

# **Tourism to ancient and holy sites.**

**Report on**

**Winston Churchill Travel Fellowship**

**to Hungary, Japan and Australia**

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## **Introduction**

I have worked as a Ranger at Norton Priory Museum and Gardens in Runcorn Cheshire for 19 years. It was more by luck than chance that I became a Ranger. When I was a child I wanted to join the Navy and travel the world like my dad and granddad who were both merchant seaman. I consider myself very lucky to have a job I still enjoy after all these years.

This small corner of Cheshire with its long and rich history has always held my imagination. My first memories of Norton Priory are from childhood. I can remember finding the remains of a small cottage in the woods which I now know was the head gardener's cottage in the Georgian walled garden. Little did I realise that years later when the gardens and cottage were restored that I would have an



office in that cottage.

But the history of Norton Priory goes back a lot further than my childhood memories. Norton Priory was originally an Augustinian Priory founded in 1115 by the second Baron of Halton in Runcorn on the bank of the River Mersey. In 1134 the canons were moved to Norton a village 3 miles to the east of Runcorn. In 1391 the priory was elevated to the status of abbey and a statue of St Christopher was probably commissioned to celebrate the Priory becoming an abbey. The statue of St Christopher survives, and can still be seen at the Museum today. After dissolution of the monasteries the abbey and surrounding land was sold to the Brooke family who lived at Norton Priory for the next 400 years. The Georgian manor house that was built by the Brooke family was demolished in the 1920s and the family moved away from the area. Norton Priory is now a museum covering about 38

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acres comprising of Woodlands, wildflower meadows and a 2 1/2 acre Georgian walled gardens it is also a scheduled ancient monument.

### **Aims of Fellowship**

In 2005 Norton Priory started work on a conservation management plan and I was asked along with a number of other stakeholders to be a member of the steering group. Many issues that are affecting Norton Priory were discussed in the drawing up of the management plan; the mediaeval undercroft, access, interpretation and the conservation of the ruins and collections.

One issue that I was particularly interested in was visitor numbers and the effect that any increase would have on the site. With just over 38 acres and roughly 30,000 visitors a year Norton Priory is not one of the biggest visitor attractions in Cheshire or indeed the northwest of England. But with over 800 years of history it has a lot to offer and obviously we would like as many people as possible to visit and enjoy their time at Norton Priory. How any increase in visitor's numbers is managed at the same time as conserving and protecting this scheduled ancient monument is a key question for the future of Norton Priory.

I had heard of the Winston Churchill Memorial Trust a few years previously and had checked their web site each June to see what the categories for that Year were. When I saw that one of the categories the 2007 fellowships was Tourism I thought this would be a great opportunity to study and learn how other ancient and holy sites in other countries and also different cultures deal with what must be similar issues to Norton Priory. I looked at many sites but finally decided on three world heritage sites.

The first was the Benedictine abbey in Pannonhalma in Hungary which has a history going back over 900 years. The second was the Buddhist pilgrim routes in the Kii Mountains in Japan. The last site is a major tourist destination and sacred place for the aboriginal people of Australia, Uluru in Kata Juta National Park.

All three sites are world heritage sites and major tourist attractions in their own right as well as being ancient and holy sites. World heritage sites are places of international importance and in 2007 there were 851 of them including 27 in the UK and overseas territories.

Until starting the research for my travel Fellowship I had not realised how important to tourism world heritage status can be. Most but not all world heritage sites see an increase in tourism after being granted world heritage status. UNESCO recommends a management plan for all world heritage sites.

### **Preparation for travel Fellowship**

I intended to travel to Hungary first then Japan and finally Australia. Because of work commitments I would start my Fellowship at the end of October for seven weeks. The travel Fellowship notes I received were very helpful and suggested that to get the most out of your Fellowship you would need a guide or interpreter. With Hungarian and Japanese being two of the most difficult languages to learn and only having a few months before I started my trip this was good advice. But I thought I should at least try to learn some basic greetings in either Hungarian or Japanese. I am very fortunate to live close to both Manchester and Liverpool and both cities have excellent opportunities for learning many languages. So I didn't think it would be too difficult to find someone who could teach me the basics in Hungarian and or Japanese.

I am probably like most people and take the Internet for granted but it proved to be indispensable while arranging so much of my travel Fellowship. Within a week of placing advert I had arranged to meet a Hungarian living in Manchester who would hopefully teach me some basic Hungarian. I now like to think that my Fellowship actually started with this first meeting in late March in Manchester. I was fortunate to meet Eszter an Hungarian living in Manchester with her partner Tom. Eszter, like so many people I met over the next eight months, in the UK and while travelling, was so helpful and not only helped me learn some basic

Hungarian which is not easy, but also help me understand a lot more about Hungary and Hungarian history. Unfortunately for Eszter and Tom they had to move back to Hungary in September, but this meant they would be my guides while I was in Hungary.

Tourism is one of the largest industries in the UK accounting for 3.5% of the UK economy and worth approximately 85 billion in 2005. And in 2006 32.7 million overseas visitors came to the UK spending 16 billion. I must admit I had no idea how much marketing goes in to selling the UK to tourists hoping to visit the UK from other countries. Just the same as the UK the three countries I would be travelling to spend a lot of money on marketing to encourage people to visit and all three countries tourist information centres were very helpful when I was arranging accommodation and general information.

## Hungary

I had arranged to fly to Budapest in Hungary after the last event in our calendar at work which just happens to be Apple Day on the 21st of October. This meant flying out on the 23rd of October which I had not realised is a bank holiday in Hungary commemorating the 1956 uprising against the Russians. This is when Hungary more or less comes to a stop with shops closed and limited train



services. Eszter and Tom had arranged to meet me at the airport and take me for a meal, I could not ask for a better way to start my trip. The streets of Budapest were very quiet for a major European city.

Because of the bank holiday and a limited train service I had planned to spend the day in Budapest and take a look round and I was greeted as I left my hotel by the sound of sirens and riot police, more demonstrations were planned for that day. This limited some of the things I had planned to do.

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Not far from my hotel is the Budapest synagogue which I had planned to visit but originally not until my last day in Hungary. While researching and planning my Fellowship I had looked at many of the issues that affect ancient and holy sites, but my visit to the synagogue reminded me that the big issue from many holy places is security. The synagogue has a security staff at the entrance and an airport style scanner. Once past security the atmosphere is more relaxed with guided walks around the synagogue and Museum in different languages.

The next day I started my journey to Pannonhalma. There were still quite a lot of demonstrators around and the station was still full of riot police. Eszter had organised my train tickets, which was just as well as the town I where needed to change trains was unpronounceable with my limited knowledge of Hungarian. I would get another chance to have a look around Budapest, but for now I was glad to be on the train to Pannonhalma.



Pannonhalma is in western Hungary it's only a small town with approximately 4000 inhabitants. When the train arrived I was surprised how small the station was because I know the Benedictine abbey have over 100,000 visitors each year. Only six other people got off the train at Pannonhalma with me. I think the vast majority of tourists arrive on tour buses and probably see very little of the town which is a great shame. Even from the station the town is dominated by the Benedictine abbey on St Martin's hill. After staying in Budapest the town was very peaceful and quiet. I made my way to the Tourist Information Centre in the centre of town where to my complete embarrassment that staff could speak very good English. The directions to the abbey were very simple 'just carry on up the hill'.

At the top of the hill other were a small car park and the new visitor centre. The visitor centre is a modern building which many people have described as ugly but functional. It was certainly



functional because just outside the entrance built into the wall was a cash machine. Tourists are only allowed into the abbey on guided walks which all start from the visitor centre.

My contact at the abbey was Pintér Ambrus who had arranged for one of the English speaking priests Father Valentine to be my guide while at the abbey. Unfortunately no one could find Father Valentine so I spent the first few hours trying to communicate in very poor Hungarian. In the end I had to phone Eszter! The abbey is also a boy's secondary school and while we were waiting for Father Valentine one of the boys who could speak some English had been sent for. When he arrived he explained that Pintér Ambrus would just like to welcome me to Pannonhalma give me the key to my room which was to be my accommodation while I stayed at the abbey and say if there was anything I needed just call.

Father Valentine arrived not long after, on introducing himself he apologised for his poor English, it was better than mine! We sat and talked for a while he explained that he had visited England on two occasions, by coincidence one was to my home city of Liverpool. His hobby was to translate P. G. Wodehouse into Hungarian without losing its Englishness! We arranged to meet after mass the next day and Father Valentine would give me a guided tour of the abbey. After a busy and hectic week that first night at the abbey was incredibly quiet.



I met Father Valentine the next morning for a guided tour. It was a real privilege to be shown round by someone so knowledgeable and also gaining access to parts of the building that tourists don't normally have access to. I spent the next few days learning all I could about the history of the abbey their plans for the future and the pros and cons of being a world heritage site. I also interviewed Baki Laszle who's in charge of the visitor centre and the tour guides he confirmed that most tourists arrive on coaches and that very few foreign tourists arrive by train or public transport. One big concern he did have is the drop in Japanese tourists

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over the last year by 30% and nobody was sure why this had happened. After working at Norton Priory so many years and talking about monastic life and how the canons lived and worked it was fascinating to witness it first-hand even for a short time.

I had arranged to meet Father Valentine before leaving. As it was Sunday, he had gone to say Mass in the local village, again just as the canons at Norton Priory had done in the Middle Ages.

I really enjoy my time at Pannonhalma and I think a lot can be learned from the way the Benedictine monks manage a site that is not only a school for 300 boys, but also a working church that grows and bottles its own lavender oil, makes its own wine and is also one of Hungary's world heritage sites.

I had arranged with Eszter and Tom for them to pick me up from the Abbey and to spend my last few days visiting the other Benedictine Abbey's around Lake Balaton area, which all had a connection to Pannonhalma.

My time in Hungary was nearly over I had one more person to meet in Budapest that was a lecturer in tourism at the University. Unfortunately, she had to cancel our meeting because she wasn't well.

Everyone I met while in Hungary had been friendly and willing to share ideas. It was my first visit and I hope it will not be my last. Unfortunately I couldn't fly to Japan from Budapest so I had to make my way back to the UK before flying on to Tokyo.

## Japan

After arriving back at Manchester I had one day at home before flying on to Tokyo. If I am honest I was a bit nervous about flying to Japan. It wasn't the flight, it was the idea of a country and culture so different from anything I had experienced before. The journey itself started off well with a flight from

Manchester to London but the flight from London to Tokyo was for delayed two hours on the runway which is never a good start to any journey.

My knowledge of Japan before I choose it as one of the countries I would be visiting during my travel Fellowship was very basic. Since I have known I would be travelling to Japan I have read as much as I could find about its history culture and people. I didn't have time to learn much of the Japanese language before leaving the UK only basic greetings so I arranged for a guide to meet me at different stages of my time in Japan.

About 16 million Japanese tourists leave Japan each year to visit other countries, but with only 6 million visitors travelling to Japan each year the government have tried to readdress the balance. In his policy speech in 2003, Prime Minister Koizumi set a goal of attracting 10 million foreign tourists to visit Japan by the year 2010. The prime minister established and presided over the Tourism Promotion Council, which published a report on the basic strategy for tourism promotion.

My first view of Japan from the plane was amazing, the site of Mount Fuji appearing through the clouds was fantastic. Because my flight arrived late evening I arranged accommodation in Tokyo and also a guide for the following day.

My guide the next day was a Goodwill guide. This Goodwill Guide Program, which is sponsored by Japanese National Tourism Organisation, has registered mainly students, housewives, and retired persons to act as volunteer guides and interpreters. The blanket name for all of the organizations around Japan comprised of these volunteers is the Systematized Goodwill Guide (SGG). At present 81 of these volunteer groups have been organised throughout Japan and they provide their services, such as free local tours, to visitors from abroad in English and other languages. Since they are volunteers, there is no charge from

their services you are only expected to pay for the admission to sightseeing facilities if required or for meals if they are taken together.

The next day I met my guide Mai ling a student at the Tokyo Institute of Tourism. I think the idea of the Goodwill guides is excellent. It is a chance for tourists to get to meet local people who've got the best knowledge of their town or city. The only reservation I have about Goodwill guides was that of personal security for the guides. I was travelling alone and no one had checked out who I was and this young student was expected to spend the day showing me round her city.

As it was when my guide arrived she had brought a fellow student friend with her. I think this was because usually they are guiding a small group of people or a couple not a single male travelling alone which is unusual.

Mai ling arranged a visit to the sensoji- temple which is located in Asakusa area and the meiji shrine which is located in harajuku area. It was a very enjoyable day and really did give an insight Japanese culture and was an excellent way to start my trip in Japan.

All my travelling while in Japan would be on public transport mostly trains so before I left the UK I purchased a Japanese a rail card which is very good value for money. The Japanese transport infrastructure is just amazing. The fact that the trains are clean, punctual and frequent it is not hard to understand why so many people use them.

I had to travel from Tokyo to Kyoto using the famous Shinkansen (Bullet Train). The journey to Kyoto was probably one of the most relaxing train journeys I have ever had, in part because the use mobile phone while travelling on the train is not allowed so it is a lot quieter.

Kyoto station is Japan's second largest train station and is one of the country's largest buildings with 15 stories incorporating a shopping mall, hotel, cinema, and a department store. I had planned to stay in Kyoto for about four days. Two days before travelling to Koyasan and two days on my return. So with this in mind I

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had arranged a guide Mr. Mamoru Takagi to show me round Kyoto. Unfortunately I was ill first two days, so I had to change my plans. My guide Mr Takagi would be busy on my return, so he had kindly arranged an itinerary for me to follow when I returned from Koyasan. He also suggested I stay at traditional Japanese inn, a Ryokan, on my return.

The journey to Koyasan would take about three hours with a change of trains at Osaka. I think because I had been ill for a few days I was not looking forward to the journey. When I arrived at Osaka I was totally confused to which platform and train I needed to get next. The station I was heading for was Gokuakubashi but my lack of ability to read the Japanese characters, was obviously not helping! I must have looked lost because out of the crowd walked a man who, in very good English, asked if I was ok and did I need any help? It turned out he was in Osaka on a course but her was travelling back the same way as me. What was more remarkable he was also a guide at Koyasan. He helped me by my train tickets we then spent the next hour chatting on the train about Japan, Koyasan and the UK. We've kept in touch since and we exchanged emails while I was in Australia to see how my trip was going.

I arrived at Gokuakubashi station at the base of Mount Koya. A cable car then takes five minutes to whisk you to the top.

First settled in 819 by the monk Kobo Daishi, Mount Koya is primarily known as the headquarters of the Shingon sect of Japanese Buddhism. Pilgrims have been journeying to Mount Koya for hundreds of years. At one time pilgrims would have come up the mountain on foot, now many arrive on tour buses!

I would be staying at one of the many temples that have traditionally also offered accommodation to travellers. The temples are also famous their vegetarian gourmet food called shojin-ryori in Japanese. It is skilfully cooked without any use of meat, fish, onions, or garlic.

I would be staying at the Hoon In Buddhist temple in the centre of Koyasan. The temple was quite difficult to find, but once I was there the staff were very helpful and friendly. I was surprised to find I was the only guest staying, although it was midweek. My room was very basic with just a low table and some cushions on the floor. It's not compulsory but the monks ask if you would join them at morning prayers and 6:30 a.m.



It would be hard to find a greater contrast to Tokyo than staying in the temple in Koyasan – none of the neon glitz of modern Japan. It was so quiet and peaceful.



My guide and interpreter while in Koyasan was a lady called Teruko Yasukawa. She was guide for the Koyasan interpreter guide club which was established in 2005. The club was formed to help the increasing number of foreign tourists understand the importance of Koyasan. In recent years they have seen a big increase in visitors from the US, Australia, Hong Kong and Taiwan.

I could not have asked for a better guide than Teruko, she had an amazing knowledge of Koyasan and its history. We started our tour at Okunoin is the temple where Kobo Daishi, the founder of Shingon Buddhism and one of the most revered people in the religious history of Japan, rests in eternal meditation. That is why this is considered one of a most sacred places in Japan.

Okunoin is surrounded by Japan's largest graveyard. People from all over Japan who wish to be buried close to Kobo Daishi, are commemorated here including former feudal lords, samurai warriors, politicians and other prominent personalities. These commemorative graves lined the route to Okunoin for several hundred metres through the cedar forest. There are also some unusual graves, one in particular that caught my attention, is a grave to commemorate all

people that have died while eating the delicacy, puffer fish! Modern-day Japan is also represented here as well, with many of the main large Japanese companies represented.

We spent some walking to pilgrim routes and we were able to talk about some of the issues that are affecting Koyasan. One suggestion that has not gone down well with local traders is a kind of 'park and ride' scheme that is was hoped might cut down some of the traffic congestion. Teruko thought it was more important for visitors to understand why it is a sacred place and so leave with a greater respect for the whole area.

This issue of respect and understanding the values of other cultures and sacred and holy sites was to come up again when I visited Uluru in Australia.

I was sorry to leave Koyasan: in such a short visit to Japan I saw such a contrast between the big city, the sacred mountains and rural Japan. When it was time to leave the temple I was kindly offered a lift to Koyasan station by one of the monks. It soon became apparent that believing in reincarnation means driving at great speed on mountain road held no fear! The drive down the mountain was the most frightening thing I've ever experienced! In one of the guidebooks I had with me it says koyasan is not Shangri-La that people expect and it may not be some people will for the Buddhist monks and their follower's koyasan is very special and I can see why. I hope future visitors whether they call themselves tourists or pilgrims enjoy their time koyasan.

## AUSTRALIA

From Tokyo I flew to Melbourne. My contact in Melbourne was Patrick Green Chief Executive of museums in Victoria. Patrick had been the first director of Norton Priory before moving to the science and industry Museum in Manchester. He was now based at Melbourne museum which have recently opened the new Bunjilaka Aboriginal Cultural Centre.

My knowledge of Aboriginal culture and Australia was really very limited. Patrick had put me in touch with Caroline Martin who is the manager of the Bunjilaka Centre at Melbourne museum. The centre tells the history of the aboriginal people and Torres Strait Islanders the traditional owners of what we now call Australia. I was extremely lucky to have someone with so much passion, enthusiasm and knowledge as Caroline showing me around the centre. Throughout my trip I've been impressed with how new technology is being used to interpret many of the sites I have visited, but to get a really good feel and understanding you can't get better than that personal connection.

Caroline recommend, that while I was in Melbourne I did an aboriginal cultural tour of the city. This was organised by the Koorie heritage Trust. I visited the centre to book the tour, and although The Koorie centre held a lot of historical information about the aboriginal people it also had a very positive upbeat interpretation of the current circumstances for aboriginal people and how the indigenous communities have played a big part in creating modern day Australia, something which often seems to be overlooked.

I joined the Koorie Cultural tour at 9.30 the next day at the river Yarra. The tour was led by a guide called Dean Stewart from the centre and a traditional owner. The tour took a view of Melbourne from just before Europeans arrived through the massive changes that then happened. The Melbourne Custom house was on the river, this was where the Europeans would arrived and for just a few shillings would be able to become Australian citizens and yet the aboriginal people who had been there thousands of years did not get the same right until 1967 Referendum. The guide described this as a cultural tsunami that went on to have an affect on the indigenous communities for years and is continuing right up to today.

Deans guided tour followed the path of the river through modern-day Melbourne. While Dean talked about how the area looked before Europeans arrived. You could almost imagine how it would of looked and how important it was to the

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indigenous people. It was a very thought-provoking walk and again shows how a personal connection can make such a big difference to how people can learn to understand cultural differences.

It would be impossible in such a short visit to understand how European settlement has affected the aboriginal people and their culture but visiting Melbourne and meeting Caroline Martin and Dean Stewart. Had given me an opportunity to learn about a culture and people that had survived in harmony with the environment for over 40,000 years.

From Melbourne I then went to Sydney for a conference at the Sydney Opera House.

To celebrate the recent addition of the Sydney Opera House on the world Heritage list, the Australia International Council on Monuments and Sites (ICOMOS) was holding a seminar on world heritage. The topics to be covered included world heritage process, the concept of outstanding universal value, the role of tentative lists and how nominations are assessed. The seminar was for Australian ICOMOS members but they had kindly agreed for me to attend before flying to Uluru.

My contact at Uluru Kata Juta national Park was Gordon Waight, the operational manager for the park. Gordon had kindly offered me accommodation while I was staying at the park— the day after the general election had seen a new government elected.

Gordon very kindly met me at the airport and introduced me to his wife, Liz. As an introduction to the national park they took me for a drive round so I could get an idea of the scale of the park. My first thoughts were of how the aboriginal inhabitants had lived so successfully in a hostile and yet beautiful environment without the trapping of modern life. We ended my first evening in the park watching sunset against the spectacular Uluru, a fantastic start to my time at the park.

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Uluru is one of Australia's most recognisable natural icons. In 1987, Uluru National Park was listed as a UNESCO World Heritage natural property. In 1993 the official name of the Park changed to Uluru-Kata Tjuta National Park and the following year it was listed as a World Heritage cultural landscape. This dual World Heritage-listing means that it is one of the few properties in the world that is internationally recognised for both its natural and cultural values and represents years of work by Anangu to assert their role as custodians of their traditional lands.

The day for tourists visiting the park, and therefore park staff, starts very early with sunrise. Gordon had arranged for me to have use of a 4x4 while I was staying at the park, but the first morning I wasn't quite ready for such an early start and I arrived at the base of Uluru at 7.05am only to find tour buses, cars and tourists seemingly everywhere and a long line of people already climbing Uluru.

Gordon had already told me that the Aboriginal traditional owners refer to visitors as 'Minga', meaning ants. This is a reference to the resemblance, from a distance, of tourists on the Uluru climb to small black ants climbing a tree. I could certainly see what he meant.

Climbing Uluru is a popular attraction for visitors. The local Anangu people do not climb Uluru because of its great spiritual significance and they ask that visitors respect this and don't climb. From my first morning there it seemed to me that for some people visiting Uluru was all about doing the climb. At the base of Uluru there are excellent interpretation panels explaining why visitors should not climb and also offering alternatives such as the Mala and Mutitjulu walks that go around the base of Uluru. The park authorities do close the climb in certain weather conditions, ie high winds or if the temperature goes above 30 degrees.

On that first morning because the temperature forecast for that day, the climb was closed at 8am. It can take visitors who choose to climb 3 hrs to go up and down so setting out any later would mean they could be on the rock in the heat of the day. Because of the determination of people to climb even when the signs saying not to have gone up a Ranger has to stay at the base of the climb to turn Tourism to ancient and holy sites

people away. To my amazement even in spite of this I still witnessed at least two people climbing over the locked gate to start the climb! Before I travelled to Uluru didn't think I would climb the rock and having respected the wishes of people in the countries I had already visited, it just did not seem the right thing to do.

So, following Gordons advice I made sure I made the most of the opportunity I had to do the other walks in the park. I did both guided and self guided walks, I visited the other areas in the park, as well as the cultural centre. I spent time talking to the park staff and learning about the traditional management of the park. It was only with the generosity shown to me by Gordon and Liz that I was able to learn so much and have such good access to the park.

I found it easy to see what Gordon meant when he said there is so much more to Uluru-Kata Tjuta than just climbing the rock, but I still found myself strangely drawn to Uluru each morning watching the tourists assemble for the climb! I asked a few people why they were doing the climb; people talked about having come a long way so wouldn't turn down the chance and they thought it would do no harm. Others just didn't seem to understand the clash of cultures.

There seemed to be an unusual number of Japanese visitors who did the climb up Uluru and I found out that it had been made popular by a romantic comedy film where a couple had got married on Uluru!

The Aboriginal community of Mutitjulu and the park staff live inside the park area, but tourists must stay at the resorts in Yulara. Ayers Rock Resort, just outside the national park in the township of Yulara, offers a range of accommodation from camp sites to five-star luxury. I spent the last few days of my time at Uluru at the resort, so I could see it from the different perspective, that of a tourist. One striking thing were the number of tour operators competing with each other for who can offer the most unusual tour of the park; from motorbike, to camel to helicopter ride!

## SUMMARY OF MY TRAVEL FELLOWSHIP:

My travel fellowship has been such a memorable and personal time. From the application and interview, preparation, the travelling and report writing when I got back! The friendliness, warmth and openness that people have shown to me and their willingness to share ideas, experience and time with me, was really appreciated.

There are so many things that I learnt during my fellowship that I hope will benefit many of the things that we do now at Norton Priory and hope to do in the future. I have seen many good examples of visitors management, some dealing with complicated clashes of culture, whether a site as 30,000 visitors, such as Norton Priory or 100,000 such as Pannonhalma. Good visitor management is vital to each site, so that each visitor gets the most from their visit, understands and enjoys it, but has a minimal impact on the site. I saw some excellent interpretation of information, management plans that are reviewed regularly, and are inclusive of all stakeholders, as well as accessible to everyone for example Uluru management plan is available on line.

I have also been impressed by the good transport infrastructure for example in Japan, that enables large numbers of people to travel to sites.

It was interesting to see there are some common problems experienced by sites irrespective of size, for example staffing levels, secure funding streams, etc..

Finally, I just have to say thank you to the Winston Churchill Memorial Trust for giving me this opportunity, to my colleagues at Norton Priory for covering my duties while I was away and to all the other people who have helped me with finding contacts, getting information and being generally supportive and encouraging.