



THE HADRIAN'S WALL WORLD HERITAGE SITE MANAGEMENT PLAN CONSULTATION, 2014

Results of the Key Stakeholder Consultation, March 2014

PRIORITIES 2015-19

A discussion paper for further consultation, April 2014

This paper is a summary of the discussions held from March $10^{th} - 14^{th}$ in Maryport, Carlisle, Hexham and Newcastle at 7 first round consultation meetings with some of the Site's key stakeholders. Hadrian's Wall is a large and very complex World Heritage Site, and this first stage was designed to identify 20-30 key priorities for 2015-19, to present a focused paper for wider public consultation. You do not of course have to agree with them, and we welcome further discussion and feedback.

Notes:

- The priorities are arranged under numbered "Issue" headings. These relate to their layout in the current management Plan, Section 6.
 http://www.hadrianswalltrust.org/managing-world-heritage/management-plan-2008-2014
- Some numbers are missing, as no key priorities were identified under those headings.
- The 2008-14 Progress, Challenges and Opportunities Report used by in the first round is available if you would like to check back on whether priorities have been missed.

Issue 1 Management

Since the World Heritage Site is large and complex, it has since its inscription in 1987 been felt that it needed some centralized structures to facilitate management.

Currently there is a voluntary Management Plan Committee, charged with negotiating and monitoring the implementation of the Management Plan. This is intended to have representation from all the groups and bodies with responsibilities for sections and aspects of the Site: as a result the Committee is large. There has also been a funded body, Hadrian's Wall Trust, to coordinate and facilitate that work. The future form of these bodies is being reviewed.

- 1. The Management Plan Committee is very large, and its criteria for membership, and its structure and functions are poorly understood.
 - Review the structure and functions of the Management Plan Committee
 - Make these more transparent, by making information easily available
- 2. There is a need for some form of World Heritage Site coordination unit to facilitate implementation of the management plan.
 - Fund a core group of paid staff to ensure that the targets in the plan are met.
 - Build the group on a clear partnership model: each partner may take lead on a particular target, ownership of that target.
- 3. Relationships with other relevant bodies and key stakeholders need to be better managed, demonstrating an understanding of their own financial limitations and strategic priorities.
- 4. Communication with partners, other stakeholders and the media needs to be clearer.
 - Develop and implement a centralised communication plan, to make much more use of:
 - email to communicate, to avoid too many meetings
 - the coordinating body's website
 - apps, social media, short videos (e.g. about the work of volunteers)
 - on the ground/ local networks including the Trail Lengthsmen
 - Create a separate World Heritage Site website to avoid confusion with Hadrian's Wall Country. This should provide information about:
 - World Heritage and the OUV of Hadrian's Wall WHS (see Issue 2)
 - how the Site is managed and by whom
 - clear lines of contact to individuals
 - Improve media management for television and film
- 5. The body responsible for site coordination should facilitate collaboration with and between all relevant agencies e.g.

Local Authorities regarding Local Plans, Natural England regarding biodiversity; other World Heritage Sites (and candidate World Heritage Sites) and bodies such as the AONBs concerning their management plans and marketing.

- 6. Income needs to be generated for the implementation of the plan.
 - Identify funding streams, and engage in centralized fundraising.
 - Define what means of fundraising are acceptable and what are not.
 - Develop funding applications on a clear project basis.
- 7. An agreed integrated conservation management framework is needed (Policy 1c)
- 8. Mapping of the World Heritage Site should continue to be improved, including further developing and using a uniform Geographic Information System (GIS) (Policy 1d)
- 9. Partners need to see how activity will be of benefit to and help progress their own strategic priorities (Policies 1f, 1g). This is particularly important in relation to planning in the light of the changing financial circumstances of Local Authorities and other funders.
 - Provide clear, implementable project and business proposals and plans for funders.
 - Ensure good communications throughout projects, and assessments of results.

Issue 2: The World Heritage Site and Buffer Zone

UNESCO requires that all World Heritage Sites develop what is called a "Statement of Outstanding Universal Value", which summarises what makes that site of importance not just nationally, but internationally. Once these values and the physical structures that embody them have been identified, management should then use them as the point of reference for all decisions.

10. The meaning and function of a Statement of Outstanding Universal Value needs to be clarified.

- Explain how the Statement of Outstanding Universal Value relates to fabric/ archaeology.
- Clearly link the Statement of Outstanding Universal Value to all aspects of the plan, from conservation to branding.

11. The extent and nature of the World Heritage Site and Buffer Zone is not always well understood

- Clarify and promote the extent of the World Heritage Site from Ravenglass to Wallsend.
- Provide clear maps and explanation of the Buffer Zone and its role.
- Audit the values of the Site and their condition/possible conflicts

12. Any extensions to the World Heritage Site need to be clearly planned

Define provisions and procedures for including new sites within the World Heritage Site

Issue 7 Conservation

Conservation of the Outstanding Universal Values of the Site and the physical objects which embody them is a core responsibility of the bodies charged with the management of the Site.

13. All archaeological sites and monuments are subject to decay and damage through natural and social processes. The Site lacks an integrated system for monitoring, recording and responding to that decay.

- Develop robust systems for monitoring and recording condition of archaeological sites and monuments. In particular:
 - Make clear when monitoring should trigger action
 - Make clear what sort of action is feasible in terms of budget and staff

14. Many earthworks within the Site are particularly prone to erosion. (Policy 7c)

• Implement management regimes on archaeological earthwork sites that are prone erosion.

Issue 8 Rural land management

15. Communication with and understanding of the needs of farmers and landowners needs to be improved.

- Learn from and disseminate good practice in management and agricultural techniques (e.g. stocking types and levels, mowing regimes)
- Develop channels of communication for farmers and landowners with the coordinating body for the World Heritage Site to suit their needs. (Policy 8b)

16. Farming being an ongoing, dynamic activity, collaboration is needed to ensure that archaeological sites are protected.

 Discuss and maintain monitoring and maintenance programmes to mitigate potential impacts on the World Heritage Site through agricultural activity (Policy 8b).

Issue 9 Research

Coming to understand this complex World Heritage Site is an ongoing process that requires much research. Archaeological research is coordinated through an agreed Research Framework which helps to focus effort and provides a structure to share results, but there is potential for a much more integrated and wise ranging approach which could feed into education, marketing, interpretation.

17. Research into the World Heritage Site and its landscape is felt to be too narrowly focused on archaeology.

- Develop an integrated research framework that brings together all strands including the natural environment, geology, the local economy, local communities and their traditions and ways of life.
- Draw together the considerable research already carried out in these various fields.

Issue 10 Sustainable physical access

Managing sustainable physical access to the World Heritage Site is key to conservation, enjoyment and economic development, and is a concern for many stakeholders as a result. For Hadrian's Wall this is particularly challenging because the World Heritage Site is so large.

18. There is a need to research and develop an integrated transport plan for the World Heritage Site itself, and to connect it with surrounding areas.

- Develop an integrated plan based on based on examples of good practice on other large and complex sites, including research into:
 - the continuation of funding for bus AD122, and an assessment of the possibility of expansion to become a more regular local service
 - integration of different modes of transport (rail, bus, car, cycle, etc)
 - increased availability of timetabling info on websites
 - funding for proper management and continued conservation and monitoring of the Hadrian's Wall National Trail
 - expansion of walking and cycling routes down the Cumbria Coast, and to connect with wider networks beyond the WHS.

Issue 11 The visitor experience

19. Signage across much of the World Heritage Site is felt to be insufficient, outdated, in poor condition, and/or confusing.

- Create an agreed template for signage across the Wall
- Replace old information panels and provide additional information products at key locations (Policy 11g)

Issue 12 Economic development and regeneration

20. Small to medium enterprises are vital to economic regeneration. Support for these in economic development, needs to take practical as well as financial form.

Establish a mentoring and support programme for entrepreneurs in the heritage sector.

Issue 13 Community engagement

Hadrian's Wall World Heritage Site is home to many communities. In the last decade these communities have become more engaged in the management, promotion and enjoyment of the Site. Volunteers make valuable contributions through many different organisations.

21. Planning is needed to offer the widest range of opportunities, prevent duplication of effort or not matching volunteers with projects, and to liaise with land and property owners.

- Draft and implement a volunteering plan to co-ordinate the work of volunteers across different organisations.
- Link volunteering into different aspects of the plan e.g. Research, Condition assessment.

- Build relationships with a wider diversity of communities, including farmers.
- Engage with community generated 'grass roots' groups like Wall Together.
- Have a 'Champions' award annually for community participation.

22. Centralised coordination of volunteering on the Wall is needed

• Fund a community engagement co-coordinator to plan and strengthen engagement and volunteering across the World Heritage Site (Policies 13a, 13b).

Issue 14 Marketing

- 23. In the period of the last management plan much was learned about how visitors see Hadrian's Wall and how it can be marketed: this experience must be drawn on and the Wall's potential maximized.
 - Market the whole World Heritage Site across regional and indeed national borders.
 - The Newcastle-Carlisle train branding as the Hadrian's Wall Line should be continued down the west coast.
 - Increase visibility west of Carlisle, through signage and digital media.
 - Bring the National Trail down the west coast: currently the Trail stops at Bowness.

Issue 15 Education

- 24. The World Heritage Site provides outstanding opportunities for education. The established links to the national curriculum are key, but other audiences and subjects should also be considered.
 - Develop educational resources and activities for a wider range of audiences, e.g.
 - lifelong learners
 - staff at attractions in the World Heritage Site.
 - Develop a range of educational resources to decrease vulnerability to curriculum changes, and draw in a wider audience e.g
 - periods of history other than Roman
 - the natural environment
 - World Heritage

25. Coordination of education activities is needed

• Fund a coordinated resource for education to take advantage of economies of scale.