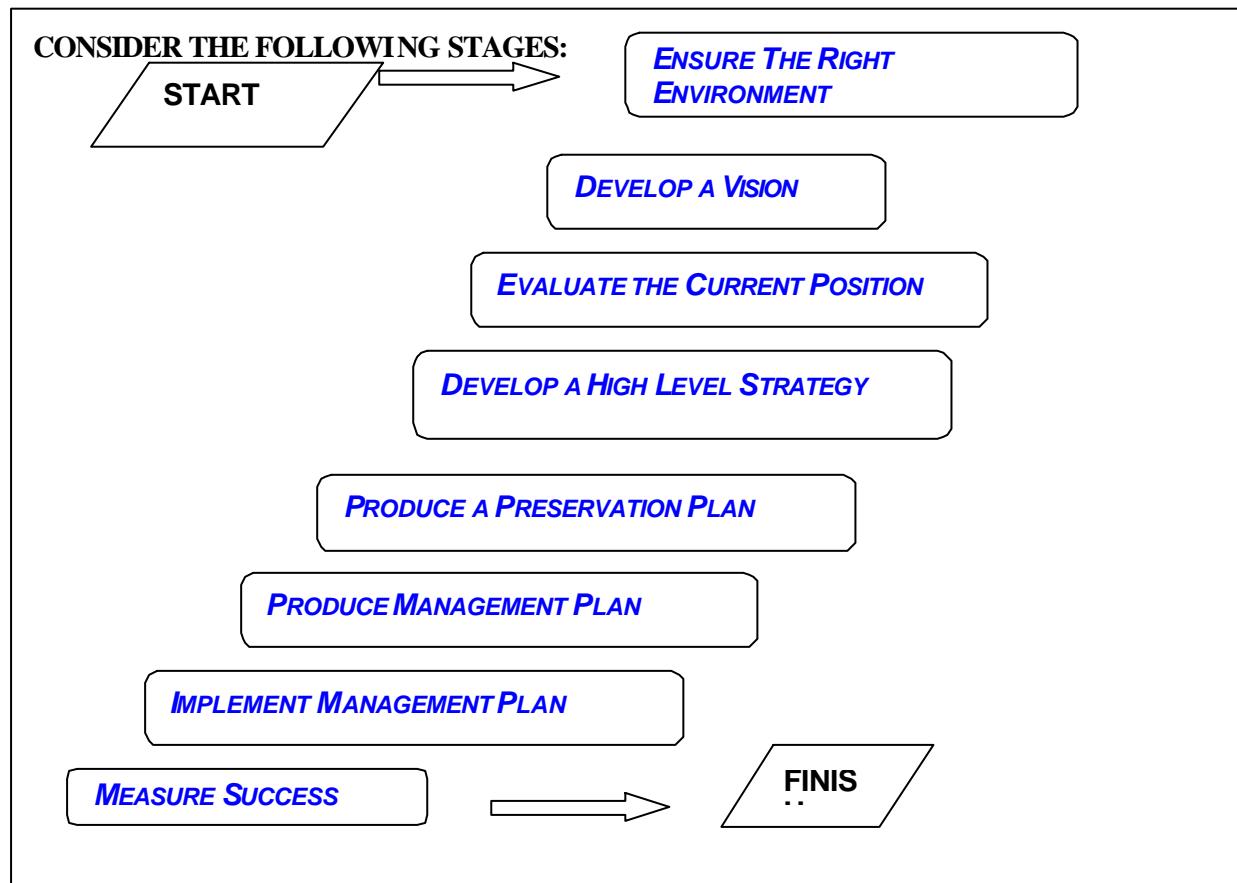
Lighthouse Authorities have a duty to protect their historic lighthouses and by way of alternative uses, funds can be raised to finance their preservation. Alternative use should be adapted to the lighthouse and not the other way round. This point was a significant recommendation of the Preservation of Historic Lighthouses by the Alternative Workshop held in Norway, May 2000.

The cultural heritage of lighthouses extends beyond the architectural value of the buildings, to the whole area of maritime traditions and history, including shipping trading patterns, navigational safety and wrecks; this needs to be explained and evidence documented for the benefit of future generations.

Recording present traditions and changes is also important, as they will become part of the cultural heritage for future generations.

The following guideline steers a path through the various stages of the preparation of a preservation plan, posing questions that need to be considered. It is not claimed to be an exhaustive list but coupled with the information contained in the supplementary guidelines, provides a good starting point.

This Guideline is not only applicable to the preparation of a National Plan but can be equally apply to the preparation of any Conservation or Preservation Plan.



# 1 The planning process

## 1.1 Ensuring the right environment

- 1.1.1 Consider political and public reaction from the International to local community level.
- 1.1.2 Examine the scope and limitations of the existing legal and cultural frameworks and if necessary to consider any requirements for new legislation to provide necessary flexibility.
- 1.1.3 Gain a good understanding of the economic environment to assess whether any development will be sustainable in the longer term.
- 1.1.4 Gain co-operation and support of heritage bodies

## 1.2 Developing a vision

- 1.2.1 Where applicable, keep aids to navigation operational.
- 1.2.2 Promote tourism, raise public and cultural awareness and enhance education.
  - Enable access and public enjoyment
  - Reflect cultural values
  -
- 1.2.3 Encourage economic sustainability within the lighthouse estate.
- 1.2.4 Develop an alternative revenue source
- 1.2.5 Protect the lighthouse heritage and conserve the surrounding landscape environment
  - Provide a repository for historic lighthouse equipment.

## 1.3 Evaluating the current position

- 1.3.1 Determine what value the state places on its maritime, technical and industrial heritage.

*Who are the stakeholders and what are their interests?*
- 1.3.2 What are your organisation's future plans with respect to the lighthouse properties and are they sustainable?
- 1.3.3 Who are the organisation's stakeholders? (*see Annex A for examples*)
  - Political - international, national, regional and local community
  - Social - Public Interest, heritage and environmental, special interests, employees, contractors and suppliers
  - Economic - Taxpayers or service payers, fund managers/government department, tourism bodies, local businesses
- 1.3.4 What are the stakeholders' interests?
  - Safe and expeditious navigation
  - Provision of the aids to navigation service at the least cost
  - Job satisfaction : new challenges for staff
  - Heritage and environmental conservation
  - Economic regeneration of local communities
  - Education and public enjoyment.

- 1.3.5 Are there any other external influences?
- 1.3.6 Identify potential partnerships (including the need for external expertise), and the benefits.
- 1.3.7 List the "enablers" and the "blockers".
  - Identify the strengths, weaknesses, opportunities and threats (SWOT analysis).
- 1.3.8 Purposes of Public Access
  - To interpret the Lighthouse/Maritime Cultural Heritage
  - To enable the conservation of buildings and objects
  - To educate, inform and raise awareness
  - To provide supplementary income for preservation work.

## 1.4 Developing a high level strategy

- 1.4.1 Where does your organisation want to be in 3 to 5 year's time and beyond?
- 1.4.2 Build a strategy to achieve the goals based on the strengths of your organisation.
- 1.4.3 Evaluate the benefits of retaining ownership of historic lighthouses for alternative use over the longer-term, against any immediate gain from disposing of the some or all of the property.
- 1.4.4 Identify any scope for flexibility – is there a minimum requirement?
- 1.4.5 Assess the impact on your organisation's resources and the possibility of inter-government agency or other co-operation.
- 1.4.6 How will each of the stakeholders react?
- 1.4.7 What are the options for funding?

*Develop a strategy to achieve the vision and satisfy the stakeholders.*

## 1.5 Producing a preservation plan for historic lighthouses

- 1.5.1 Evaluate the Lighthouse Estate
  - initial "desk-top" evaluation and data gathering
  - detailed profiling of properties
  - ownership / rights of way
  - buildings / environmental designations
  - historical value
  - operational and non-operational areas
- 1.5.2 Develop criteria for classification within a conservation plan for each lighthouse in consultation with heritage bodies and others
- 1.5.3 Navigational significance; part of a tower or current AtoN systems
  - Maritime cultural history
  - Present and previous use; operational aid to navigation?
  - Is the lighthouse station a single entity including buildings, equipment etc?
  - Artefacts, antennae, gardens etc

*The preservation philosophy and the definition of an historic lighthouse is largely a matter for each nation depending on their political, cultural and social environment; each country will have its own policies, acts, traditions and culture.*

- Community relationship : human factors - way of life
- Architectural significance and type of construction
- Authenticity
- Accessibility
- Vulnerability
- How representative is it of the country's lighthouse heritage: age,
- Function (e.g. coastal, fairway, harbour), use, materials and style
- International / regional importance
- Symbol of technological advancement
- Physical condition
- Landscape setting
- Flora and fauna, marine wildlife
- Geology/ecology.

This is not an exhaustive list

- 1.5.4 Record the significance and vulnerability of the Lighthouse stations to be preserved.
  - Survey the sites
  - Develop conservation statements
  - Agree conservation policies : keep the estate intact; avoid part disposals; examine alternative use; enable public access and enjoyment
  - Review heritage and environmental regulations
- 1.5.5 Identify whether an environmental impact assessment and "clean-up" operation may be necessary.
- 1.5.6 Assess priorities in terms of heritage significance and the potential for public access to a given site.

## 1.6 Producing a management plan for the preservation of historic lighthouses

- 1.6.1 Decide how to maintain the significance of the station and resolve any conflicts.
- 1.6.2 Incorporate alternatives for surplus properties where applicable
  - Balance opportunities against risks and liabilities
  - Identify opportunities for leisure, education and partnerships
- 1.6.3 Evaluate options for additional tasks for Light keepers
  - Lighthouse tours
  - Management of other aids to navigation in the area
  - Wardens for parks or bird sanctuaries
  - Weather observation.
- 1.6.4 Clarify responsibilities (including obligations in respect of registered buildings)
  - Lighthouse Authorities responsible for preserving the buildings and/or administering the plan
  - Heritage bodies set down the preservation framework and ensure some standards are maintained.

*The management plan should become part of the normal management processes of your organisation.*

1.6.5 Ensure all other impacted organisations concur with your management framework to ensure consistency.

1.6.6 Develop sustainable solutions :

1.6.6.1 Business Plan for Commercial Revenue

- Legal framework
- Analysis of opportunities and threats
- Financial plan (including grant applications)
- Marketing plan
- Partnerships
- Organisational structure.

1.6.6.2 Public finance, non-commercial

- Enable public access and enjoyment
- Any income used for preservation.

1.6.6.3 Controlled disposal

- Lease surplus estate to responsible bodies
- Reserve rights of access
- Ensure property maintained and preserved.

1.6.6.4 Grant aided only

- Enable public access and enjoyment
- Grant monies and other income used for preservation.
- Confirm any conditions attached to grant

1.6.6.5 Temporary Closure (Mothballing)

- Temporary solution
- Minimal maintenance to prevent deterioration.

1.6.6.6 Outright disposal

- Sell or lease to responsible body
- Keep station intact as a single entity if possible with responsibilities written into the deeds.

1.6.7 Produce timetable with critical path milestones.

## 2 Implementation of management plan

### 2.1 Identifying the potential and limitations of the station

- Length of the visitor season
- Weekly/daily opening periods (conflicts with local residents / adjacent occupiers)
- Size of accommodation
- Need for interpretative display panels - cooperation among interested parties
- Energy sources / requirements
- Access - car parking, boat landings, foot and air
- Toilets, first aid and rest room facilities
- Security and fire prevention
- Sale of merchandise
- Resources available for guided tours
- Training requirements for personnel

*This section gives guidelines on practical tools for public access.*

- Vulnerability of the buildings and the environment to damage
- Visitor potential (market survey)
- Determine visitor flow plan for the premises.

*Refer to other guidelines for additional information.*

- ❖ *How to Select which Lighthouse to Open*
- ❖ *How to Make a Lighthouse Visit Safer*
- ❖ *How to Make a Lighthouse Visit Attractive*
- ❖ *The Legal Issues of Alternative Use*

## 2.2 Risk assessment

- Appropriate resources to accommodate anticipated number of visitors.
- Health and safety
- Environmental impact
- Need for directional and cautionary notices.
- Assess Legal Liability
- Assess Insurance Requirements

## 2.3 Legal agreements with partners

- Transfer of liabilities
- Reserve rights of access
- Ensure non-interference with aids to navigation functions
- Permit public access for education and enjoyment
- Decide whether it is a profit or non-profit venture
- Provide for the apportionment of revenue income and costs
- Provide for agreement of visitor entrance charges
- Impose an obligation to comply with any conservation requirements
- Transfer responsibility to local level for complying with legislation in respect of catering, cinema (video films), disability discrimination and social inclusion.
- Clarify intellectual property (trademarks, copyright etc) ownership
- Specify accounting arrangements including ticketing.
- Reversion Clause

## 2.4 Publicity and educational material

- Produce marketing plan
- Design and distribute marketing leaflets / posters
- Establish audio / visual interpretation
- Provide brochure on history of the lighthouse and present day operations
- Arrange media coverage.
- Displays, exhibitions and information
- Education and support - materials
- Databases, enquiries and publications
- Scholarship and research
- Special interest and corporate hospitality

## 2.5 Transportation

- Consider bus routes or special access arrangements
- Arrange access by boat to island / offshore stations.

## 3 Pointers to success

- Develop a strategy.
- Evaluate the potential.
- Analyse conservation needs.
- Ensure alternative uses are workable within the aim of preservation.
- Work in partnership.
- Implement the plan in phases.
- Work with experts in the relevant field.
- Satisfy all the stakeholders.
- Communicate effectively.
- Seek sponsorships and grants.
- Risk Analysis

*This section sets out the key issues and stages that need to be followed if the project is to be a success. It also indicates where support and involvement of outside bodies will be needed during the development phase.*

## 4 Measurement of success

### 4.1 Monitoring and Review

- Produce benchmarks for measuring success.
- Provide actual examples of alternative use.
- Periodically review strategy, plans and procedures and adapt to the changing environment.

### 4.2 How your organisation may measure success

#### 4.2.1 Lighthouse Authority

- Self supporting - even partially.
- Revenue generation for re-investment in preservation.
- Reduction in maintenance costs.
- Increase in number of stations actively involved in alternative use.
- Increase (or stabilise) number of visitors - access and enjoyment factors.
- Increased political awareness with economic benefits.
- Formation of strategic alliances - including inter-departmental service level agreements - through partnerships which have helped to achieve preservation goals.
- Co-operation among military and civil administrations regarding the "common maritime inheritance".

#### 4.2.2 Preservation Authorities

- Met preservation standards and managed visitor access to contain numbers where appropriate (each country will have its own preservation standards).
- Created a shared understanding of cultural heritage values - measured through special visitor surveys and media response.

#### 4.2.3 Local Community

- Job creation and economic regeneration.
- Strengthened community spirit and increased local identity.
- "Put them on the map" in a positive way!
- Increased understanding following a sharing of values among the community :
- number of schools visits increased to prove the attraction as a valuable educational resource.
- greater awareness of cultural and environmental responsibilities - children can influence society and change a generation's attitudes.

#### 4.2.4 Tourism

- Job creation and economic regeneration
- Improved variety and quality of visitor attractions in the area
- Extension of visitor season
- Customer satisfaction guaranteed!

## Annex A – Stakeholders

(Those bodies with a potential interest in historic lighthouses)

### International

- IALA
- International Council on Monuments and Sites ICOMOS advise UNESCO on cultural World Heritage sites.
- The International Committee on the Industrial Heritage (TICCIH) advise ICOMOS.
- Lobby groups : Friends of the Earth / Greenpeace / World Wildlife Fund.
- Tourism networks that reach across national boundaries.
- Lighthouse Societies throughout the world.
- International Tourism Association.

### National

- Government Departments/Agencies
  - Aid to Navigation Authority
  - Environmental Management
  - Cultural Heritage Department
  - Maritime Transport
  - Ministries of Tourism / Trade / Economic Development
  - Ports Department
  - Fisheries Department
  - National Trail Networks.
  - Employees, contractors and suppliers.
  - Lifesaving organisations.
  - Housing Associations.
  - Meteorological organisations.

### Provincial, State, District

- Ports & Harbours
- User Groups – Leisure, Fishing, Commercial Shipowners / Pilots
- Regional Trail Networks.
- Local Government/Councils – Tourism/Heritage/Museum Services
- Local Government: Planning Authority (often has heritage responsibilities)

### Municipalities

- Ports & Harbours
- User Groups
- Coastal Cultural Groups
- Diving Clubs
- Preservation Interest Groups (“Friends” and Historical Societies)
- Environmental Groups
- Local Government/Councils – Tourism/Heritage/Museum Service)
- Local Government: Planning Authority (often has heritage responsibilities)
- Local Trusts and Community Groups.
- Bodies involved in particular heritage preservation projects (e.g. Nordic Countries).

## Annex B - CHECK LIST

This provides a list of the various stages that must be addressed in preparation of a National Preservation Plan. It provides a record of those that are applicable to the project and can be used to plot the progress through the various stages.

Items to be considered	Applicable Yes/No	Considered ( )	Comment
<b>Planning Process</b>			
Ensure right environment			
Develop vision			
Evaluate present position			
Develop high level strategy			
Produce a preservation plan			
Produce a management plan			
<b>Implement Management Plan</b>			
Identify potentials and limitations			
Carry out risk assessment			
Complete legal agreement with partners			
Produce publicity and educational materials			
Review transportation			
<b>Identify the Pointer to Success</b>			
<b>Monitor and Review Success</b>			
To lighthouse authority			
To preservation authority			
To local community			
To tourism			

## II THE LEGAL ISSUES OF ALTERNATIVE USE

### Introduction

Alternative use may provide a major opportunity to help ensure the preservation of historic lighthouses. However, the opportunity needs to be balanced against the risk, taking into account legal and financial considerations. This includes checking that the lighthouse authority or other body has the necessary legal powers to undertake alternative use activities alongside its normal activities for the provision of marine aids to navigation. The relevant legal issues generally fall into one of four distinct areas :

- constitutional – the organisation's legal status and powers
- contractual - regarding ownership, title and access rights in respect of the properties
- duty of care to people, property and the environment
- compliance with public laws and codes of practice, including environmental and heritage designations and planning consents.

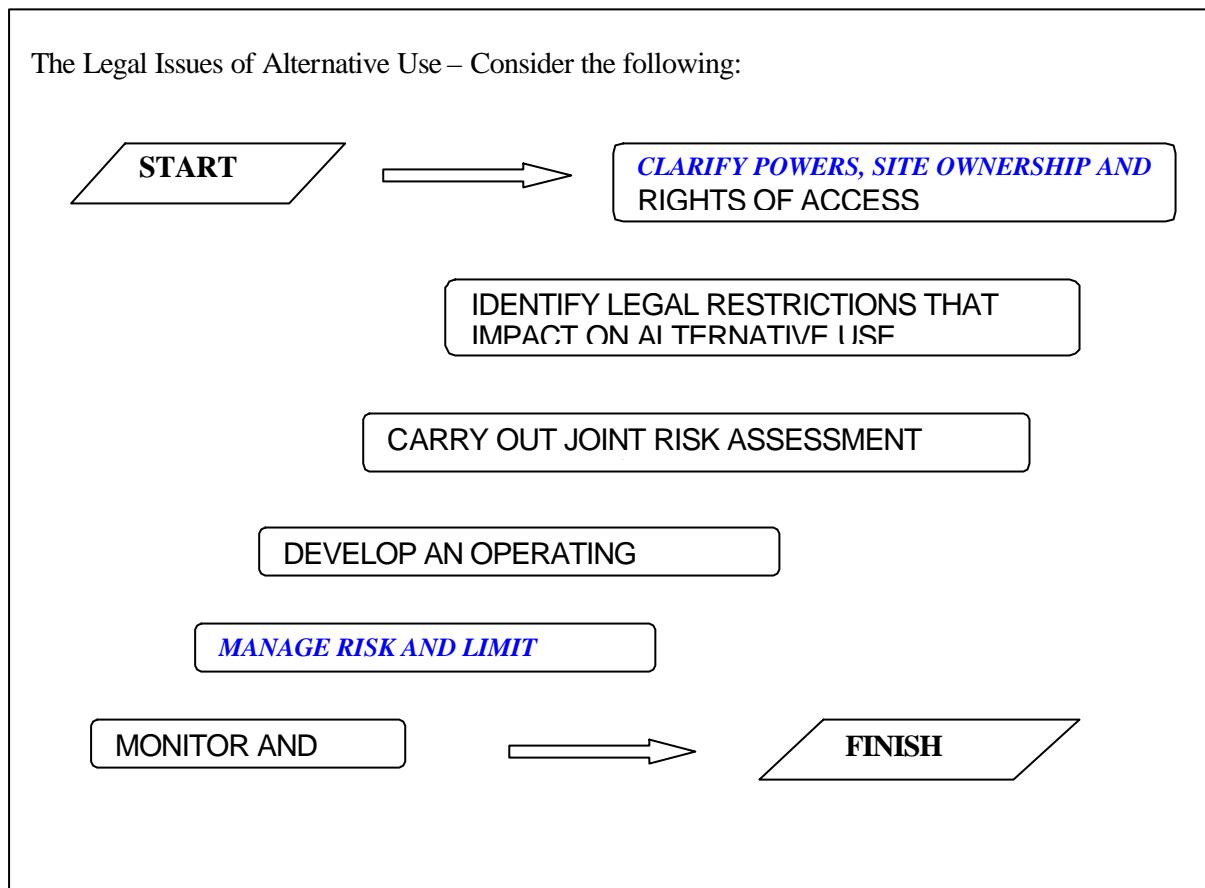
These are dealt with in sequence in the sections that follow, to show how the risks can be managed once a property has been identified as having potential for alternative use. However, it is important to keep in mind the wider aims of the lighthouse authority or heritage body, which may be to :

- *Conserve the properties (and associated equipment) as :*
  - *a platform for the effective operation of aids to navigation requirements*
  - *historic structures of national or local importance*
  - *a natural and distinct feature of the landscape environment.*
- *Reduce costs by adopting a wider scheme for effective management of the station, including measures for the transfer of certain risks and liabilities and the development of suitable schemes for revenue generation.*
- *Enable safe access for public enjoyment and education.*

To a greater or lesser extent, an understanding of the legal issues is required to enable appropriate safeguards to be established for the achievement of these aims. The purpose of this guideline therefore is to provide outline guidance to the main areas of risk, responsibility and liability and to the steps that can be taken to reduce exposure to liabilities.

**PROFESSIONAL ADVICE SHOULD ALWAYS BE SOUGHT TO VALIDATE ANY ASSUMPTIONS MADE**

The Legal Issues of Alternative Use – Consider the following:



## 1 Clarify powers site ownership and rights of access

### 1.1 Organisational Powers, Rights and Duties

Any organisation thinking about planning or implementing schemes for the alternative use of historic lighthouses should consider carefully their foundation and purpose, scope of responsibility and the relevant legal jurisdiction in which they operate. The functions of a public body may be quite limited and it may face serious consequences if found acting outside its powers. However, partnerships between public departments - such as lighthouse authorities and heritage bodies – may produce a sound legal basis on which to proceed without the risk of being challenged.

Most public organisations have a constitution, usually laid down in the public law or governmental policy of the relevant state, defining their purpose and how their activities and resources will be financed. International charters or conventions may also have a bearing on what activities should be carried out by the relevant public departments of a signatory state. Other sources clarifying the scope of activity of the relevant authority may include, for example :

- statements of strategy, policy, procedure or good practice
- custom and practice over time
- common law precedents

International charters or conventions on relevant heritage issues place clear obligations on signatory states e.g. Venice Charter 1964, European Charter of the Architectural Heritage 1975, Declaration of ICOMOS – Stockholm 1998, International Cultural Tourism Charter, ICOMOS, Mexico 1999.

- service level agreements

Even if an organisation has the necessary powers, a lack of resources - human (including the right skills) and financial - may limit its capability to deliver sustainable solutions. Such factors should always be taken into account in deciding the best course of action.

*Is alternative use within the scope of the lighthouse authority's powers  
AND is it something they can do alone?  
OR through a third party – by disposal or leasing?  
OR by cooperation between Government Departments?*

## 1.2 Site ownership and rights of access

Establish the ownership of the lighthouse property and clarify existing legal obligations associated with ownership, such as :

- rights of access including those acquired by use over time
- restrictive covenants
- rights of re-purchase in favour of any former owner
- existing use by third parties e.g. leases, licences, access for services.

## 1.3 Rights of third parties

Check the ownership of adjoining land and clarify any rights of shared access. Ensure that neighbouring landowners will not be adversely affected by any alternative use of the lighthouse property. Consult with all those who may have an interest in the property or its future development as early as possible in the process.

Are there any local residents likely to object to wider use of the lighthouse property – particularly if it affects their outlook or privacy?

# 2 Identify legal restrictions that impact on alternative use

## 2.1 Public Laws

A lighthouse authority's powers, duties and rights may be modified by the general public laws of the relevant country, province or municipality:

- health and safety (see accompanying *Guideline on Making a Visitor Attraction Safe*)
- regulations e.g. planning (including heritage) and building, disability discrimination
- environmental duties e.g. pollution cleansing, noise reduction, waste disposal and discharge
- consents e.g. catering, retailing and cinema.

The effect of these public laws should be established when developing an outline scheme for alternative use. The scheme should be modified, as appropriate, and the necessary consents applied for before commencing implementation. Consultation with heritage bodies and planning consents for changes to historic lighthouses are especially important to ensure that the scheme is adapted to the lighthouse rather

than being driven solely by commercial considerations. Particular attention should be given to the possible constraints listed in the paragraphs below.

### *2.1.1 Planning regulations*

Planning and building regulations may apply to schemes for alternative use of lighthouse stations in the following areas :

- alterations to, or change of use of, the property
- transport infrastructure including highways, footpaths and parking
- building construction standards.

Failure to obtain the necessary consents could lead to fines or enforcement orders and consequent interruption, or even termination, of the venture.

### *2.1.2 Heritage conservation*

Lighthouse authorities have duties in respect of stations included on registers of buildings listed as having historic or architectural significance. It may not be immediately apparent from the registration entry, as opposed to the closer scrutiny of the regulations, that similar rules could apply to adjacent buildings within the area of the main lighthouse. If an application for a heritage grant is being considered then check the conditions laid down by the authorities offering grants, as there may be a liability to pay back a significant proportion of the money granted if the venture fails or the property is disposed of in the future.

### *2.1.3 Safety*

Apart from general health and safety requirements, which should be clarified, the remoteness of the station from the nearest community and public services may be a major factor in deciding whether to proceed with alternative use. For example, the provision of hot and cold running water, toilets and related drainage and first aid facilities might be a legal requirement for any visitor attraction.

See IALA Guideline on How to Make a Visitor Attraction Safe.

### *2.1.4 Environmental*

International concerns about the environment have led to provisions in the public laws of many countries. As a result, organisations, landowners and others have a clear duty to adopt a cleaner and more caring approach and take remedial action for any previous harm done. In particular, lighthouse authorities, in carrying out their normal operations and any alternative use, may be forced to consider :

- noise reduction from fog signals and generators
- avoidance or clean-up of substance pollution
- removal of hazardous materials e.g. asbestos
- reductions in gas emissions from generators
- use of alternative energy sources
- provision or improvement of foul drainage treatment.

In addition, many lighthouses are within protected areas designated as national parks, sites of special scientific interest, heritage coast, special areas of conservation, or otherwise. These may impose restrictions on the use of buildings and access to the site, due to potential damage to flora, fauna and wildlife.

### *2.1.5 National security*

Laws or policies on national security may restrict any use of, or access to, the station to activities compatible with national security requirements.

### **2.1.6 Intellectual property**

Trademarks, copyright and patents can be valuable property. A lighthouse authority needs to protect any such property that it can rightfully claim ownership to, as far as possible. Equally, measures need to be adopted to ensure that the rights of any other party are not infringed when using images, brands, printed works, computer software and designs.

## **2.2 Private legal relationships**

Careful consideration will need to be given to the effect on any existing agreements permitting multi-use or occupation of the station e.g. weather reporting, coast lookouts, bird watching. In addition, third party rights of access to services for repair and maintenance will need to be kept in mind.

## **2.3 Interference with aids to navigation**

Any wider use of the station may be limited, to some extent, by the need to prevent any interference to the operation of the aids to navigation e.g. obstruction of the light, interference with radio signals. Careful thought also needs to be given to the possible impact on the normal activities on station such as maintenance and helicopter operations.

*A property register or manual is a useful tool – containing details of the aids to navigation and any operational, heritage or environmental restrictions, as well as ownership, rights of way etc.*

## **3 Carry out a joint risk assessment**

### **3.1 Risk assessment**

An example of a simple risk assessment procedure appears at Annex 2.

A joint risk assessment with any partners in the venture will help to identify the key risks and enable proper controls to be established. This should include an evaluation of the skills, experience and level of investment that each of the parties will bring to the venture and the overall suitability of each of the partners for the venture.

For property disposals or major works, a more complex environmental assessment may be required with solutions to remedy any problems identified. This is likely to involve consultation with all the relevant stakeholders and will almost certainly cause delays in the timetable for implementation of the scheme.

### **3.2 Liabilities**

#### **3.2.1 Criminal**

Criminal liability may result in a fine for an organisation, or even a custodial sentence for an individual belonging to the organisation, if found guilty of an offence e.g. inadequate health and safety standards or environmental pollution.

*What are the consequences of failing to protect visitors, or causing damage to, or loss of, property?*

### **3.2.2 Civil**

The civil courts will normally award damages for any organisation or person found to have failed in their duty of care to people or property, or for copyright infringement etc. This could mean a large financial loss for one or more of the venture partners.

## **3.3 Opportunities and threats**

In the final analysis, the venture partners will need to balance the opportunity against the potential liabilities and how effectively the risks can be managed, based on the laws of the relevant country or region.

# **4 Develop an operating framework**

## **4.1 Non-legal documentary systems**

The production of relevant policies, procedures and work instructions will be advisable to provide a suitable operating framework. This includes details about the ownership of the lighthouse property and the key factors that will have an impact on alternative use.

## **4.2 Produce legal agreements**

Identify the parties, clarify each of their roles and set out the main *heads of agreement*, in the first place.

Then decide what type of agreements are needed :

- lease - including rights of access
- licence
- franchise
- retailing

The following list contains some pointers to forming a workable agreement :

- Set out the main purpose of the agreement and its duration
- Identify the parties and clarify their roles, responsibilities, liabilities and duties
- Reserve rights of access for maintenance of aids to navigation, if appropriate
- Manage and control visitor access including pricing policy and numbers
- Clarify financial provisions and accounting responsibilities
- Protect intellectual property
- Protect the interests of other users of the site
- Limit the nuisance to adjoining landowners
- Establish processes for supervising the scheme and contact names.

- Establish the process for dealing with disputes.

Make sure that the final written agreement covers all the main areas and replaces any previous verbal or written undertakings, otherwise misunderstandings and disputes may arise at a later date.

## 5 Manage risks and limit liability

### 5.1 Risk management

Adopting the principles of risk management will help to safeguard the lighthouse authority and venture partners from exposure to liabilities and the consequent costs :

- risk assessment
- loss control
- insurance and self-insurance
- contractual indemnities
- people training and development
- professional advice where appropriate

### 5.2 Sharing the risk

Having identified the major risks associated with the scheme, steps should be taken to minimise exposure to potential liabilities. As a general rule, the risks should be shared among the partners in proportion to their roles and responsibilities and their share in the proceeds from the venture.

### 5.3 Standards

Apply recognised standards and good practice to the venture e.g. quality assurance, health and safety. Ensure the recruitment and development of people with the right skills and experience to operate the venture.

### 5.4 Risk transfer measures

Negotiate contractual indemnities backed up by commercial insurance cover, where appropriate, to protect the lighthouse authority. Maintain insurances at the right level.

### 5.5 Communication

Good communication among named contacts representing each of the parties can significantly reduce risk and help the venture to run smoothly and minimise the input of human resources by the lighthouse authority.

## 6 Monitor review and amend as required

### 6.1 Site inspections

Periodic site inspections should be carried out jointly with the partners, each represented by competent personnel, to :

- ensure protection of the aids to navigation equipment
- monitor safety measures
- secure environmental management
- discuss and resolve any problem areas
- check compliance with heritage laws
- agree improvements to the scheme.

## 6.2 Visitor surveys

Gain feedback from visitors as a useful measure of whether the scheme is providing value for money and operating efficiently.

*A typical example of a visitor survey form appears at Annex 3.*

## 6.3 Review the plan

Review the business plan with the partners if circumstances have changed significantly. The venture may be influenced by external factors or a major re-structuring exercise within one or more of the organisations involved. Modify legal agreements as necessary.

## 6.4 Enforce legal agreements

If a significant dispute arises that cannot be resolved by discussion among the parties, it may be necessary to resort to arbitration or the law to resolve the issue – particularly if the property is vulnerable to damage or decay.

## 6.5 Communication

Maintain consultation with local authorities and other stakeholders with an interest in the venture. Tourism bodies and the local press can be useful marketing agents.

## Annex 1

# CHECKLIST

The following provides an aid to check that all points have been considered.

<b>Items that should be considered</b>	<b>Is Item Applicable? Yes/No</b>	<b>Considered ( )</b>	<b>Comments</b>
Powers			
Ensure that you and your partners have the necessary powers			
Do you have the resources?			
Consider strategic partnerships			
<b>Site ownership and rights of access</b>			
Clarify basis of occupation and access to the site			
Confirm rights or concerns of any other parties and consult with them			
<b>Identify legal restrictions</b>			
Consider planning implications and heritage conservation requirements			
Evaluate safety and environmental requirements			
Consider national security needs			
Protect intellectual property			
Safeguard the rights of existing occupiers			
Protect against interference to the effective operation and maintenance of the aids to navigation			
<b>Carry out a joint risk assessment</b>			
Identify the major risks			
Assess potential liability			
Balance the opportunity with the threats to the organisation			
<b>Develop an operating framework</b>			
Produce policies and procedures			
Negotiate legal agreements			
<b>Manage risks and limit liability</b>			
Share the risk			
Adopt clear standards and best practice			
Use risk transfer measures such as			

Items that should be considered	Is Item Applicable? Yes/No	Considered ( )	Comments
commercial insurance			
Maintain communication			
<b>Monitor, review and amend</b>			
Carry out periodic site inspections			
Invite visitor feedback			
Review the business planning assumptions			
Enforce legal agreements			
Maintain communication			

## **Risk Assessment Report**

**Date**

**Station**

**Place**

**PHOTO OF STATION  
TO BE INSERTED**

**AUTHOR**

**Assessment details:****Assessor:****Assessment Date:****Review Date:****Initial Risk Level:****Residual Risk:****Job Number:****Process:****Process Cat:****Hazards & Controls:****Hazard:****Control Measure:****Hazard:****Control Measure:****Hazard:****Control Measure:****Control Measure:****Hazard:****Control Measure:****Signed:****Date:****Assessment  
Details:**

## Annex 3

### ***Name of Organisation Conducting Tour***

We hope you enjoyed your visit to our Lighthouse Visitor Centre. We would be grateful if you could take a few moments to answer the following questions.

**Lighthouse Visited..... Date .....**      **Party Size**      Adults      Children      OAP

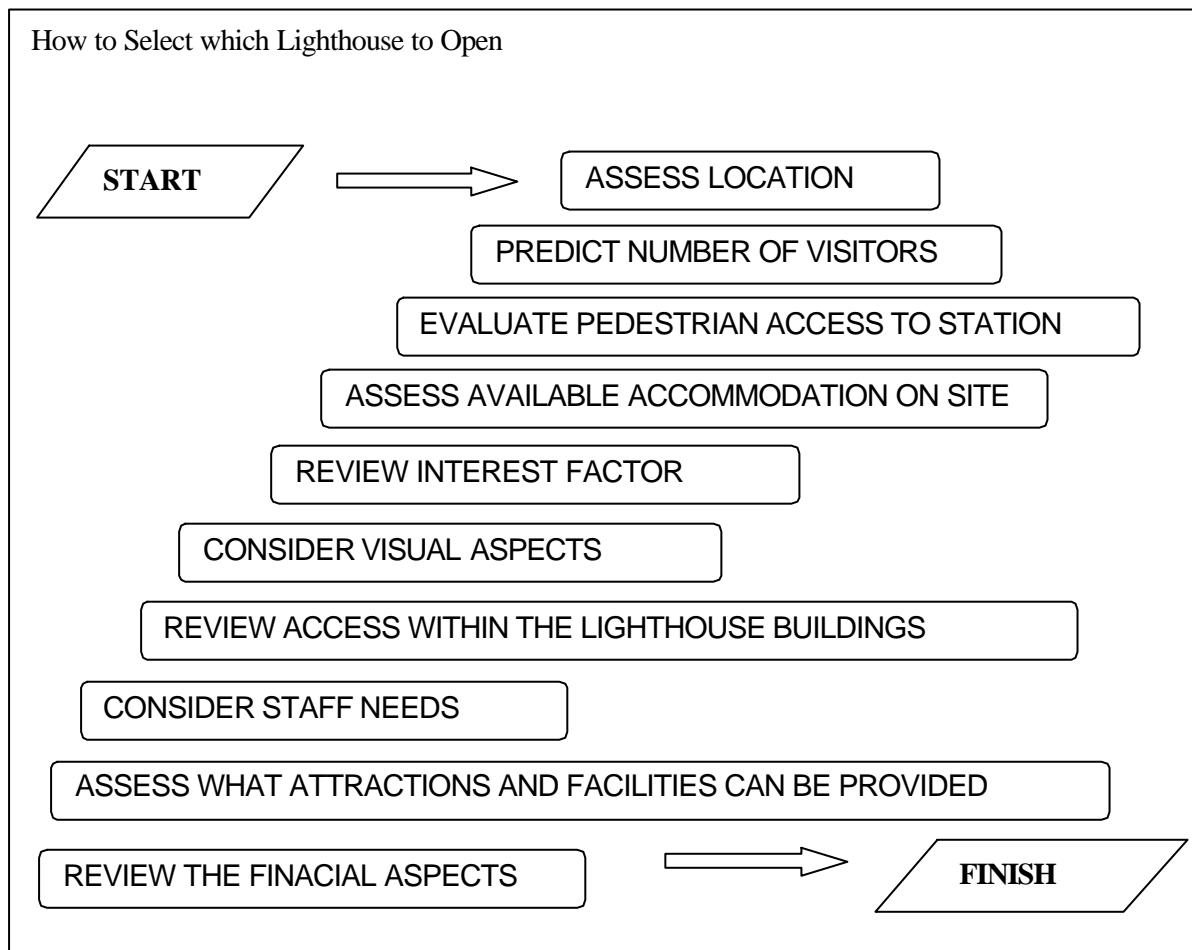
<b>What was the main reason for your visit today?</b>  Lighthouse enthusiast An interest in historic buildings Educational visit It was recommended by a relative / friend Somewhere to take the children The weather In the area and it was something to do Other ( please specify) .....	<b>How did you learn about the Lighthouse Visitor Centre?</b>  From a relative / friend Advertising leaflet Tourist Information Centre Resort Guide Internet Brown Information Signs Other ( please specify) .....	<b>How would you rate the performance of your tour guide?</b>  Poor      Acceptable Good      Very Good
<b>How would you rate your visit in terms of value for money?</b>  Poor      Acceptable Good      Very Good		
<b>Comment ( Please suggest how we could improve our Lighthouse Visitor Centre )</b>		

### III - HOW TO SELECT WHICH LIGHTHOUSES TO OPEN

#### Introduction

This guide is designed to assist those needing to make a decision as to which lighthouses are most suitable to open to the public. It is assumed that there is a wish to maximise the number of visitors in order to provide a revenue return on the initial expenditure of setting up the venture.

However, in some cases there may be a wish to limit the numbers of visitors in order to protect the lighthouse, the environment or reduce the level of interference to the wild life. This is one of a series of IALA Guidelines supporting the Preservation of Historic Lighthouses.



# 1 Location

## 1.1 Does the site have good road access?

The width and type of access road needs to be considered in relation to the type and size of vehicles that can use it. This will directly affect the number of persons reaching the site, particularly if there is, or can be, bus access.

Access and facilities for disabled persons must be considered and all

## 1.2 Can vehicles actually reach the station?

This is particularly important when considering the initial setting up of the station and the ongoing running of the venture. It will also have a significant effect on the sites' suitability for disabled access.

## 1.3 Can adequate car parking be provided?

It is vital to be able to provide adequate car parking for the site. It may be necessary to buy or lease land from the adjacent landowner. The parking site should be suitably close to the lighthouse with safe access on foot. Only a very big venture would warrant a park and ride scheme.

The effect on local residents and landowners must be considered when setting up a venture of this nature. Car parking can be a contentious subject, along with traffic congestion and a heavier use of the road network. Private roads need special attention due to who is going to pick up the costs of their extra maintenance.

## 1.4 Does the compound area have free or restricted access?

Is the lighthouse site shared with other parties and as a result, will access be restricted? Such a situation may significantly restrict the free access of visitors to the site and prevent its full exploitation. Is the ecology of the site so important that visitors would have an adverse effect, or their movement must be restricted to minimise damage or disruption to wild life? A balance has to be struck

## 1.5 Is the lighthouse accessible by sea?

If a station is only accessible by sea then it will be necessary to review how sheltered and safe the landing is to use. Is the path up from the landing stage safe for visitors to negotiate? If the station is on an island reached by ferry, then the regularity of the service needs to be considered along with the fare being charged.

This should not be considered as a disadvantage as it may enhance the attraction of the visit to the lighthouse!

## 1.6 Are there any seasonal influences that will affect access?

Weather, particularly wind, may affect the access to the site making it very unpleasant or even dangerous, particularly above cliffs. Other conditions, such as bird breeding seasons, could require access by visitors to be restricted at certain times of the year.

## 2 Predicting the number of visitors

### 2.1 Review records on visitor numbers to area

Enquiries to the local tourist organisations and local authority may be useful in determining the number of potential visitors. There may already be some records of how many persons visited the station or adjacent attractions in previous years.

Carry out local research into other holiday attractions that exist in the area and try to establish visitor numbers. Assess how the new attraction will fit in.

### 2.2 What are the main attractions for visitors?

A review of other local attractions should be carried out. Consider why and for what duration visitors visit the area, and is there enough interest to make a full day's visit or several day's visit. The opening of the lighthouse may complete a day's attraction.

Any uncertainty as to the opening time of the attraction will seriously effect visitor numbers and produce bad feelings.

### 2.3 Where are the local tourist centres?

Consider the focal points of tourist interest and see how the lighthouse venture would fit in. Is it close to these or will it have to be a significant attraction to draw visitors away from other areas? On the other hand it could be on one of the tourist routes and may pick up the passing trade.

### 2.4 Where do visitors stay?

Identify the main areas offering tourist accommodation

### 2.5 Could the station be included in a regional tour?

Organising the lighthouse into a regional tour would effectively increase the value of the attractions.

By including the attraction with others of greater interest it will provide support. The selling of combined tickets will take advantage of this.

## 3 Available accommodation on station:

### 3.1 Is there accommodation for day staff on site?

The available accommodation will directly affect the size of the attraction. There must be a presumption against the building of new buildings. Instead all options for the reuse of existing accommodation and outbuildings must be considered. The minimum requirements would be for a rest room and toilet facilities for staff.

Assess the potential development of the site for the new attraction. It will determine how large it can be and provide a theoretical potential for visitor numbers

### **3.2 Is there sufficient accommodation for residential purposes?**

There are advantages from the security and organisational aspects for responsible staff to live on site.

### **3.3 Is there sufficient room to house exhibits?**

Accommodation that allows exhibits to be displayed provides both a waiting area for visitors, prior to the main visit, and enhances the value of the attraction.

### **3.4 Is there surplus accommodation?**

This could be used separately for holiday letting, hotel or restaurant ventures.

## **4 Interest factor:**

How good an attraction can it be?

### **4.1 What is the heritage value of the station?**

Consider its architectural and technical value. What is so special about the station that would be of interest to visitors? Does it have unique features or is it special for its age?

### **4.2 Are there any historical associations of national or local interest?**

Is the lighthouse linked with any local or national history? Does it play a part in any legend? Anything of this nature could be investigated and exploited to provide a greater attraction.

Exploiting any historical importance further increases the attraction value.

### **4.3 What other tourist interests are there in the immediate area?**

It may be possible to link the attraction with others in the area relying on a common theme.

### **4.4 Is the lighthouse operational?**

The fact that a lighthouse is still operational and ‘alive’ will capture the imagination of the visitor.

If the lighthouse is not operational the greater imagination will be needed in setting up the attraction.

### **4.5 Is the station usually attractive?**

Does it meet the public’s perception of a lighthouse?

## **5 Visual aspects:**

## **5.1 Does the location of the lighthouse offer good views?**

The location may offer outstanding views of the shore, cliffs, rocks and of the crashing waves. Can safe vantage points be designated in order to maximise on this point?

## **5.2 Is the site important for its fauna and flora?**

This can be enhanced by providing information and identifying vantage points.

## **5.3 Is the lighthouse well preserved?**

Review the condition of the current structure, stonework, woodwork, internal and external decorations. Does it need a lot of spending in order to convey the corporate image of the service? This will give a good indication as to how much work will be needed to restore it in order to reflect the corporate image, unless the purpose is to display it as a ruin.

# **6 Pedestrian access to the station:**

## **6.1 Will any special safety measures be required to improve access?**

Will it be necessary to provide additional safety railings along access paths? Are the paths adequate or will they need surfacing and proper steps to be provided? It must be remembered that standards suitable for service personnel use, who will be familiar with the environmental conditions, will be lower than those required by the public. Rough terrain, sheer drops and wind should all be taken into account.

## **6.2 Do Any Special Safety Measures Or Precautions Need To Be Taken Within The Compound Area?**

Is the compound area adequately enclosed? Are there underground tank covers that need to be locked? Are there any access ladders that need to be 'locked off'?

Safety of the visitors must be paramount and will dictate the cost of setting up the areas accessible to the public and the numbers that

# **7 Access within the lighthouse buildings:**

## **7.1 What safety precautions need to be taken within the lighthouse accommodation and tower?**

Review the work needed in order to provide safe access and consider whether access to certain parts of the structure may have to be restricted. The public use of vertical ladders should be avoided.

## **7.2 Identify the areas where the public will have to be supervised.**

This will influence the number of staff required and restrict the visitor numbers passing through the station.

### **7.3 Can access for disabled persons be provided?**

It is likely that the answer will be no. However, it should be possible to provide some access to ground floor rooms with specific displays to allow them to appreciate areas that they cannot view.

### **7.4 Is the lighthouse tower suitable?**

A tall tower could provide problems by requiring excessive physical exertion to reach the lantern, and providing restrictions on the practical number of visitors passing through.

## **8 Staff requirements:**

### **8.1 What staffing levels will be required to open the station?**

Consider the various possible options for the opening of the lighthouse and associated attractions. It will be necessary to make a prediction on the likely visitor numbers and how they will be guided around.

### **8.2 Are there plans for staff to live on station?**

This needs to be reviewed as it will have an influence on the operating costs, but this should be offset by other advantages previously mentioned.

### **8.3 Will extra staff be required to maintain and clean the station and its facilities?**

Again, this needs to be considered, as it will affect running costs.

## **9 What attractions and facilities can be Provided? :**

### **9.1 Can public toilets be provided?**

It will be necessary to consider both an adequate water supply and waste treatment facilities.

### **9.2 Can a cafeteria be incorporated?**

Food hygiene and food preparation rules and regulations will have to be followed.

### **9.3 Can a museum be accommodated?**

This can provide a valuable asset to the service ensuring that historical items are properly stored and maintained.

## **9.4 Can a souvenir shop be included?**

The items sold in the shop should be of a quality that reflects the corporate image of the Service

## **9.5 Can a restaurant be incorporated?**

This would probably be run as a separate venture and possibly be privately franchised.

## **9.6 Can holiday accommodation be incorporated?**

This venture will need additional resources to run on site and manage the letting arrangements.

## **9.7 Can other tourist facilities be incorporated?**

Other tourist facilities can significantly enhance the operation however it needs to be ensured that the Lighthouse element remains the major element.

## **9.8 Can a safe children's play area be included?**

It is assumed that this would only be provided in connection with the provision of other facilities such as a cafeteria or museum as some supervision will be needed.

## **9.9 Can telescopes be provided for public use?**

This serves to illustrate that there will be scope to consider other opportunities to provide equipment that will enhance the attraction.

# **10 Financial aspects**

## **10.1 Cost of Conversion:**

What is the estimated cost of the proposed conversion(s)? Review the estimated costs of the material changes required to the station. Consider the various options. It may be worthwhile considering the phased introduction of the work in order to judge the practical success of the project before moving on to more ambitious plans.

## **10.2 Anticipated Running Costs:**

- 10.2.2      What will be the cost of staff required to run the attraction.
- 10.2.3      What will be the cost of staff required to maintain the attraction.
- 10.2.4      Identify any additional maintenance costs.  
These should include cost originating from the additional wear and tear to the fabric of the building.

- 10.2.4 Consider and include any other daily running costs not previously covered. These could include extra cost of utilities, printing of pamphlets, allowances to staff and so on.

### 10.3 Anticipated Revenue:

- 10..3.1 *What is the likely revenue from the project?*  
This should include returns from car parking, entrance fees and income for any other attractions as appropriate.
- 10.3.2 *Will any grants be forthcoming?*  
The conditions attached to any grant opportunity need to be reviewed to ensure that they are not too onerous.
- 10.3.3 *Are there any fund raising opportunities?*

What is the anticipated financial return?

## 11 Conclusion :

The above aspects need to be considered for each station in question. After suitable research has been undertaken, it will be possible to carry out a financial assessment of its suitability and to predict further financial improvements if facilities are extended.

A phased introduction of a project can provide an opportunity to confirm the original assumptions and restrict full financial exposure.

## ANNEX

The following provides an aid to check that all points have been considered in the form of a check off list. This may be copied and completed for each station evaluated.

Evaluate all the items under each heading.

Consider the importance of each item using a common weighting for all sites being considered.

1. Not Applicable
2. Applicable
3. Very Applicable
4. Essential

Consider all the aspects under each heading and provide a rating out of 10 (10 being ideal).

Multiply weighting by rating to give a Total for each heading.

Total scores for each heading to give total for site.

Station Name:
---------------

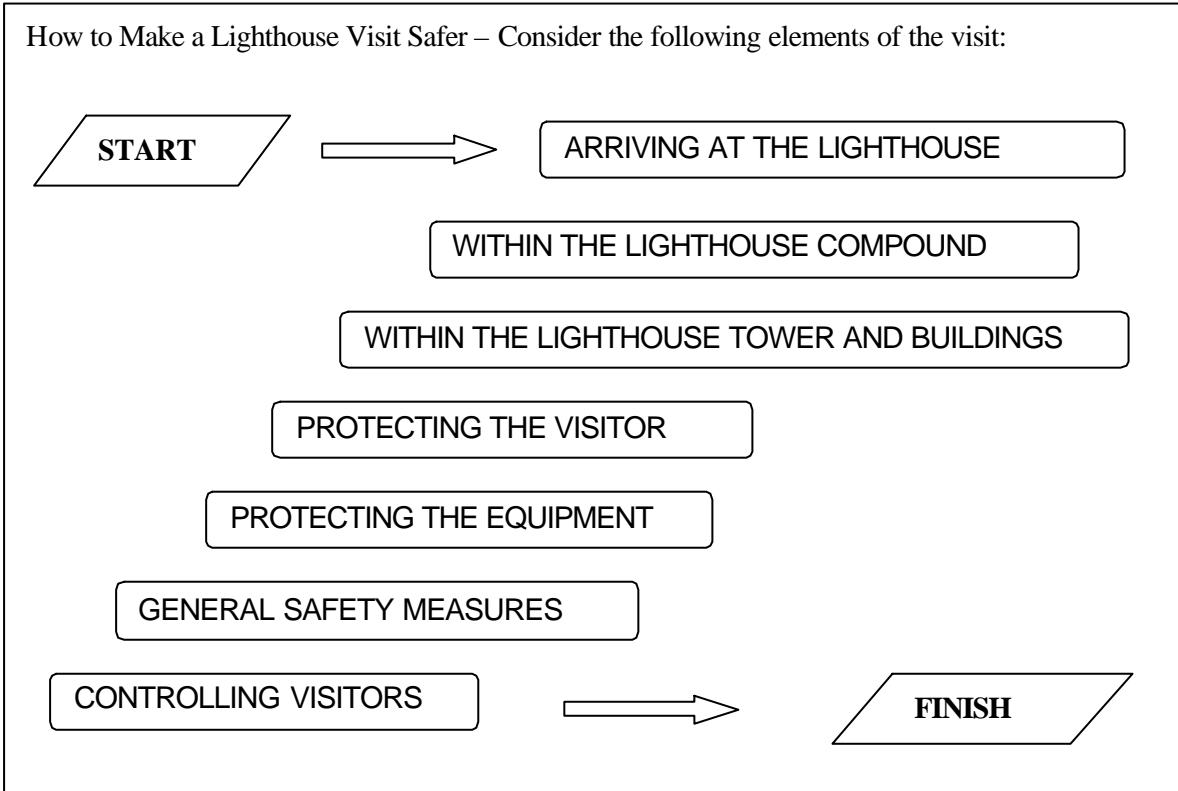
Items that have to be considered	Weighting Out of Three	Rating	Total
Predicting the number of Visitors			
Available Accommodation			
Interest Factor			
Visual Aspects			
Pedestrian access			
Access within Lighthouse Buildings			
Staffing requirements			
Attractions and Facilities that can be Provided			
Financial Aspects			
		Total for site	

## IV HOW TO MAKE A LIGHTHOUSE VISIT SAFER

### Introduction

There are many things and situations, which, within a lighthouse, service personnel take for granted and, through their experience, can negotiate them quite safely. This is not so for visitors who have entered an unfamiliar environment. Also, visitors come in various shapes, sizes and states of physical fitness. It is difficult to judge in advance their capabilities as to climbing stairs and their agility at walking over uneven floors. It must be for the visitors to decide for themselves, individually, what they can and cannot manage.

The following provides some guidelines that have been arrived at through experience:



### 1 Arriving at the lighthouse

#### 1.1 Ensure pedestrian access is kept free from vehicles

If vehicles must use the access, ensure that it is restricted to authorised vehicles only and that the speed of them is controlled by either imposing a speed limit or the use of speed ramps. Ideally a separate pedestrian access path should be provided.

Safety of visitors must be paramount. Most visitors will be on holiday and will include families with young children

## **1.2 Ensure car parking is properly organised and systematic**

Parking is necessary and should be so arranged that it can take place safely without supervision. It should also be located away from the lighthouse so as not to detract from the views of it.

## **1.3 Provide adequate fencing where there are steep drops or other dangers**

Use barriers to direct and control the access of visitors.

## **1.4 Ensure steps and slopes have adequate handrails**

Assess the quality of steps and upgrade as necessary to meet national standards.

This is where first impressions will be made

## **1.5 If access is by ferry, then extra precautions will be necessary**

Extra staff may be required to receive the boat at the landing and adequate life saving equipment in the form of buoyancy aids, needs to be provided. The surface of the landing must be kept free from slippery algae. These requirements should be made the responsibility of the boatman.

If access is by boat additional safety measures will be required.

## **1.6 Warning signs, first aid and emergency telephones**

Warning signs should be provided to direct the public's attention to the existence of the emergency facilities.

Ensure staff are familiar with first aid and emergency procedures

## **1.7 Ensure site security**

Provide means of closing off the site when the attraction is closed using locked gates, security fencing and notices.

## 2 Within The Lighthouse Compound

### 2.1 Ensure all hazards are removed, hatches, manhole covers are locked, etc

One of the biggest concerns are the covers of underground water tanks that have lifting rings which is an open invitation to “test your strength”! The removal of the rings or the fitting of a locking bar over the cover can make these secure.

The compound area is probably the least known area and where least supervision will be provided. Ensure safety aspects are fully reviewed and in particular possible unofficial exit routes out of the area. These could lead onto cliff edges.

Hazards that cannot be removed should be properly fenced.

*These fences need to be child proof*

All access ladders should have anti-climb devices fitted

Vertical ladders are an invitation to climb

Out buildings

*Ensure all outbuildings, where public access is not to be allowed, are properly and securely locked.*

## 3 Within The Lighthouse Tower And Buildings

It is paramount that parents are made fully aware of their responsibilities to properly supervise their children while on site. At some locations it may be wise to refuse entry to unaccompanied children.

### 3.1 Protecting the Visitor

#### 3.1.1 Fence off “out of bounds” areas

Not all areas will have the same interest factor and be considered suitable for public access.

It is often useful to say why they are out of bounds

#### 3.1.2 Decide on any restrictions to access that may be needed

In many towers low parapets exist, handrail stanchions are of non-standard height and spacing. It may therefore be decided that unaccompanied children cannot be allowed. Also it is prudent to prohibit adults from carrying children and babies while climbing the stairs.

It has been found that by limiting access up the lighthouse tower to children over a certain height is very effective. As an example Trinity House uses a height of one

#### 3.1.3 Provide health warnings

These warnings can refer to steep steps and long climbs. It is not only the physical effort involved but also a warning to those who suffer from vertigo. It is often coming down that causes the greater problem.

#### 3.1.4 Identify hazards and mark/protect as appropriate

Certain safety measures will need to be taken along the route. Mark low beams and other obstructions. Also protect the lighthouse equipment from inquisitive fingers! Marking ‘do not touch’ is not thought to be adequate. Provide warning signs against hot pipes, acid, fog signals and no smoking areas.

#### 3.1.5 Remove finger traps

This applies to items such as cable tray, optic rollers and slamming doors.

Protect equipment from  
inquisitive fingers

#### 3.1.6 Paint edges of stair treads

When in an unfamiliar environment and where change in levels occur, then painting the top edge of the step white, will bring it to the attention of the visitors. Where a flight of steps is involved then it is probably not necessary to paint the edges of each step, only at the end of a landing.

#### 3.1.7 Floors and steps should be painted with non slip paint

This needs to be effective in both wet and dry conditions.

#### 3.1.8 Ensure that mats do not slip or form trips

Non-slip mats are available for this purpose.

## 3.2 Protecting the equipment

#### 3.2.1 Provide cautionary signs

To warn of loud noises and of equipment that may start automatically.

Clear and concise signs need to be



#### 3.2.2 Provide barriers and guards

The barriers do not need to be complex if they are sited at a sufficient distance from the equipment. Guards, however must meet health and safety requirements to protect both service personnel and members of the public from rotating machinery.

#### 3.2.3 Prevent visitors interfering with lighthouse equipment

Equipment should be designed from the outset with this in mind. The controls can either be activated-only under key control or require a front cover to be opened. On older stations hook-on guards can be made.

#### 3.2.4 Provide self-closing gates at the top of steep stairs

This should be standard practice within the lantern area to prevent visitors or service personnel from falling backwards down the stair well.

**3.2.5 Control visitor numbers and consider what supervision is required**

Review the site and proposals and develop a visitor flow plan. Sketching it on a site plan will allow the time to be spent by each visitor, as they pass through the phases of the visit, to be assessed and the available space and supervision needs to be assessed.

A very simple and effective way is to control numbers ensuring adequate space for each visitor and making supervision easier. Over crowding can cause loss of enjoyment and increase danger when accessing steps, etc

**3.2.6 Consider the child's eye view**

Provide boxes or raised platforms for children to stand on. If you do not, then they will climb onto equipment boxes or cable trays to get a better view.

## **4 General Safety Measures**

In addition to the specific points raised above, there are other general points that should be considered in relation to the staff and the lighthouse.

### **4.1 ensure that staff are trained in first aid**

**4.1.1 Provide a first aid box**

It may be necessary to provide more than one in strategic positions

**4.1.2 Ensure that staff are familiar with safety procedures**

This will need to cover all eventualities and will probably need to be contained within a manual.

Most of the time there will not be a problem, but should something happen then properly trained staff can tackle the situation quickly and efficiently. It is easy to gain bad publicity from such an incident

**4.1.3 Provide fire detection throughout the premises**

There is always the fear that personnel may become trapped at the top of a tower. A fire detection system will provide sufficient advance warning to allow safe evacuation. The system must be regularly tested to confirm proper operation. Automatic fire extinguishing system must be locked off during public access.

## **5 Controlling Visitors**

### **5.1 Ensure staff are properly trained and capable of showing visitors around**

Collecting gratuities should not be ruled out.

### **5.2 Plan the routes**

To avoid bottlenecks, place controls on the number of visitors going into “restricted” areas, eg. Lantern housing.

### **5.3 All movements must be undertaken in an orderly manner**

Avoid over crowding as it will be counter-productive to the aim of producing the attraction.

### **5.4 Facilities**

Consider whether toilet facilities should be provided for public use. Are adequate water supplies available and can the waste be properly treated? Provide waste paper bins strategically around the site.

## ANNEX

### CHECK LIST

The following provides an aid to check that all points have been considered.

Items that have to be Considered	Is Item Applicable? Yes/No	Considered ( )	Comments
<b>Visitors Arriving at the Lighthouse</b>			
Ensure pedestrian access is free from vehicles			
Car parking arrangements			
Fencing along access			
Handrailing along route			
Special safety precautions if access by ferry			
First aid, safety signs and emergency phones			
<b>Within the Lighthouse Compound</b>			
Hazards within the compound			
<b>Within the Lighthouse tower &amp; Buildings</b>			
<b>Protecting the Visitor</b>			
Out of Bounds areas			
Restrictions to access			
Health Warnings			
Identify hazards – mark and protect			
Look for finger traps and guard			
Decide which stair treads edge need painting			
Ensure floor and stairs are painted non slip			
Are floor mats safe			
<b>Protecting Equipment</b>			
Review need for cautionary signs			
Consider barriers and guards for exhibits			
Access likely interference and consequences			
<b>Review need for safety gates</b>			

<b>Items that have to be Considered</b>	<b>Is Item Applicable? Yes/No</b>	<b>Considered ( )</b>	<b>Comments</b>
Access safe visitor numbers			
Consider the child's eye view			
<b>General Safety Measures</b>			
Staff training in First Aid			
Access need for First Aid equipment			
Review Fire Safety measures			
<b>Controlling Visitors</b>			
Staff Training			
Plan visitor routes			
Assess movement restrictions			
Consider visitor facilities			

## V - HOW TO MAKE A LIGHTHOUSE VISIT ATTRACTIVE

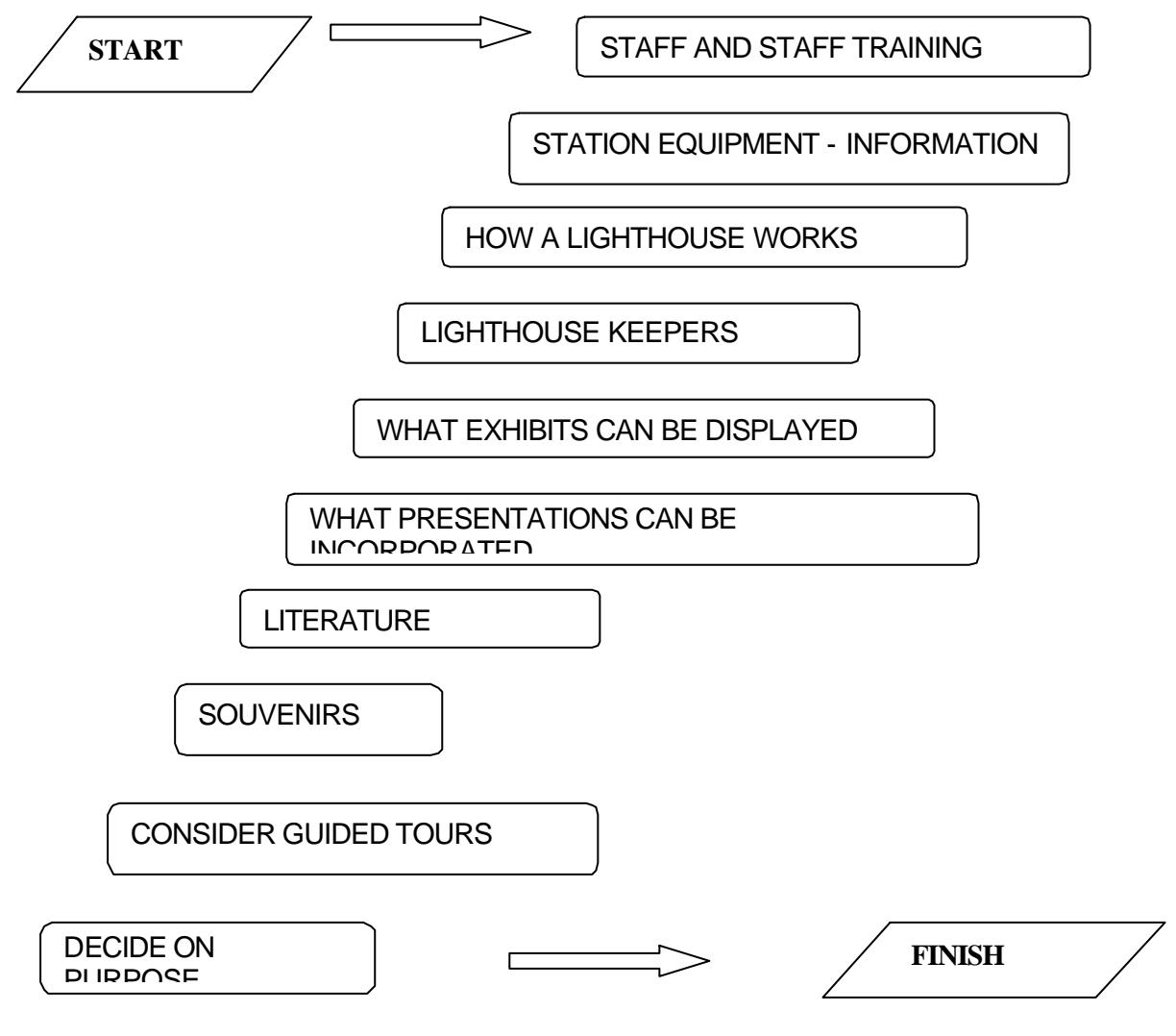
### Introduction

The whole aim of a lighthouse visit is to maintain the interest of the visitor from the point they approach the station to the time they leave it, and preferably leaving with the feeling that they have had value for money. It is the enthusiasm of the visitor that provides your best advertisement through word of mouth with statements such as "Worth a visit"; "It was really worth visiting" or "The children will like it".

The success will depend largely on the attitude, experience and knowledge of the staff.

The following lists areas where specific interest can be generated and their inclusion, where it is practical within the venture, will enhance the attractions.

How to Make a Lighthouse Visit Attractive – Consider the following:



# 1 Staff

## 1.1 Ensure staff have appropriate knowledge

Staff should have a general knowledge of how the lighthouse works, some technical appreciation of the individual pieces of equipment and the running of the facility. The selection of the right staff as both knowledge and management skills are needed. They must have a grasp of the necessary language for the area.

## 1.2 Use full/part-time staff with specific knowledge and experience, such as ex lighthouse keepers

The employment of such people will enhance the facility by bringing to life the exhibits through their working experience and stories. It will also ensure that the exhibits are authentic. Staff need to be polite and courteous to visitors.

Staff must be considered as the main asset to success. Time and effort must be given to ensuring that the right staff are employed and they receive the right training and familiarisation

## 1.3 Provide necessary training to enable them to carry out their job

It may not be possible to employ somebody straight away with the necessary flair and experience so familiarisation training will be necessary, carried out on site or at a similar facility nearby.

# 2 General Information

## 2.1 Identify vantage points and the position of information boards

This needs to be done at an early stage and will be needed when planning guided tours or considering visitor numbers. Too much information in one spot will cause a bottleneck.

## 2.2 Display boards

These need to be as clear as possible, readable from the vantage point and the material suitable to both adult and children, using a balance of text, diagrams and pictures. With the use of computers it is easy today to produce high standards of display information. However, suitable mounting can become expensive.

The quality of signs must be compatible with the environment in which they are to be displayed.

## 2.3 Enhance the display/attraction by maximising the view of it

Provide additional viewing panels, mirrors or CCTV to give the best views of the individual equipment so that all the important features can be seen.

## 2.4 Equipment diagrams

These need to be as clear as possible and in some cases a simplification of their operation may be necessary. The aim is to allow visitors to see and understand how it works.

## 2.5 Drawings

A lot can be gleaned through drawings, the older ones tend to be of a civil or mechanical nature. Very early site or building drawings were an art form in their own right, using coloured shading to identify the various sections. These can be displayed generally or to show a specific point.

Old drawings of the lighthouses and equipment provide interesting exhibits and many are a form of art in their own right

# 3 How a Lighthouse Works

## 3.1 Describe the whole lighthouse

Identify the various parts of the lighthouse and its purpose for being there.

Describe the purpose of the lighthouse or buildings often taken for granted and forgotten Show charts of the area and explain how it fits in with other AtoNs in the Area.

## 3.2 If possible, show or demonstrate the aids to navigation and other station equipment working

It is important that the visitor has an understanding of how the equipment works and this is best done by seeing it working, or for it to be demonstrated. If it is found difficult to demonstrate or display equipment, then consider providing models that can be used to illustrate its operation.

Visual demonstration alone would justify the opening of a station

## 3.3 Equipment description

Follow a standard format for the provision of information regarding individual pieces of equipment. Ensure that the name of the equipment, its key elements, make, when built and purpose are provided in a form that best suits the exhibit and visitor.

# 4 History Of Lighthouse Keepers

## 4.1 Provide details of keepers' duties

Although we tend to concentrate on material things, the lifestyle and duties of the keepers are equally important and are more likely to be lost as time goes on. Show how they have changed over the years with the introduction of new equipment.

## 4.2 Describe how the keepers and their families lived on site

Describe how the keepers overcame the logistical problems of living on site. Where did their food come from? How were the children educated and where and how were stores delivered to station?

Describing the keeper and their family life is important to the visitors as they can relate it to themselves

## 5 Exhibits:

### 5.1 Redundant equipment and their history

Provide descriptions of artefacts and relate them to current day equipment. Provide dates for the changes. Enhance the displays by showing their evolution, illustrate unique features and provide working examples of redundant equipment previously used on the station.

It is not necessary to have high-tech equipment to produce information sheets, notices and printing. Computers with basic software and a low cost colour printer can produce very professional results

### 5.2 Station artefacts

These should include service equipment such as telescopes, clocks and other items not already displayed on the station. All need to be properly identified and their use/history described.

### 5.3 Interactive displays

These need to be interactive with the visitors and can take the form of working displays, models, video or other devices to illustrate specific points and to aid understanding.

### 5.4 Equipment displays

Provide exhibits of other equipment not associated with the station but specific to the service such as optics, light sources and other lighthouse equipment.

### 5.5 Navigation charts

Provide examples of navigation charts and navigation equipment explaining how they are used to navigate showing the ‘users’ aspects.

Ensure that the visit is part of an educational experience

## 6 Presentations

### 6.1 Audio visual

This could be the running of a standard service presentation or something more specific to the station. A full audio visual display requires room to seat visitors and provide the right atmosphere. Small audio/slide presentations can stand-alone and be included as appropriate. Topics could include lighthouse organisation and pilotage.

Trinity House has produced a general service video but with a final section that deals with the specific lighthouse at which it is being shown

## 6.2 Computer based

Allowing visitors to enquire onto a database to show other lighthouse information or as a game of knowledge.

## 6.3 Demonstrations

Arrange for specific demonstrations of skills and practices to be run as special events which have been previously publicised.

Special events published in advance can be of particular interest encouraging re-visits to be made to the attraction even by the local

# 7 Literature

## 7.1 Exhibit specific

Maybe a book or pamphlet relating to a specific piece of equipment or exhibit. May refer to books that can be purchased. It must be decided whether they will be free and included in the entrance fee or charged for separately to avoid waste.

## 7.2 Station specific

This covers guides of the station relating to the visit or specific books written about the station.

## 7.3 Service specific

This would cover descriptions of the lighthouse service, however reference to specific lighthouses could allow it to double as station guide. This could prove a more economical option than printing individual guides.

The publishing of a service and general guide will provide significant savings on the printing costs due to the economies of scale

## 7.4 Locality specific

These would be publications covering the locality and published by outside bodies dealing with items of common interest and may or may not include reference to the lighthouse.

## 7.5 Local tourist information

Display leaflets on other tourist attractions in the area. Similarly, leaflets advertising the lighthouse attraction should be printed and distributed through the local or national tourist information service.

## 7.6 Bibliography of lighthouse literature

This could be published on a service wide basis and include details of books, novels and other literature material making reference to lighthouses.

## 7.7 Multi lingual literature

The need for printing guide books and leaflets in other languages should be considered.

## **8 Souvenirs**

### **8.1 Station specific**

It will be dictated by the likely interest on what station specific can be economically justified although some may be of general interest as well. Quality and price must be carefully considered.

Enthusiasm must be tempered with sound financial management

### **8.2 Service specific**

Items produced generally by the service and once again probably a better economical option than making them too station specific. Economics of scale come into play.

### **8.3 Books and postcards relating generally to lighthouses**

The scale of merchandise needs careful consideration and a policy needs to be made from the beginning as to the quality of goods to be sold. It should reflect the perceived standard of the whole organisation. It also adds a requirement of extra manning and accountability of the staff for the stock.

## **9 Guided Tours:**

### **9.1 Consider duration**

Careful planning of a guided tour is necessary as its duration must be right if the visitors' interest is not to be lost. This needs to apply to both adults and children. Also the duration and numbers in each tour will dictate the through put of visitors.

### **9.2 How are they to be controlled?**

In some areas visitors can be allowed to browse as they wish but in others they will need to be supervised for safety reasons. It will be necessary to decide the maximum numbers of visitors in each party and whether supervision by one member of staff is adequate.

Rules need to be established from the very start and where restriction will apply make it clear to visitors in the form of notices or briefings.

### **9.3 How will the tours be organised?**

Will tours be arranged to start at set times, as and when sufficient persons arrive, or by sale of tickets in advance?

### **9.4 What is the tour to cover?**

It will be necessary to decide what items of interest the tour will cover internally and externally. The likely effect of the weather needs to be considered and if it is too bad, what the effect of cancelling the external part will be.

## 10 Purpose

### 10.1 Policy

It should be made clear the reason for exploiting the lighthouse station, stating the service policy on the subject.

### 10.2 Revenue

It needs to be made clear as to where the income is going and why.

Experience shows that generosity increased when a clear aim and purpose is communicated

### 10.3 Aims

Strong aims will help to increase the visitors' satisfaction on the grounds that it is for a good cause. Some aims specific to the station will be preferable.

## Conclusions

*The visit to a lighthouse should convey the same core purpose of the Lighthouse Organisation itself, to provide a quality service to the mariner. All items connected with the tour should reflect this.*

Information and presentation should be aimed at both adults and children and full use be made of experienced staff with understanding of the Service.

## ANNEX

The following provides an aid to check that all points have been considered.

<b>Items that have to be Considered</b>	<b>Is Item Applicable? Yes/No</b>	<b>Considered (4)</b>	<b>Comments</b>
Staff			
Ensure they have appropriate knowledge			
Decide on specific knowledge required			
Identify required training			
<b>General Information</b>			
Identify vantage points			
Consider display boards			
Consider ways of enhancing displays			
Provide equipment diagrams and details			
Display Drawings			
<b>How a Lighthouse Works</b>			
Description of Lighthouse			
Demonstrations of Aids to Navigation			
Consider equipment descriptions			
<b>Lighthouse Keepers</b>			
Describe keeper's duties			
Describe how keepers families lived on site			
<b>Exhibits</b>			
Provide history of redundant equipment			
Display Service artefacts			
Interactive displays			
Equipment displays			
Navigation charts			
<b>Presentations</b>			
Audio Visual			
Computer Based			
Demonstrations			
<b>Literature</b>			

<b>Items that have to be Considered</b>	<b>Is Item Applicable? Yes/No</b>	<b>Considered (4)</b>	<b>Comments</b>
Exhibit specific			
Station specific			
Service specific			
Locality specific			
Local tourist information			
Bibliography of lighthouse literature			
Multi lingual literature			
<b>Souvenirs</b>			
Station specific			
Service specific			
Books and postcards			
<b>Guided Tours</b>			
Consider duration			
How they are to be controlled			
How they are to be organised			
What is the tour to cover			
<b>Purpose</b>			
Set Policy			
Set revenue levels			
Set aims			