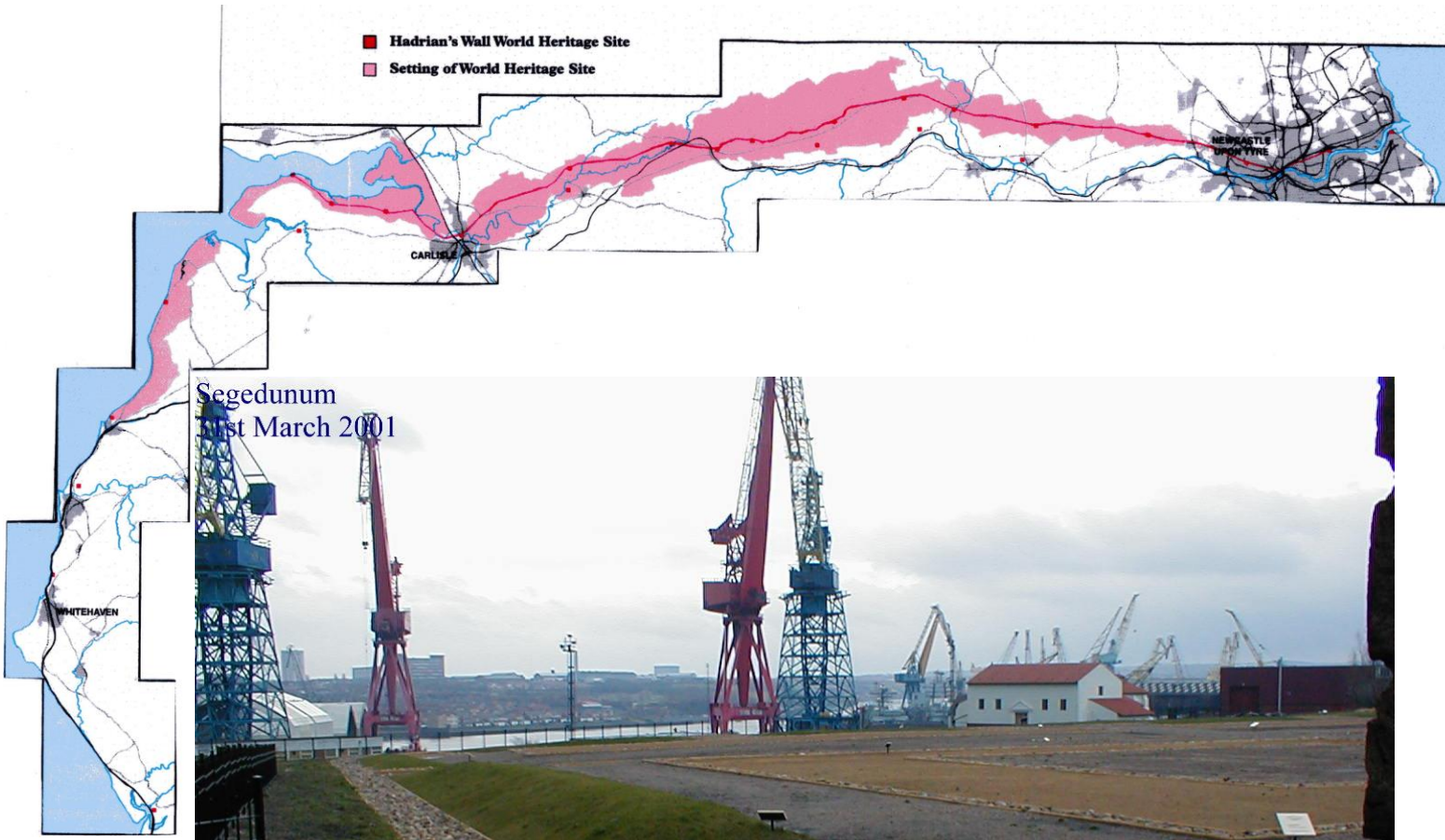# Enhancing Site Managers' professional skills and capacities

Risk Management, Periodic Reporting, communication and promotion of World Heritage properties

Hadrian's Wall World Heritage Site
Setting of World Heritage Site

Segedunum
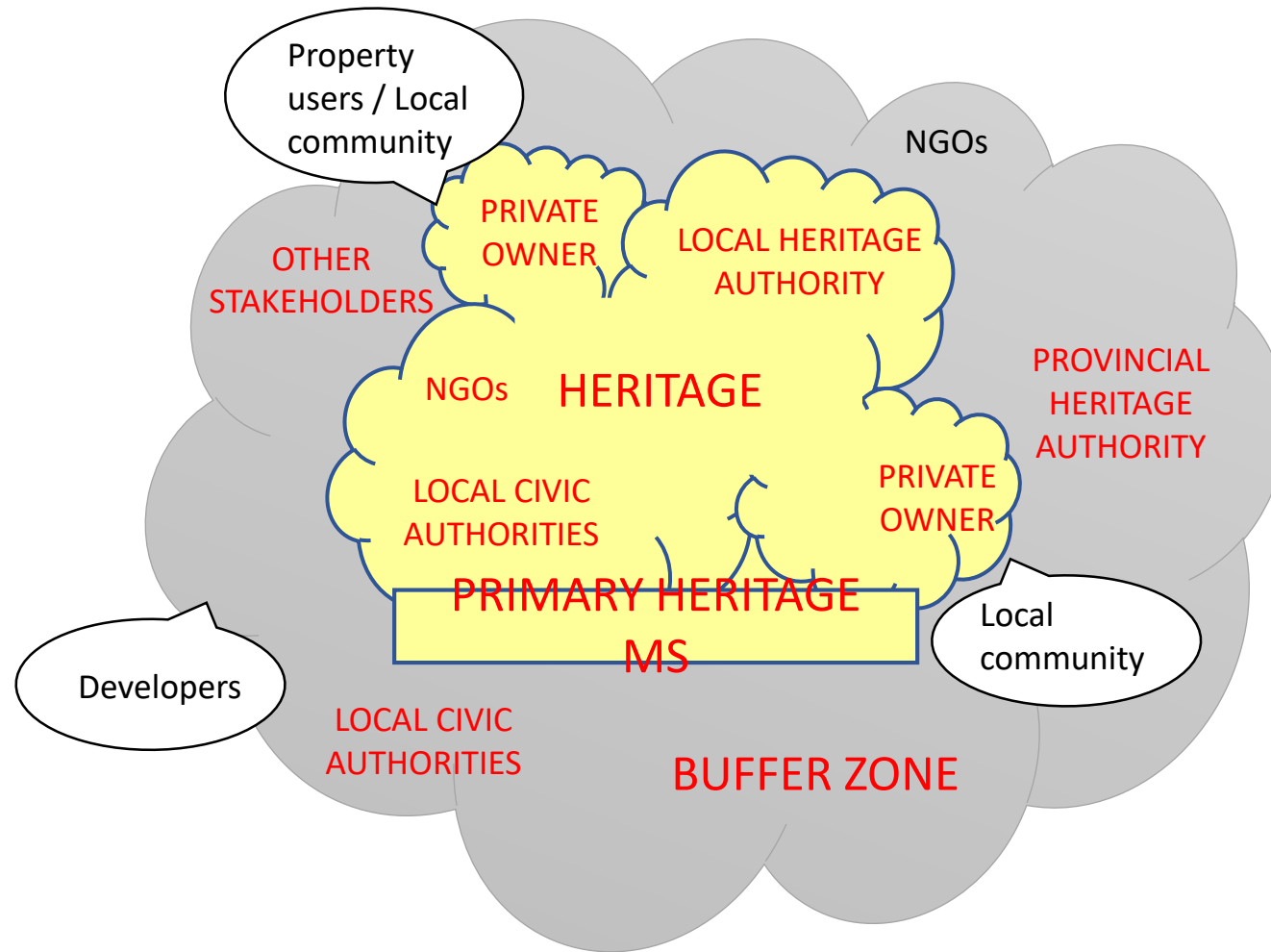21st March 2001

Ownership and management

- c. 10 *per cent* of the frontier owned and managed primarily for conservation and public access.

- Eight different bodies are involved in management of that 10 *per cent*.

- The remainder is largely privately owned.

- Around 700 owners of the designated areas of World Heritage Site itself, mainly farmers, plus many others in the Setting (buffer zone) and urban areas

- Management and protection not coordinated for the Wall as a whole
- Concerns about the practical management of the Wall as a whole emerged during the 1970s.
- Seen primarily in terms of visitor management, particularly a perceived risk of erosion and damage based on very high visitor numbers (up to the oil crisis of 1973) and also inadequate interpretation and facilities for visitors.
- Both the DART Report of 1976, commissioned by Countryside Commission, and the Hadrian's Wall Consultative Committee Report of 1984 focused on issues of visitor management and made a large number of recommendations.
- No mechanism for implementing the recommendations so little practical was achieved.

The beginnings of the World Heritage Site

- Hadrian's Wall inscribed as a World Heritage Site in 1987; at first with little practical effect
- Impact of planning enquiries on this perception
- growing awareness of the significance of World Heritage inscription as both a conservation and marketing tool.
- Realisation that Hadrian's Wall should be managed as a unity for management purposes.
- need to cope with perceived visitor pressure as well as to sustain and develop tourism as other industries went under
- recognition of other pressures such as development and the impact of agriculture, both ploughing and overgrazing in pastoral areas

- Ceremony to mark Hadrian's Wall as a World Heritage Site in 1993
- The creation, also in 1993, of the Hadrian's Wall Tourism Partnership to develop co-ordinated approach to sustainable tourism on Hadrian's Wall
- The Countryside Commission's firm proposal for a Hadrian's Wall National Trail.
  - focused attention on the Wall as a whole
  - generated heated discussion among archaeologists and others on sustainability of proposals
- Announcement that English Heritage would lead the production of the Management Plan

3 Elements	3 Processes	3 Results
Institutional: Multiple No coordination Lack of trust	Planning: None effective	Outcomes:
Resources: Multiple and uncoordinated	Implementation: Ad hoc by individual managers	Outputs: Some conservation Some visitor improvements
Legal: Designation of assets Some spatial planning systems	Monitoring:	Improvements in system:

Preparation of 1996 Plan

- Participation by all the stakeholders essential to ensure consensus
- Four working parties created
  - spatial planning
  - land use
  - visitor access and interpretation
  - urban areas.
- Studies prepared on landscape character and tourism.
- Emerging policies discussed at an invited symposium in the spring of 1995
- consultation draft launched in July 1995.

Hadrian's Wall Apparent Threats 1990

- Development pressure
  - Urban
  - Coal mining
  - Oil extraction
- Agriculture
  - Ploughing
  - Over grazing
- Tourism Pressure

Wall plan dubbed 'ethnic cleansing'

ENGLISH Heritage has been accused of attempting to carry out a form of "ethnic cleansing" with its wide-ranging management plan for the Roman Wall in Tynedale.

The blast came from Coun. Richard Dodd, of Great Whittington, at Tuesday's meeting of Tynedale Council's planning committee, when he said the plan, launched in a blaze of publicity earlier this year, was designed to drive away the farmers trying to make a living in the Wall zone.

He said: "Some of the things put forward in this plan are completely barmy.

By BRIAN TILLEY

Allendale couple, Gail and Roy Stephenson with two of Mr Stephenson's Amer from the parish council. Mr Stephenson has 12 cars, but denies they ca

Roy's Yankee ca
a commotion in t

AN ALLENDALE motoring enthusiast's collection of American cars has come in for criticism from parish councillors.

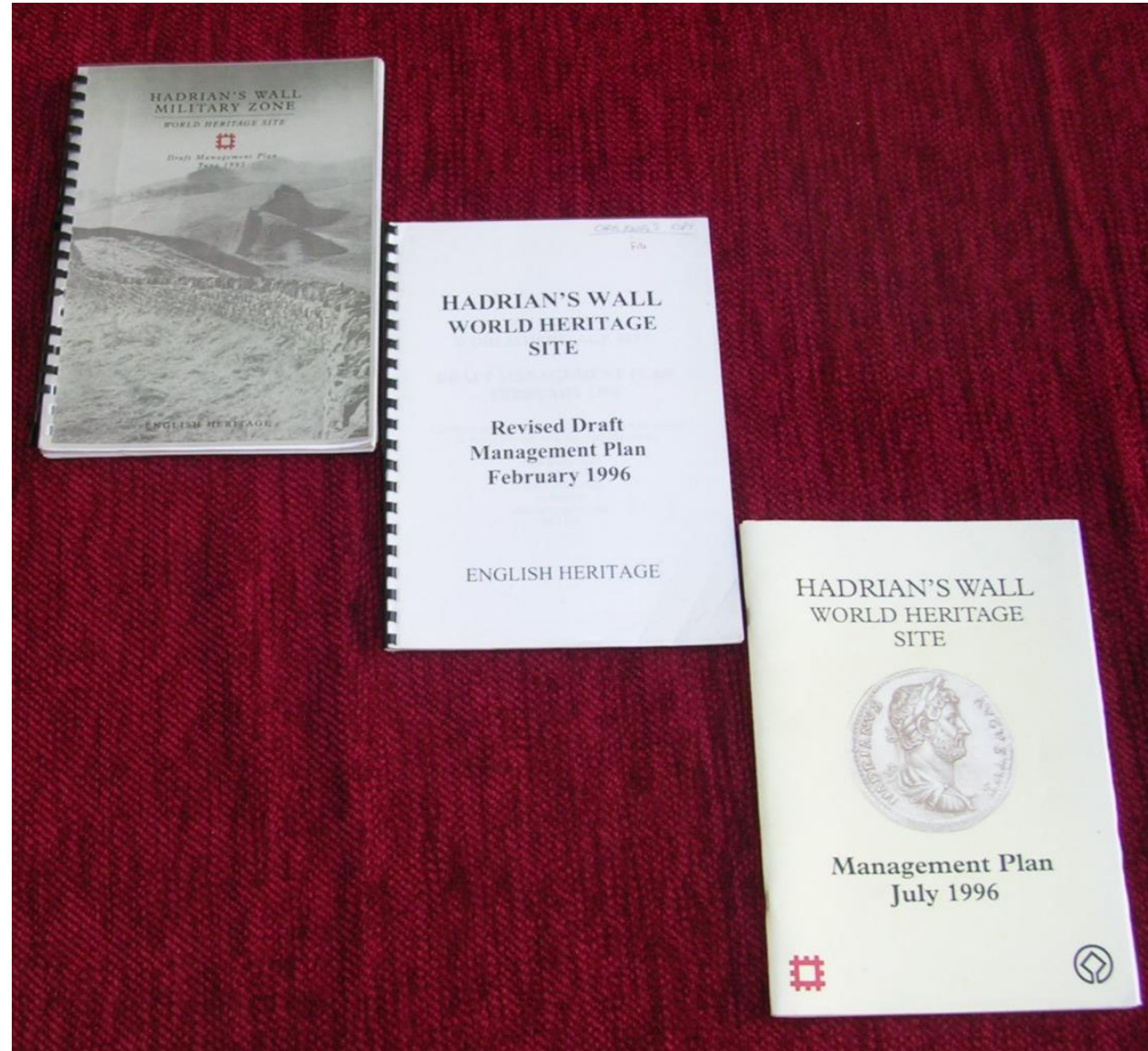The cars causing this controversy belong to Mr Roy Stephenson who

By DARIN HUTSON

which it says are an eyesore.

Coun. Ian Hutchinson suggested that the council consider drafting new bye-laws to tackle the problem. It was agreed that the council seek legal advice on

like looking at think they're prol second most in thing in Allen tourists, after the

At the council meeti claimed th Stephenson regul up to eight cars o house. He has this however

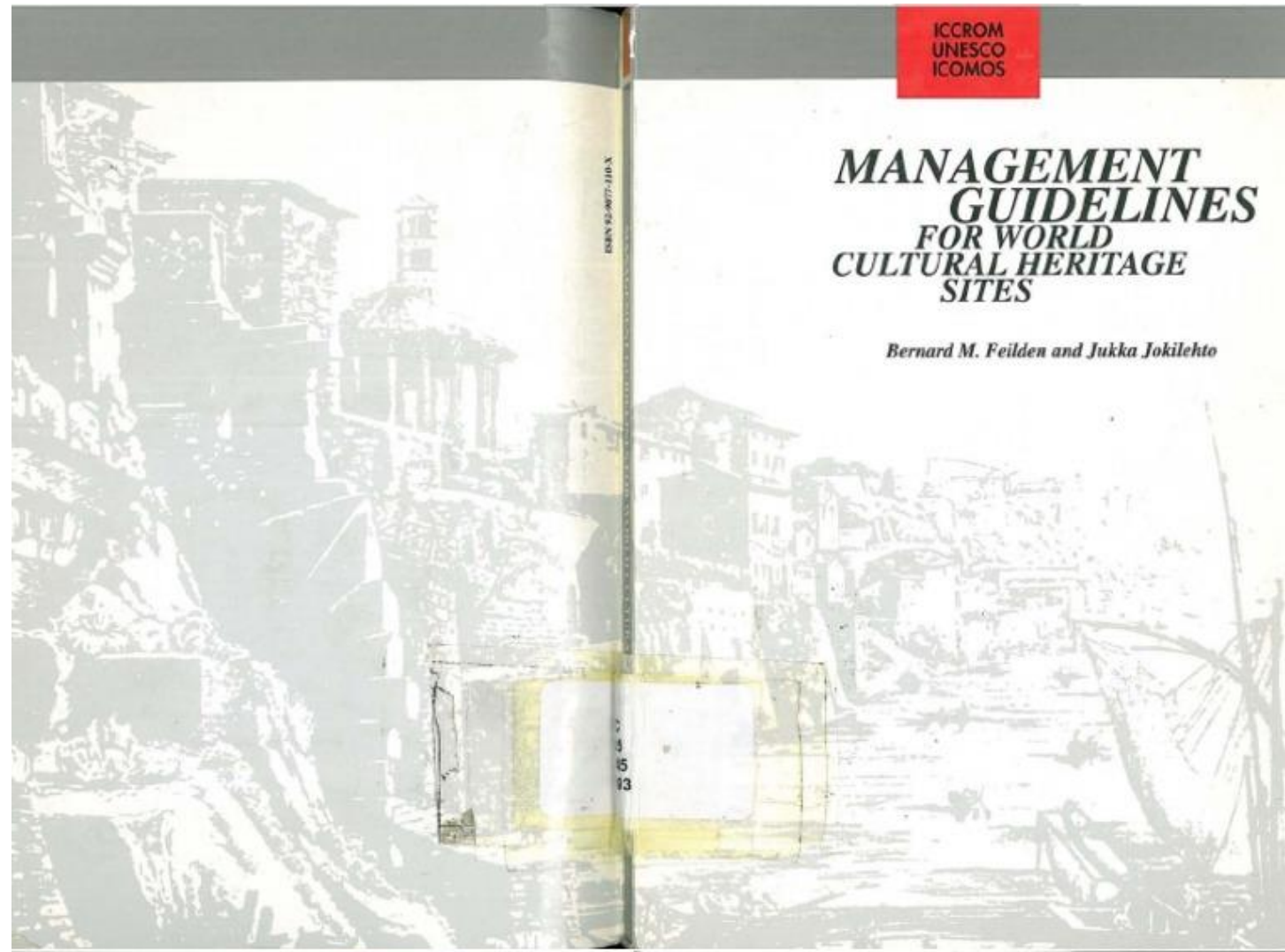# Evolution of the first Hadrian's Wall Management Plan

Hadrian's Wall Co-ordination Unit

A small Co-ordination Unit will therefore be English Heritage's initial contribution to this effort to deliver the objectives of the management plan and to establish communication between those who have an interest in seeing the plan succeed, to co-ordinate efforts, and to secure commitment and resources for this work. The role of the Unit will not be to replace the efforts which others may be able to provide in seeing the plan succeed, but it can carry out the following functions:

Co-ordination Unit Remit 1996

(1) service the Management Committee, and alongside the partners construct annual work programmes to meet agreed priorities

(2) ensure communication and liaison with all those involved in the management of resources within the World Heritage Site, including individual landowners and business interests

(3) provide assistance with advice and information, scheduled monument consents, and setting and monitoring standards for work on the Wall

(4) maintain and update the proposed World Heritage Site database, and provide users of the resource with the information they need

(5) monitor and review regularly the physical condition of the Wall, and devise, target and implement management action to deal with potential or actual threats to it

(6) where necessary co-ordinate joint bids for funding from other external sources for projects relating to the Hadrian's Wall World Heritage Site

(7) devise and manage specific projects associated with the management plan process or other projects which may affect the World Heritage Site

(8) house staff involved in major cross-boundary projects, if required

(9) review the management plan and provide for its regular updating

Guidance in 1993

World Heritage Published Policies

- Synergies with other conventions and UNESCO programmes (OG 41 – 44 since 1994)
- Policy Document on the Impacts of Climate Change on World Heritage Properties (2005)
- Strategy for Reducing Risks from Disasters at World Heritage Properties (2006)
- Historic Urban Landscape Recommendation (2011)
- World Heritage Capacity Building Strategy (2012)
- World Heritage Sustainable Development Policy (2015)

"Since wars begin in the minds of men, it is in the minds of men that the defences of peace must be constructed."

UNESCO's mission is to contribute to the building of a culture of peace, the eradication of poverty, sustainable development and intercultural dialogue through education, the sciences, culture, communication and information.

The Organization focuses on a number of overarching objectives:

● Attaining quality education for all and lifelong learning;

● Mobilizing science knowledge and policy for sustainable development;

● Addressing emerging social and ethical challenges;

● Fostering cultural diversity, intercultural dialogue and a culture of peace;

● Building inclusive knowledge societies through information and communication

UNESCO objectives for the protection and sustainable use of heritage

● *Promote cultural diversity by safeguarding heritage in its various dimensions and enhancing cultural expressions.*

● *Promote social cohesion by fostering pluralism, intercultural dialogue, and a culture of peace, as well as securing the central role of culture in sustainable development.*

● *Preserve humanity's irreplaceable riches: its diversity and shared heritage.*

World Heritage Policy for Sustainable Development

Environmental Sustainability

Inclusive Social Development

- Contributing to inclusion and equity
- Enhancing the quality of life and well-being
- Respecting, protecting and promoting human rights
- Respecting, consulting and involving indigenous peoples and local communities
- Achieving gender equality

Inclusive Economic Development

Fostering Peace and Security

Position of Site Manager in World Heritage System

- Important interface between international requirements of World Heritage Convention and national tools for responding to these requirements.

- National focal points and site managers are key players at this interface

- Need to be able to understand and respond to both sides of this interface

- Site Manager has to interface with local stakeholders as Mr/ Ms World Heritage on his/ her patch

- Also has to supply information upwards via national focal point to UNESCO

Objectives of Periodic Reporting (OG § 201)

- to provide an assessment of the application of the *World Heritage Convention* by the State Party;

- to provide an assessment as to whether the Outstanding Universal Value of the properties inscribed on the World Heritage List is being maintained over time;

- to provide up-dated information about the World Heritage properties to record the changing circumstances and state of conservation of the properties;

- to provide a mechanism for regional co-operation and exchange of information and experiences between States Parties concerning the implementation of the *Convention* and World Heritage conservation.

What can Periodic Reporting do for Site Managers?

- Past cycles provide much useful data about your property
- Process provides opportunity to collect data about your site and to examine its overall condition
- Questionnaire for third cycle coming to you in 2022 but it should be available now
- Provides an agenda for issues of interest to World Heritage Committee which can also be used to plan work ahead and to feed into management plans etc

Cycle 3 Section ll Questionnaire

1   Property Details

2   Synergies with other Conventions and UNESCO programmes

3   Identification and assessment of condition of attributes (as proxy for condition of Outstanding Universal Value)

4   Comparison of factors impacts with previous PR cycle and prediction of impacts at next PR Cycle

Prediction of condition of attributes of OUV at next cycle

	Attribute	Lost	Seriously compromised	Compromised	Preserved
4.18.1.1					
4.18.1.2					
4.18.1.3					
4.18.1.4					
4.18.1.5					

5.1 Boundaries and buffer zones

5.2 Protective Measures (legal and regulatory)

5.3 Management Plan/ Management System

new questions on:
- governance of site,
- use of World Heritage Committee policies,
- Historic Urban Landscape Recommendation
- incorporation of Sustainable Development strategy

		Not applicable	No contribution	Limited	Significant	Full achievement
5.3.17.1	The management system of the property contributes to gender equality					
5.3.17.2	The management system of the property provides ecosystem services/benefits to the local community (e.g. fresh air, water, food, medicinal plants)					
5.3.17.3	The management system of the property contributes to social inclusion and equity, improving opportunities for all, irrespective of age, sex, disability, ethnicity, origin, religion or economic or other status					
5.3.17.4	The management system of the property integrates a human rights-based approach					
5.3.17.5	The management system of the property contributes to fostering inclusive local economic development, and to enhancing livelihood					
5.3.17.6	The management system of the property contributes to conflict prevention, including respect for cultural diversity within and around heritage properties					

6   Funding and Resources

6.1.10 Has any use been made of the WH Strategy for
        Capacity Building?
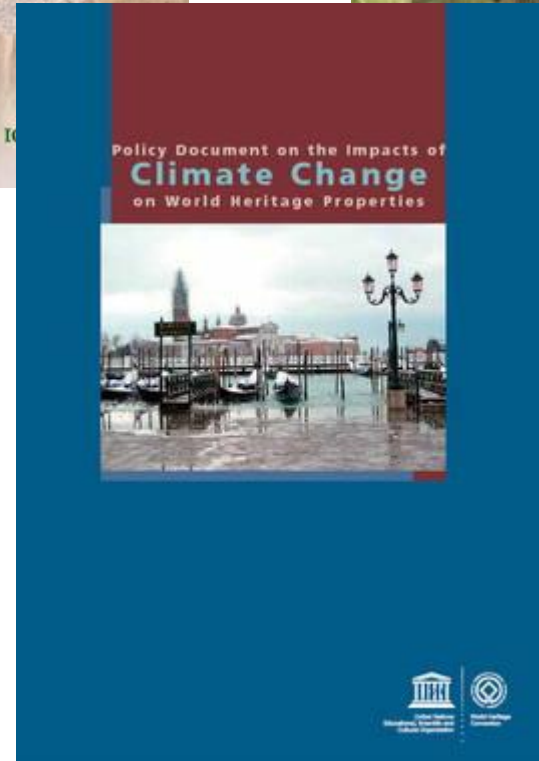
7   Scientific Studies and Research Projects
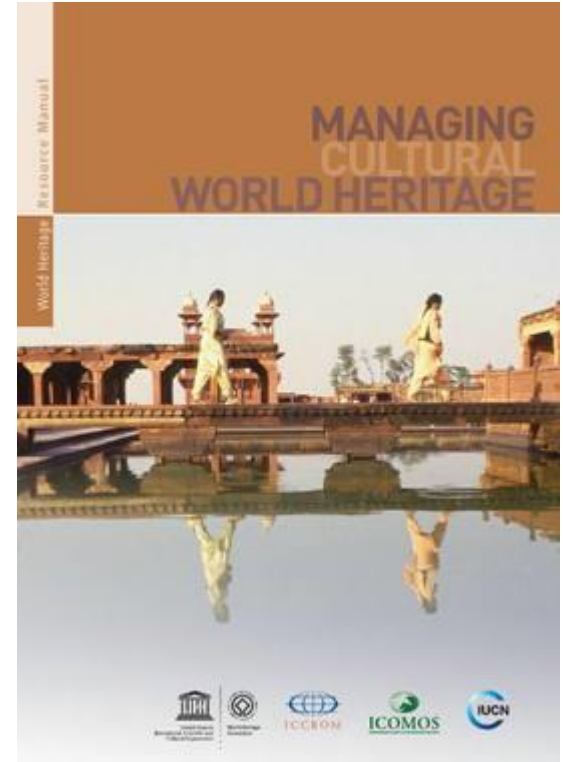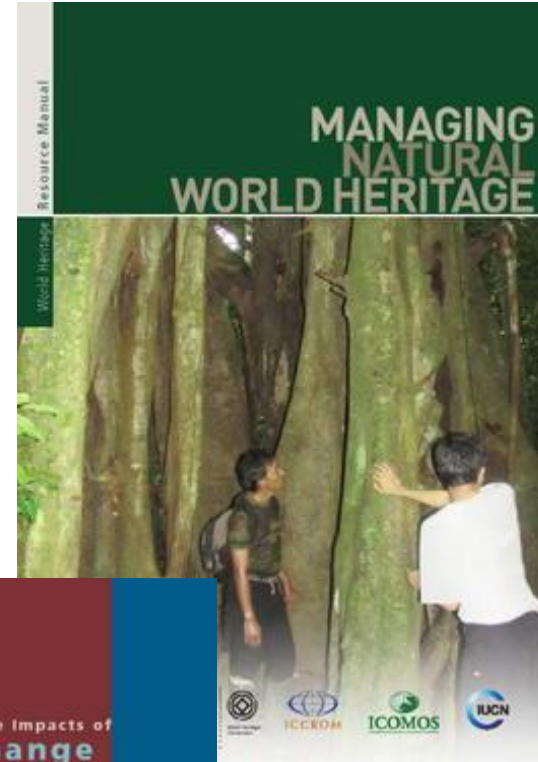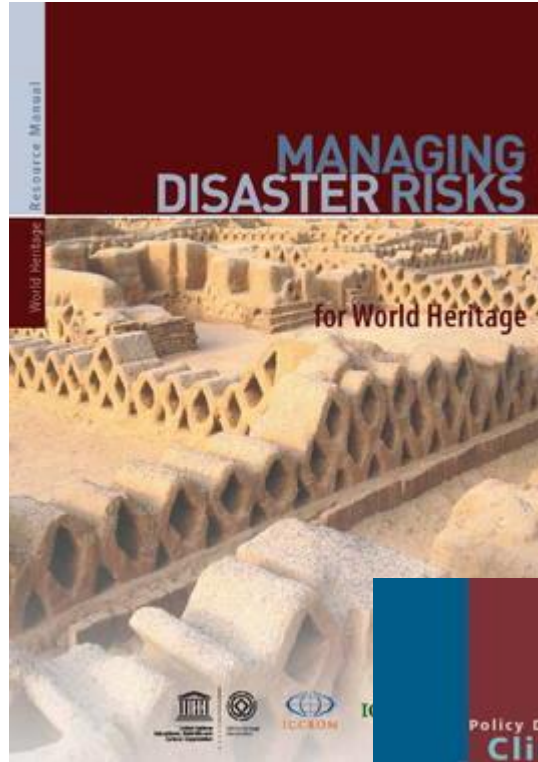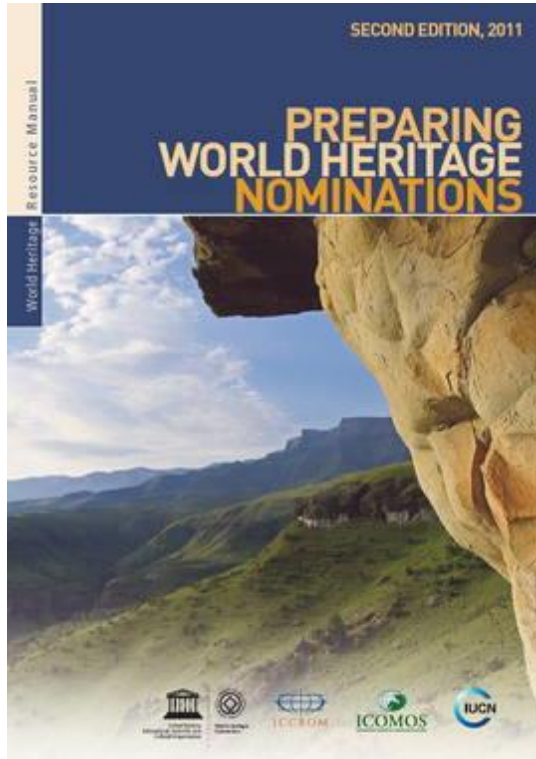
8   Education, Information and Awareness Building

9   Visitor Management – new questions on visitor spend,
         existence of visitor/ tourism strategy, local sustainable
         tourism initiatives, sharing benefits of tourism with local
         community

10 Monitoring Indicators – some new emphases on effectiveness of monitoring indicators, and on groups which might be involved in the process

11 Identification of Priority Management Needs

12.1 Conclusion - factors affecting the property

12.2 Conclusion - Management Needs

12.3 Conclusion – State of Conservation of property

13 Impact of World Heritage Status (wider range of stakeholders)

14 Good practice in the implementation of the Convention (one example)

15 Assessment of Periodic Reporting Exercise

Available resources internationally

- Operational Guidelines

- Resource Manuals

- World Heritage Papers

- ICCROM/ ICOMOS/ IUCN advice – eg ICOMOS HIA guidance, IUCN EIA guidance

- Guidance/ training materials being developed for Periodic Reporting Cycle 3

- Training workshops but these will need resourcing by States Parties

- World Heritage Centre website whc.unesco.org

SECOND EDITION, 2011

World Heritage Resource Manual

PREPARING WORLD HERITAGE NOMINATIONS

Resource Manual

World Heritage

MANAGING DISASTER RISKS
for World Heritage

ICCROM ICOMOS

Resource Manual

World Heritage

MANAGING NATURAL WORLD HERITAGE

ICCROM ICOMOS IUCN

Resource Manual

World Heritage

MANAGING CULTURAL WORLD HERITAGE

ICCROM ICOMOS IUCN

Policy Document on the Impacts of
Climate Change
on World Heritage Properties

Helsinki Action Plan

- Review and update the tasks (Terms of Reference / Job desciption) in a changing environment / for a new generation of 'site manager'

- Establish capacity-buildings systems for site managers covering: management systems (including legal frameworks), sustainable use and managing change – through a better understanding of balancing cultural values vs. other human values, attributes, integrity etc. (EIA and HIA); interpretation; risk management; community engagement and resilience building

In-country activity

- Dissemination of lessons learnt by national focal points at regional workshops
- Production of guidance documents by national focal points
- Regular meetings of site managers to exchange views and information with each other and with national focal points
- ? Use of social media by site managers (e.g. Facebook group)

Outline contents of
Historic England Advisory Note on World Heritage

1. Introduction
2. UNESCO World Heritage Policy Context
3. National Policy Context
4. Best Practice and Practical Advice
5. Involvement of the World Heritage Committee in individual World Heritage properties
6. Bibliography
7. Useful bodies and contacts: address list, weblinks etc